San Antonio College
Strategic Plan 2019-2022
Scorecard

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved		
							2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	SS- Fully implement and continue to assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	Increase overall headcount enrollment by 2% per academic year for fall semester	Fall 2018 - 19,252	From Fall 2018 - 19,252 to Fall 2019 - 19,637 By August 31, 2020	Fall 2019 - 19,499		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	SS- Fully implement and continue to assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	Increase overall headcount enrollment by 2% per academic year for fall and spring semesters	Fall 2019 - 19,499 Spring 2020 - 18,463	From Fall 2019 - 19,499 to Fall 2020 -19,889 From Spring 2020 - 18,463 Spring 2021 - 18,832 By August 31, 2021		Fall 2020 - 19,231 Spring 2021- 17,839	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	SS- Fully implement and continue to assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	Increase overall headcount enrollment by 2% per academic year for fall and spring semesters	Fall 2020 - 19,231 Spring 2021 - 17,839	From Fall 2020 - 19,231 to: 2% Fall 2021 -19,616 5% Fall 2021 - 20,193 From Spring 2021 - 17,839 to: 2% Spring 2022 - 18,196 5% Spring 2022 - 18,731 By August 31, 2022			Fall 2021 - 17,677 Spring 2022 - _____
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	AS- Develop, schedule and advertise Innovative modalities and parts of term with emphasis on 8-week schedules, traditional online and remote offerings aligned to TAGS.	Increase academic contact hours by 2% per fall semesters	Fall 2018 - 2,327,520	From Fall 2018 - 2,327,520 to Fall 2019 - 2,374,070 By August 31, 2020	Fall 2019 - 2,601,024 Spring 2020 - 2,464,944		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	AS- Develop, schedule and advertise Innovative modalities and parts of term with emphasis on 8-week schedules, traditional online and remote offerings aligned to TAGS.	Increase academic contact hours by 2% per fall and spring semesters	Fall 2019 -2,601,024 Spring 2020 -2,464,944	From Fall 2019 - 2,601,024 to Fall 2020 - 2,653,044 From Spring 2020 - 2,464,944 to Spring 2021 - 2,517,893 By August 31, 2021		Fall 2020 - 2,427,736 Spring 2021 - 2,191,376	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	AS- Develop, schedule and advertise Innovative modalities and parts of term with emphasis on 8-week schedules, traditional online and remote offerings aligned to TAGS.	Increase academic contact hours by 2% per fall and spring semesters	Fall 2020 - 2,427,736 Spring 2021 - 2,191,376	From Fall 2020 - 2,427,736 to 5% Fall 2021 - 2,549,122 From Spring 2021 - 2,191,376 to 5% Spring 2022 - 2,300,946 By August 31, 2022			Fall 2021 - 2,270,016 Spring 2022 - _____
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	AS- Increase number of courses & CTE programs with current students and bring on new HS partners.	Increase dual credit enrollment by 2%	Fall 2018 2,350	From Fall 2018 - 2,350 to Fall 2019 - 2,397 By August 31, 2020	Fall 2019 2,304		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	AS- Increase number of courses & CTE programs with current students and bring on new HS partners.	Increase dual credit enrollment by 2%	Fall - 2019 - 2,304 Spring 2020 - 2,273	From 2019 - 2,304 to Fall 2020 - 2,350 From Spring 2020 - 2,273 to Spring 2021 - 2,374 By August 31, 2021		Fall 2020 - 2,542 Spring 2021 - 2,491	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	AS- Increase number of courses & CTE programs with current students and bring on new HS partners.	Increase dual credit enrollment by 2%	Fall 2020 - 2,542 Spring 2021 - 2,491	From Fall 2020 - 2,542 to Fall 2021 - 2,593 From Spring 2021 - 2,491 to Spring 2022 - 2,614 By August 31, 2022			Fall 2021 - 2,077 Spring 2022 - _____
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	SS- Fully implement and continue assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	Increase students receiving Pell by 2 percentage points	Fall 2018 37.0%	From Fall 2018 37.0% to Fall 2019 - 39.0% By August 31, 2020	Fall 2019 39.5%		

Actual Achieved: Met Target

Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.

Actual Achieved: Did not meet Target and fell below Benchmark.

