					l —	l —		Actuals Achiev	
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Fully implement and continue to assess AlamoENROLL and	Increase overall headcount enrollment by	Fall 2018 -	From Fall 2018 - 19,252	Fall 2019 -		
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	enrollment #	AlamoPROMISE models. Continue to assess and improve the	2% per academic year for fall semester	19,252	to Fall 2019 - 19,637	19,499		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards		AlamoADVISE model.						
increase retention, and guide and support student success through completion.	(certificates and degrees) across all student groups.					By August 31, 2020			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Fully implement and continue to assess AlamoENROLL and	Increase overall headcount enrollment by	Fall 2019 - 19,499	From Fall 2019 - 19,499		Fall 2020 -	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	enrollment #	AlamoPROMISE models. Continue to assess and improve the	2% per academic year for fall and spring		to Fall 2020 -19,889		19,231	
optimize campus environments to expand access, increase retention, and guide and support student	engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.		AlamoADVISE model.	semesters	Spring 2020 - 18,463	From Spring 2020 - 18,463		Spring 2021-	
success through completion.	(certificates and degrees) across an student groups.				10,403	Spring 2021 - 18,832		17,839	
						By August 31, 2021			
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate,	Achieve higher enrollment #	SS- Fully implement and continue to assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the	Increase overall headcount enrollment by 2% per academic year for fall and spring	Fall 2020 - 19,231	From Fall 2020 - 19,231 to: 2% Fall 2021 -19,616			Fall 2021 - 17,677
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	Cin dinnere ii	AlamoADVISE model.	semesters	13,231	5% Fall 2021 - 20,193			Spring 2022 -
increase retention, and guide and support student	(certificates and degrees) across all student groups.								17,281
success through completion.					Spring 2021 - 17,839	From Spring 2021 - 17,839 to: 2% Spring 2022 - 18,196			
						5% Spring 2022 - 18,731			
						By August 31, 2022			
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate,	Achieve higher enrollment #	AS- Develop, schedule and advertise Innovative modalities and parts of term with emphasis on 8-week schedules, traditional	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	Fall 2019 - 2.601.024		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	emonnent#	online and remote offerings aligned to TAGS.	per ran semesters	2,327,320	to rail 2015 - 2,574,070	2,001,024		
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2020	Spring 2020 -		
success through completion.							2,464,944		
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Develop, schedule and advertise Innovative modalities and	Increase academic contact hours by 2%	Fall 2019 -2,601,024	From Fall 2019 - 2.601.024		Fall 2020 -	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	enrollment #	parts of term with emphasis on 8-week schedules, traditional	per fall and spring semesters	Fall 2015 -2,001,024	to Fall 2020 - 2,653,044		2,427,736	
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards		online and remote offerings aligned to TAGS.		Spring 2020 -2,464,944				
increase retention, and guide and support student success through completion.	(certificates and degrees) across all student groups.					From Spring 2020 - 2,464,944 to Spring 2021 - 2,517,893		Spring 2021 - 2,191,376	
saccess through completion.						to spring 2021 - 2,517,055		2,131,370	
						By August 31, 2021			
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate,	Achieve higher enrollment #	AS- Develop, schedule and advertise Innovative modalities and parts of term with emphasis on 8-week schedules, traditional	Increase academic contact hours by 2% per fall and spring semesters	Fall 2020 - 2,427,736	From Fall 2020 - 2,427,736 to 5% Fall 2021 - 2.549.122			Fall 2021 2,270,016
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	em omnent #	online and remote offerings aligned to TAGS.	per rain and spring semesters	Spring 2021 - 2,191,376	10 3/6 1 811 2021 - 2,543,122			2,270,010
increase retention, and guide and support student	(certificates and degrees) across all student groups.					From Spring 2021 - 2,191,376			Spring 2022
success through completion.						to 5% Spring 2022 - 2,300,946			2,176,592
						By August 31, 2022			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Increase number of courses & CTE programs with current	Increase dual credit enrollment by 2%	Fall 2018	From Fall 2018 - 2,350	Fall 2019		
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	enrollment #	students and bring on new HS partners.	increase dual credit em officient by 276	2,350	to Fall 2019 - 2,397	2,304		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards								
increase retention, and guide and support student success through completion.	(certificates and degrees) across all student groups.					By August 31, 2020			
saccess an ough completion.									