SS - Student Success; AS - Academic Success; CS - College Services

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved 2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	SS- Fully implement and continue assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	Increase students receiving Pell by 2 percentage points	Fall 2019 39.5%	From Fall 2019 - 39.5% to Fall 2020 - 41.5% By August 31, 2021		Fall 2020 34.8%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher enrollment #	SS- Fully implement and continue assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	Increase students receiving Pell by 2 percentage points	Fall 2020 34.8%	From Fall 2020 - 34.8% to Fall 2021 - 36.8% By August 31, 2022			Fall 2021 41.3%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Integrate SI in selected courses, action plans for lowest 10% of PGR, Partner with High Achieving faculty, Refresh Dev plans & Charrette strategies.	Reduction of high-challenge courses by 2 courses every AY	Fall 2018 18	From Fall 2018 - 18 to Fall 2019 - 16 By August 31, 2020	Fall 2019 21		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Integrate SI in selected courses, action plans for lowest 10% of PGR, Partner with High Achieving faculty, Refresh Dev plans & Charrette strategies.	Reduction of high-challenge courses by 2 courses every AY	Fall 2019 21	From Fall 2019 - 21 to Fall 2020 - 19 By August 31, 2021		Fall 2020 11	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Integrate SI in selected courses, action plans for lowest 10% of PGR, Partner with High Achieving faculty, Refresh Dev plans & Charrette strategies.	Reduction of high-challenge courses by 2 courses every AY	Fall 2020 11	From Fall 2020 - 11 to Fall 2021 - 9 By August 31, 2022			Fall 2021 9
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Integrate action plans for addressing low PGR including SI, faculty development and emphasize learning communities.	Increase Productive Grade Rates-fall by 1 percentage point	Fall 2018 78.36%	From Fall 2018 - 78.36% to Fall 2019- 79.36% By August 31, 2020	Fall 2019 77.08%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Integrate action plans for addressing low PGR including SI, faculty development and emphasize learning communities.	Increase Productive Grade Rates-fall by 1 percentage point	Fall 2019 77.08%	From Fall 2019 - 77.08% to Fall 2020 - 78.08% By August 31, 2021		Fall 2020 78.84%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Integrate action plans for addressing low PGR including SI, faculty development and emphasize learning communities.	Increase Productive Grade Rates-fall by 1 percentage point	Fall 2020 78.84%	From Fall 2020 - 78.84% to Fall 2021 - 79.84% By August 31, 2022			Fall 2021 76.8%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher course completion rate.	AS- Emphasize innovative 8-week scheduling that shows improved course completion rates.	Increase course completion rates-fall by 0.5 percentage point	Fall 2018 90.9%	From Fall 2018 - 90.9% to Fall 2019 - 91.4% By August 31, 2020	Fall 2019 90.7%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher course completion rate.	AS- Emphasize innovative 8-week scheduling that shows improved course completion rates.	Increase course completion rates-fall by 0.5 percentage point	Fall 2019 90.7%	From Fall 2019 - 90.7% to Fall 2020 - 91.2% By August 31, 2021		Fall 2020 91.5%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher course completion rate.	AS- Emphasize innovative 8-week scheduling that shows improved course completion rates.	Increase course completion rates-fall by 0.5 percentage point	Fall 2020 91.5%	From Fall 2020 - 91.5% to Fall 2021 - 92% By August 31, 2022			Fall 2021 89.6%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Ensure refreshers are available in different formats and tracking of students to ensure goal. Collaborate with Advising on placement of students in math courses in first 2 semesters.	Increase percentage of Dev Ed students who complete college-level MATH course within their first academic year of attendance by 2 percentage points.	Fall 2017 4.5% Fall 2018 7.1%	From Fall 2018 7.1% to Fall 2019 - 9.1% By August 31, 2020	Fall 2019 9.6%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Ensure refreshers are available in different formats and tracking of students to ensure goal. Collaborate with Advising on placement of students in math courses in first 2 semesters.	Increase percentage of Dev Ed students who complete college-level MATH course within their first academic year of attendance by 2 percentage points.	Fall 2019 9.6%	From Fall 2019 - 9.6% to Fall 2020 - 11.6% By August 31, 2021		Fall 2020 13.2%	

Actual Achieved: Met Target	Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.	Actual Achieved: Did not meet Target and fell below Benchmark.

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved		
							2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Ensure refreshers are available in different formats and tracking of students to ensure goal. Collaborate with Advising on placement of students in math courses in first 2 semesters.	Increase percentage of Dev Ed students who complete college-level MATH course within their first academic year of attendance by 2 percentage points.	Fall 2020 13.2 %	From Fall 2020 - 13.2% to Fall 2021 - 15.2% By August 31, 2022			Fall 2021 ___ %
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Ensure refreshers are available in different formats and tracking of students to ensure goal. Collaborate with Advising on placement of students in English courses in first 2 semesters.	Increase percentage of Dev Ed students who complete college-level ENGL course within their first academic year of attendance by 1 percentage points.	Fall 2017 11.5% Fall 2018 11.4%	From Fall 2018 - 11.4% to Fall 2019 - 12.4% By August 31, 2020	Fall 2019 16.5%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Ensure refreshers are available in different formats and tracking of students to ensure goal. Collaborate with Advising on placement of students in English courses in first 2 semesters.	Increase percentage of Dev Ed students who complete college-level ENGL course within their first academic year of attendance by 1 percentage points.	Fall 2019 16.5%	From Fall 2019 - 16.5% to Fall 2020 - 17.5% By August 31, 2021		Fall 2020 16.6%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion rate.	AS- Ensure refreshers are available in different formats and tracking of students to ensure goal. Collaborate with Advising on placement of students in English courses in first 2 semesters.	Increase percentage of Dev Ed students who complete college-level ENGL course within their first academic year of attendance by 1 percentage points.	Fall 2020 16.6 %	From Fall 2020 - 16.6% to Fall 2021 - 17.6% By August 31, 2022			Fall 2021 ___ %
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher persistence rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase fall-to-fall FTIC full-time student persistence by 2 percentage points	2018-2019 67.2%	From 2018-2019 - 67.2% to 2019-2020 - 69.2% By August 31, 2020	2019-2020 56.9%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher persistence rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase fall-to-fall FTIC full-time student persistence by 2 percentage points	2019-2020 56.9%	From 2019-2020 - 56.9% to 2020-2021 - 58.9% By August 31, 2021		2020-2021 59.6%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher persistence rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase fall-to-fall FTIC full-time student persistence by 2 percentage points	2020-2021 59.6%	From 2020-2021 - 59.6% to 2021-2022 - 61.6% By August 31, 2022			2021-2022 ____ %
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher persistence rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase fall-to-fall FTIC part-time student persistence by 2 percentage points	2018-2019 39.5%	From 2018-2019 - 39.5% to 2019-2020 - 41.5% By August 31, 2020	2019-2020 33.7%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher persistence rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase fall-to-fall FTIC part-time student persistence by 2 percentage points	2019-2020 33.7%	From 2019-2020 - 33.7% to 2020-2021 - 35.7% By August 31, 2021		2020 - 2021 34.9%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher persistence rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase fall-to-fall FTIC part-time student persistence by 2 percentage points	2020-2021 34.9%	From 2020-2021 - 34.9% to 2021-2022 - 36.9% By August 31, 2022			2021 - 2022 __ %
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 3 year full-time FTIC graduation by 2 percentage points	2015 Cohort 2018 Graduates 29.2%	From 2015 Cohort 2018 Graduates - 29.2% to 2016 Cohort 2019 Graduates - 31.2% By August 31, 2020	2016 Cohort 2019 Graduates 28.2% (IPEDS 26%)		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 3 year full-time FTIC graduation by 2 percentage points	2016 Cohort 2019 Graduates 28.2%	From 2016 Cohort 2019 Graduates - 28.2% to 2017 Cohort 2020 Graduates - 30.2% By August 31, 2021		2017 Cohort 2020 Graduates 24.5% (IPEDS 22%)	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 3 year full-time FTIC graduation by 2 percentage points	2017 Cohort 2020 Graduates 24.5%	From 2017 Cohort 2020 Graduates - 24.5% to 2018 Cohort 2021 Graduates - 26.5% By August 31, 2022			2018 Cohort 2021 Graduates 26.4%

Actual Achieved: Met Target

Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.

Actual Achieved: Did not meet Target and fell below Benchmark.

SS - Student Success; AS - Academic Success; CS - College Services

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved 2019-2020 Year-End	Actuals Achieved 2020-2021 Year-End	Actuals Achieved 2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 3 year part-time FTIC graduation by 2 percentage points	2015 Cohort 2018 Graduates 13.3%	From 2015 Cohort 2018 Graduates - 13.3% to 2016 Cohort 2019 Graduates 15.3% By August 31, 2020	2016 Cohort 2019 Graduates 13.5%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 3 year part-time FTIC graduation by 2 percentage points	2016 Cohort 2019 Graduates 13.5%	From 2016 Cohort 2019 Graduates - 13.5% to 2017 Cohort 2020 Graduates - 15.5% By August 31, 2021		2017 Cohort 2020 Graduates 14.3%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 3 year part-time FTIC graduation by 2 percentage points	2017 Cohort 2020 Graduates 14.3%	From 2017 Cohort 2020 Graduates - 14.3% to 2018 Cohort 2021 Graduates - 16.3% By August 31, 2022			2018 Cohort 2021 Graduates 16.9%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 4 year full-time FTIC graduation by 2 percentage points	2014 Cohort 2018 Graduates 25.6%	From 2014 Cohort 2018 Graduates - 25.6% to 2015 Cohort 2019 Graduates -27.6% By August 31, 2020	2015 Cohort 2019 Graduates 31.6%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 4 year full-time FTIC graduation by 2 percentage points	2015 Cohort 2019 Graduates 31.6%	From 2015 Cohort 2019 Graduates - 31.6% to 2016 Cohort 2020 Graduates - 33.6% By August 31, 2021		2016 Cohort 2020 Graduates 33.3%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 4 year full-time FTIC graduation by 2 percentage points	2016 Cohort 2020 Graduates 33.3%	From 2016 Cohort 2020 Graduates - 33.3% to 2017 Cohort 2021 Graduates - 35.3% By August 31, 2022			2017 Cohort 2021 Graduates 31.2%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 4 year part-time FTIC graduation by 2 percentage points	2014 Cohort 2018 Graduates 18.9%	From 2014 Cohort 2018 Graduates - 18.9% to 2015 Cohort 2019 Graduates - 20.9% By August 31, 2020	2015 Cohort 2019 Graduates 20.3%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 4 year part-time FTIC graduation by 2 percentage points	2015 Cohort 2019 Graduates 20.3%	From 2015 Cohort 2019 Graduates - 20.3% to 2016 Cohort 2020 Graduates - 22.3% By August 31, 2021		2016 Cohort 2020 Graduates 19.4%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 4 year part-time FTIC graduation by 2 percentage points	2016 Cohort 2020 Graduates 19.4%	From 2016 Cohort 2020 Graduates - 19.4% to 2017 Cohort 2021 Graduates - 21.4% By August 31, 2022			2017 Cohort 2021 Graduates 21.1%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 6 year full-time FTIC graduation by 2 percentage points	2012 Cohort 2018 Graduates 37.7%	From 2012 Cohort 2018 Graduates - 37.7% to 2013 Cohort 2019 Graduates - 39.7% By August 31, 2020	2013 Cohort 2019 Graduates 37.5%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 6 year full-time FTIC graduation by 2 percentage points	2013 Cohort 2019 Graduates 37.5%	From 2013 Cohort 2019 Graduates - 37.5% to 2014 Cohort 2020 Graduates - 39.5% By August 31, 2021		2014 Cohort 2020 Graduates 41.6%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 6 year full-time FTIC graduation by 2 percentage points	2014 Cohort 2020 Graduates 41.6%	From 2014 Cohort 2020 Graduates - 41.6% to 2015 Cohort 2021 Graduates - 43.6% By August 31, 2022			2015 Cohort 2021 Graduates 40.9%

Legend:
- Actual Achieved: Met Target
- Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.
- Actual Achieved: Did not meet Target and fell below Benchmark.

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved		
							2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 6 year part-time FTIC graduation by 2 percentage points	2012 Cohort 2018 Graduates 25.5%	From 2012 Cohort 2018 Graduates - 25.5% to 2013 Cohort 2019 Graduates - 27.5% By August 31, 2020	2013 Cohort 2019 Graduates 27.2%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 6 year part-time FTIC graduation by 2 percentage points	2013 Cohort 2019 Graduates 27.2%	From 2013 Cohort 2019 Graduates - 27.2% to 2014 Cohort 2020 Graduates - 29.2% By August 31, 2021		2014 Cohort 2020 Graduates 30.7%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher FTIC graduation rate.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase 6 year part-time FTIC graduation by 2 percentage points	2014 Cohort 2020 Graduates 30.7%	From 2014 Cohort 2020 Graduates 30.7% to 2015 Cohort 2021 Graduates - 32.7% By August 31, 2022			2015 Cohort 2021 Graduates 25.4%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion #'s	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase total degrees and certificates awarded by 2%	2018-2019 4,202	From 2018-2019 to 2019-2020 - 4,286 By August 31, 2020	2019-2020 3,726		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion #'s	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase total degrees and certificates awarded by 2%	2019 - 2020 3,726	From 2019-2020 - 3,726 to 2020-2021 - 3,801 By August 31, 2021		2020-2021 3,369	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion #'s	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase total degrees and certificates awarded by 5%	2020-2021 3,369	From 2020-2021 - 3,369 to 2021-2022 - 3,537 By August 31, 2022			2021-2022 ___
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion #'s	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Reduce average semester credit hours attempted by native SAC student graduates by 1 hour	2018-2019 69.7	From 2018-2019 - 69.7 to 2019-2020 - 68.7 By August 31, 2020	2019-2020 70.4		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion #'s	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Reduce average semester credit hours attempted by native SAC student graduates by 1 hour	2019-2020 70.4	From 2019-2020 - 70.4 to 2020-2021 - 69.4 By August 31, 2021		2020-2021 65.1	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Achieve higher completion #'s	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Reduce average semester credit hours attempted by native SAC student graduates by 1 hour	2020-2021 65.1	From 2020-2021 - 65.1 to 2021-2022 - 64.1 By August 31, 2022			2021-2022 ___
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Fall FTIC 3-Year Full Time Tracking: Increase students in good standing - graduated, transferred, still enrolled (by FTIC Cohort) by 2 percentage points	Fall 2018 82.3%	From Fall 2018 82.3% to Fall 2019 - 84.3% By August 31, 2020	Fall 2019 84%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Fall FTIC 3-Year Full Time Tracking: Increase students in good standing - graduated, transferred, still enrolled (by FTIC Cohort) by 2 percentage points	Fall 2019 84%	From Fall 2019 - 84% to Fall 2020 - 86% By August 31, 2021		Fall 2020 77.6%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Fall FTIC 3-Year Full Time Tracking: Increase students in good standing - graduated, transferred, still enrolled (by FTIC Cohort) by 2 percentage points	Fall 2020 77.6%	From Fall 2020 - 77.6% to Fall 2021 - 79.6% By August 31, 2022			Fall 2021 ___%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Increase percentage of technical degree students entering into workforce	SS or AS Work with advisory boards to increase internships and employment opportunities	Increase technical degree students employed or enrolled within 6 months of graduation by 1 percentage points (Two year lag)	2017-2018 89.1% 2018-2019 87.3%	From 2018-2019 - 87.3% to 2019-2020 - 88.3% By August 31, 2020	2019-2020 89.9%		

Actual Achieved: Met Target

Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.

Actual Achieved: Did not meet Target and fell below Benchmark.

SS - Student Success; AS - Academic Success; CS - College Services

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved		
							2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Increase percentage of technical degree students entering into workforce	SS or AS Work with advisory boards to increase internships and employment opportunities	Increase technical degree students employed or enrolled within 6 months of graduation by 1 percentage points (Two year lag)	2019-2020 89.9%	From 2019-2020 - 89.9% to 2020-2021 - 90.9% By August 31, 2021		2020-2021 91.1%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Increase percentage of technical degree students entering into workforce	SS or AS Work with advisory boards to increase internships and employment opportunities	Increase technical degree students employed or enrolled within 6 months of graduation by 1 percentage points (Two year lag)	2020-2021 91.1%	From 2020-2021 - 91.1% to 2021-2022 - 92.1% By August 31, 2022			2021-2022 ____%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Increase percentage of academic degree students entering into workforce	SS or AS Work with advisory boards to increase internships and employment opportunities	Increase academic degree students employed or enrolled within 6 months of graduation by 1 percentage points (Two year lag)	2017-2018 88.8% 2018-2019 89.4%	From 2018-2019 - 89.4% to 2019-2020 - 90.4% By August 31, 2020	2019-2020 87.5%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Increase percentage of academic degree students entering into workforce	SS or AS Work with advisory boards to increase internships and employment opportunities	Increase academic degree students employed or enrolled within 6 months of graduation by 1 percentage points (Two year lag)	2019-2020 87.5%	From 2019-2020 - 87.5% to 2020-2021 - 88.5% By August 31, 2021		2020-2021 88.2%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Increase percentage of academic degree students entering into workforce	SS or AS Work with advisory boards to increase internships and employment opportunities	Increase academic degree students employed or enrolled within 6 months of graduation by 1 percentage points (Two year lag)	2020-2021 88.2%	From 2020-2021 - 88.2% to 2021-2022 - 89.2% By August 31, 2022			2021-2022 ____%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Continue to assess and improve the AlamoADVISE model.	6-Year FTIC Transfer Rate: Increase students transferring to a university by 2 percentage points	2018 30.3%	From 2018 - 30.3% to 2019 - 32.3% By August 31, 2020	2019 30.1%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Continue to assess and improve the AlamoADVISE model.	6-Year FTIC Transfer Rate: Increase students transferring to a university by 2 percentage points	2019 30.1%	From 2019 - 30.1% to 2020 - 32.1% By August 31, 2021		2020 32.4%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Continue to assess and improve the AlamoADVISE model.	6-Year FTIC Transfer Rate: Increase students transferring to a university by 2 percentage points	2020 32.4%	From 2020 32.4% to 2021 - 34.4% By August 31, 2022			2021-2022 33.4%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	AS- OER Committee to work with disciplines to scale percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core.	Increase the use of OER (Alamo Open) no cost instructional material by 10% per semester per year	Fall 2018 - 48 Spring 2019 - 114	From Fall 2018 - 48 to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125 By August 15, 2021	Fall 2019 - 156 Spring 2020 - 191		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Community College Survey of Student Engagement (CCSSE) Scores: Active & Collaborative Learning (1), Student Effort (2), Academic Challenge (3), Student/Faculty Interaction (4), Support for Learners (5)	**2017** 47.5 51.7 50.3 47.3 50.8	Every 2 years	**2019** 49.0 51.5 49.8 48.7 51.5		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Community College Survey of Student Engagement (CCSSE) Scores: Active & Collaborative Learning (1), Student Effort (2), Academic Challenge (3), Student/Faculty Interaction (4), Support for Learners (5)	**2019** 49.0 51.5 49.8 48.7 51.5	Every 2 years			**2021**
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and college support services	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Overall Score - Noel Levitz (Satisfaction)	2018 6.06	Every 2 years		2020 6.24	

Actual Achieved: Met Target
Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.
Actual Achieved: Did not meet Target and fell below Benchmark.

SS - Student Success; AS - Academic Success; CS - College Services

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved 2019-2020 Year-End	Actuals Achieved 2020-2021 Year-End	Actuals Achieved 2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve and sustain excellent student and academic support services	SS- Work to establish, measure and improve student success learning outcomes. (SSLOs)	Overall Score - Personal Assessment of the College Environment (PACE)	2018 3.89	By August 31, 2020		2020 3.84	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve higher enrollment in high wage high demand programs.	AS- Improve distribution of Perkins funds.	Number of students enrolled in high wage high demand programs.	Fall 2018 4,489	From Fall 2018 - 4,489 to Fall 2019 - 4,579 (+2%) By August 31, 2020	Fall 2019 4,127		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 2 Achieve and sustain excellent student and college support services, delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	Achieve higher enrollment in high wage high demand programs.	AS- Improve distribution of Perkins funds.	Number of students enrolled in high wage high demand programs.	Fall 2019 4,127	From Fall 2019 - 4,127 to Fall 2020 - 4,210 (+2%) By August 31, 2021		Fall 2020 4,056	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Improve data-informed pathways to support student academic success.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase AlamoADVISE completion average of: Individual Success Plan - ISP Personal Mission Statement - MMS Touchpoints (at 15, 30, and 45 hours) By end of fall semester, by 8 percentage points.	Fall 2018 ISP 44% MMS 41% Touchpoints 15HR 56% 30HR 33% 45HR 35% AVG 43%	From Fall 2018 - AVG 43% to Fall 2019 - AVG 51% By August 31, 2020	Fall 2019 ISP 87% MMS 62% Touchpoints 15HR 90% 30HR 82% 45HR 76% AVG 83%		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Improve data-informed pathways to support student academic success.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase AlamoADVISE completion average of: ISP MMS Touchpoints (at 15, 30, and 45 hours) By end of fall semester, by 8 percentage points.	Fall 2019 ISP 87% MMS 62% Touchpoints 15HR 90% 30HR 82% 45HR 76% AVG 83%	From Fall 2019 - AVG 83% to Fall 2020 - AVG 91% By August 31, 2021		Fall 2020 ISP 82% MMS 62% Touchpoints 15HR 88% 30HR 96% 45HR 82% AVG 81%	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Improve data-informed pathways to support student academic success.	SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model.	Increase AlamoADVISE completion average of: ISP MMS Touchpoints (at 15, 30, and 45 hours) By end of fall semester, by 8 percentage points.	Fall 2020 ISP 82% MMS 62% Touchpoints 15HR 88% 30HR 96% 45HR 82% AVG 81%	From Fall 2020 - AVG 81% to Fall 2021 - AVG 89% By August 31, 2022			Fall 2021 ISP __% MMS __% Touchpoints 15HR __% 30HR __% 45HR __% AVG __%
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Assess data-informed pathways to support student academic success.	AS- Ensure ongoing training for all full-time and adjunct hiring committees, as well as staff. Ensure professional development for faculty related to equity by partnering with Equity Committee and Faculty Fellow.	Increase the number of faculty and staff that have participated in equity training by 20 faculty and/or staff per year.	Establish Benchmark 2019-2020	Establish Benchmark 2019-2020 By August 15, 2020	2019-2020 129		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Assess data-informed pathways to support student academic success.	AS- Ensure ongoing training for all full-time and adjunct hiring committees, as well as staff. Ensure professional development for faculty related to equity by partnering with Equity Committee and Faculty Fellow.	Increase the number of faculty and staff that have participated in equity training by 20 faculty and/or staff per year.	2019-2020 129	From 2019-2020 - 129 to 2020-2021 - 149 By August 15, 2021		Fall 2020 - Spring 2021 ~~150~~ 451 Summer 2021 - 52	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Assess data-informed pathways to support student academic success.	AS- Ensure ongoing training for all full-time and adjunct hiring committees, as well as staff. Ensure professional development for faculty related to equity by partnering with Equity Committee and Faculty Fellow.	Increase the number of faculty and staff that have participated in equity training by 20 faculty and/or staff per year.	2020-2021 ___	From 2020-2021 ____ to 2021-2022 ____ By August 15, 2022			2021-2022 ___
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Develop data-informed pathways to support student academic success.	CS- Develop website accessible to student success and academic success that meets the needs of Strategic Enrollment Management, SEM.	Create landscape analysis.	1	Completion of analysis by August 15, 2020	Analysis Created		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Assess data-informed pathways to support student academic success.	CS- Create assessment rubric.	Evaluation from Strategic Enrollment Management, SEM.	1	Completion by August 15, 2021		Not Met	

Actual Achieved: Met Target

Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.

Actual Achieved: Did not meet Target and fell below Benchmark.

SS - Student Success; AS - Academic Success; CS - College Services

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved		
							2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Improve data-informed pathways to support student academic success.	CS- Assess evaluations and implement recommended improvements.	Re-evaluate	1	Completion by August 15, 2022			
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Develop data-informed pathways to support career planning.	CS- Develop website accessible to student success and academic success that meets the needs of career planning.	Create landscape analysis.	1	Completion of analysis by August 15, 2020	Analysis Created		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Assess data-informed pathways to support career planning.	CS- Create assessment rubric.	Evaluation from career planning services.	1	Completion by August 15, 2021		Partially Met Completion by August 2021	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Improve data-informed pathways to support career planning.	CS- Assess evaluations and implement recommended improvements.	Re-evaluate	1	Completion by August 15, 2022			
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Develop data-informed pathways to advance equity.	CS- Develop website accessible to the college and stakeholders that meets the needs to advance equity.	Create landscape analysis.	1	Completion of analysis by August 15, 2020	Partially Met		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Assess data-informed pathways to advance equity.	CS- Create assessment rubric.	Evaluation from Equity Committee.	1	Completion by August 15, 2021		Partially Met Completion by August 2021	
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance equity.	Improve data-informed pathways to advance equity.	CS- Assess evaluations and implement recommended improvements.	Re-evaluate	1	Completion by August 15, 2022			
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	Leadership GOAL 1 Develop strategies and systems that promote leadership development and accountability.	Develop strategies and systems that promote leadership development.	CS- Initiate and support nominations for staff and faculty to participate in leadership development.	Create landscape analysis.	1	Completion by August 15, 2020	Partially Met		
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	Leadership GOAL 1 Develop strategies and systems that promote leadership development and accountability.	Develop strategies and systems that promote accountability.	CS- Initiate and support nominations for staff and faculty to participate in accountability development.	Create landscape analysis.	1	Completion by August 15, 2020	Partially Met		
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	Leadership GOAL 2 Provide employee engagement, development, and empowerment, and create a best place to work environment.	Provide employee engagement.	CS- Initiate and support nominations for staff and faculty to participate in engagement development.	Create landscape analysis.	1	Completion by August 15, 2021		Met	
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	Leadership GOAL 2 Provide employee engagement, development, and empowerment, and create a best place to work environment.	Provide employee development.	CS- Initiate and support nominations for staff and faculty to participate in professional development.	Create landscape analysis.	1	Completion by August 15, 2021		Partially Met Completion by August 2021	
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	Leadership GOAL 2 Provide employee engagement, development, and empowerment, and create a best place to work environment.	Provide employee empowerment.	CS- Initiate and support nominations for staff and faculty to participate in empowerment development.	Create landscape analysis.	1	Completion by August 15, 2021		Partially Met Completion by August 2021	
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	Leadership GOAL 2 Provide employee engagement, development, and empowerment, and create a best place to work environment.	Create a best place to work environment.	CS- Review application Best Place to Work.	Create landscape analysis.	Application	Completion by August 15, 2022	Voted Best Place to Work - NISOD	Did not apply.	Will Apply
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 1 Implement a college-wide scorecard process to share and cascade goals, measures, and outcomes aligned to the strategic plan.	Implement college-wide scorecard process.	CS- Assess which college processes currently have a scorecard.	Create landscape analysis.	1	Completion by August 15, 2020	Met		

Actual Achieved: Met Target	Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.	Actual Achieved: Did not meet Target and fell below Benchmark.

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved		
							2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 2 Create a college-wide system for improvement allowing for implementing, tracking, and documenting results from best practices and strategies.	Create college-wide system for improvement.	CS- Aid units without scorecards in creating scorecards.	Create scorecards for all major college processes. As determined by Strategic Quality Enhancement Committee (SQEC). Budget, CIP, Technology (OTS), Enrollment - Recruiting, Registration, Advising, Strategic Planning, Learning Assessment, KPI Cycle	7	Completion by August 15, 2021		Partially Met Completion by August 2021	
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 3 Invest in innovation, growth, and performance.	Invest in innovation.	CS- Appoint a SQEC Action Team to complete analysis.	Create landscape analysis.	1	Completion by August 15, 2020	Met	On Hold - Due to Pandemic	
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 3 Invest in innovation, growth, and performance.	Invest in growth.	CS- Appoint a SQEC Action Team to complete analysis.	Create landscape analysis. Increased from $10,000 to $20,000.	$10,000	Completion by August 15, 2020	Met $20,000	Met DSO Innovation Grant	
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 3 Invest in innovation, growth, and performance.	Invest in performance.	CS- Appoint a SQEC Action Team to complete analysis.	Create landscape analysis. Five awards distributed.	1	Completion by August 15, 2020	Met 5	Met DSO Innovation Grant	
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 4 Sustainability Plan through internal or external circumstances	Create a divisional sustainability plan throughout pandemic	SS- Process Improvement Onboarding, Expansion of Virtual Services, Equity Work, Communication, Financial Incentives and Support, Innovations in Response to Changing Student Needs	Enrollment, PGR, Course Completion Rate - During Pandemic	**Pre-Pandemic Enrollment** Fall 2019 - 19,499 **PGR** Fall 2019 - 77.08% **CCR** Fall 2019 - 90.70%	Retain to at least Pre-Pandemic numbers.		Fall 2020 Enrollment - 19,231 PGR - 78.84% CCR - 91.50%	Fall 2021 Enrollment - 17,677 PGR - 76.8% CCR - 89.6%
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 4 Sustainability Plan through internal or external circumstances	Create a divisional sustainability plan throughout pandemic	AS- Remote Modality, Curbside Services, Equity Work, Targeted Faculty Communication, Teaching & Learning Center	Enrollment, PGR, Course Completion Rate - During Pandemic	**Pre-Pandemic Enrollment** Fall 2019 - 19,499 **PGR** Fall 2019 - 77.08% **CCR** Fall 2019 - 90.70%	Retain to at least Pre Pandemic numbers.		Fall 2020 Enrollment - 19,231 PGR - 78.84% CCR - 91.50%	Fall 2021 Enrollment - 17,677 PGR - 76.8% CCR - 89.6%
3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Excellence GOAL 4 Sustainability Plan through internal or external circumstances	Create a divisional sustainability plan throughout pandemic	CS- Emergency Planning, Technology Needs, Communications, Workforce Investment, Data Management, Facilities Management, Budget	Enrollment, PGR, Course Completion Rate - During Pandemic	**Pre-Pandemic Enrollment** Fall 2019 - 19,499 **PGR** Fall 2019 - 77.08% **CCR** Fall 2019 - 90.70%	Retain to at least Pre-Pandemic numbers.		Fall 2020 Enrollment - 19,231 PGR - 78.84% CCR - 91.50%	Fall 2021 Enrollment - 17,677 PGR - 76.8% CCR - 89.6%
4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	Equity GOAL 1 Define, develop, and implement an equity strategy and action plan that informs each strategic priority.	Define an equity strategy and action plan informing each strategic priority.	CS- Create a Director of Equity position.	Create landscape analysis.	Hire 1 Director	1 Completion by August 15, 2020	A director has been appointed.		
4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	Equity GOAL 1 Define, develop, and implement an equity strategy and action plan that informs each strategic priority.	Develop an equity strategy and action plan informing each strategic priority.	CS- Create Equity Committee.	Support committee development.	1 Committee	1 Completion by August 15, 2021		1 Committee Appointed - 5 Members	
4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	Equity GOAL 1 Define, develop, and implement an equity strategy and action plan that informs each strategic priority.	Implement an equity strategy and action plan informing each strategic priority.	CS- Create Equity Implementation Plan.	Support implementation plan.	1 Plan	Completion by August 15, 2022			
4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	Equity GOAL 2 Ensure data availability and access for equity-focused, metric-based decision-making.	Ensure data availability for equity-focused, metric-based decision-making.	CS- Create a website for college.	Create landscape analysis.	1	Completion by August 15, 2020 Continue to 2021		Data set completed and website pending	
4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	Equity GOAL 2 Ensure data availability and access for equity-focused, metric-based decision-making.	Ensure data access for equity-focused, metric-based decision-making.	CS- Create a website for stakeholders and college.	Create landscape analysis.	1	Completion by August 15, 2021		Met	

Actual Achieved: Met Target	Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.	Actual Achieved: Did not meet Target and fell below Benchmark.

SS - Student Success; AS - Academic Success; CS - College Services

Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	Actuals Achieved		
							2019-2020 Year-End	2020-2021 Year-End	2021-2022 Year-End
4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	Equity GOAL 3 Establish aspirational goals and recognize achievements in equity.	Establish aspirational goals.	CS- Review Equity Plans of other institutions, to include higher education.	Create landscape analysis.	1	Completion by August 15, 2021		Equity Goals Submitted	
4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	Equity GOAL 3 Establish aspirational goals and recognize achievements in equity.	Recognize achievements in equity.	CS- Develop rubric for recognizing achievements in equity.	Official college recognition of achievements.	To Be Established	Completion by August 15, 2022			

Actual Achieved: Met Target	Actual Achieved Threshold: Did not meet Target, but is ≥ Benchmark.	Actual Achieved: Did not meet Target and fell below Benchmark.

SS - Student Success; AS - Academic Success; CS - College Services