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Increase number of courses & CTE programs with current	Increase dual credit enrollment by 2%	Fall - 2019 - 2,304	From 2019 - 2,304		Fall 2020 - 2,542	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	enrollment #	students and bring on new HS partners.	,		to Fall 2020 - 2,350			
optimize campus environments to expand access, increase retention, and guide and support student	engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.				Spring 2020 - 2.273	From Spring 2020 - 2,273		Spring 2021 - 2.491	
success through completion.	(certificates and degrees) across all student groups.				2,273	to Spring 2021 - 2,374		2,491	
						By August 31, 2021			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Fully implement and continue assess AlamoENROLL and	Increase students receiving Pell by 2	Fall 2018	From Fall 2018 37.0%	Fall 2019		
Sustain, assess, and improve student pathways and optimize campus environments to expand access,	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	enrollment #	AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	percentage points	37.0%	to Fall 2019 - 39.0%	39.5%		
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2020			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Fully implement and continue assess AlamoENROLL and	Increase students receiving Pell by 2	Fall 2019 39.5%	From Fall 2019 - 39.5% to Fall 2020 - 41.5%		Fall 2020 34.8%	
Sustain, assess, and improve student pathways and optimize campus environments to expand access,	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	enrollment #	AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	percentage points	39.5%	to Fall 2020 - 41.5%		34.8%	
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2021			
success through completion.									
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate,	Achieve higher enrollment #	SS- Fully implement and continue assess AlamoENROLL and AlamoPROMISE models. Continue to assess and improve the	Increase students receiving Pell by 2	Fall 2020 34.8%	From Fall 2020 - 34.8% to Fall 2021 - 36.8%			Fall 2021 41.3%
optimize campus environments to expand access,	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	enronment#	AlamoPROMISE models. Continue to assess and improve the AlamoADVISE model.	percentage points	54.8%	to raii 2021 - 36.8%			41.5%
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2022			
success through completion.									

								Actuals Achiev	
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Integrate SI in selected courses, action plans for lowest	Reduction of high-challenge courses by 2	Fall 2018	From Fall 2018 - 18	Fall 2019		
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	10% of PGR, Partner with High Achieving faculty, Refresh Dev	courses every AY	18	to Fall 2019 - 16	21		
timize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards		plans & Charrette strategies.						
crease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2020			
ccess through completion.									
TUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AC Integrate Clin colocted courses action plans for lowest	Reduction of high challenge courses by 2	Fall 2019	From Fall 2019 - 21		Fall 2020	
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate.	completion rate.	AS- Integrate SI in selected courses, action plans for lowest 10% of PGR, Partner with High Achieving faculty, Refresh Dev	Reduction of high-challenge courses by 2 courses every AY	71 21	to Fall 2020 - 19		11	
timize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	completion rate.	plans & Charrette strategies.	courses every 711		10 1 111 2020 23			
rease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2021			
ccess through completion.									
TUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Integrate SI in selected courses, action plans for lowest	Reduction of high-challenge courses by 2	Fall 2020	From Fall 2020 - 11			Fall 202
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	completion rate.	10% of PGR, Partner with High Achieving faculty, Refresh Dev plans & Charrette strategies.	courses every AY	11	to Fall 2021 - 9			9
timize campus environments to expand access, crease retention, and guide and support student	(certificates and degrees) across all student groups.		plans & Charrette strategies.			By August 31, 2022			
ccess through completion.	(-,,,			
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Integrate action plans for addressing low PGR including SI,	Increase Productive Grade Rates-fall by 1	Fall 2018	From Fall 2018 - 78.36%	Fall 2019		
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	faculty development and emphasize learning communities.	percentage point	78.36%	to Fall 2019- 79.36%	77.08%		
timize campus environments to expand access, crease retention, and guide and support student	engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.					By August 31, 2020			
ccess through completion.	(certificates and degrees) across an student groups.					by August 31, 2020			
<u> </u>									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Integrate action plans for addressing low PGR including SI,	Increase Productive Grade Rates-fall by 1	Fall 2019	From Fall 2019 - 77.08%		Fall 2020	
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	faculty development and emphasize learning communities.	percentage point	77.08%	to Fall 2020 - 78.08%		78.84%	
timize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards								
crease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2021			
ccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Integrate action plans for addressing low PGR including SI,	Increase Productive Grade Rates-fall by 1	Fall 2020	From Fall 2020 - 78.84%			Fall 202:
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	faculty development and emphasize learning communities.	percentage point	78.84%	to Fall 2021 - 79.84%			76.8%
timize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards		,,	, , , , , , , , , , , , , , , , , , , ,					
crease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2022			
ccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher course	AS- Emphasize innovative 8-week scheduling that shows	Increase course completion rates-fall by	Fall 2018	From Fall 2018 - 90.9%	Fall 2019		
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	improved course completion rates.	0.5 percentage point	90.9%	to Fall 2019 - 91.4%	90.7%		
timize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	i i							
crease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2020			
ccess through completion.									
					- "				
STUDENT SUCCESS stain, assess, and improve student pathways and	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate,	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%		Fall 2020 91.5%	
otimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards			F					
crease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2021			
ccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher course	AS- Emphasize innovative 8-week scheduling that shows	Increase course completion rates fall !	Fall 2020	From Fall 2020 - 91.5%			Fall 2021
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	improved course completion rates.	Increase course completion rates-fall by 0.5 percentage point	91.5%	to Fall 2021 - 91.5%			89.6%
timize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards								
crease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2022			
ccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Ensure refreshers are available in different formats and	Increase percentage of Doy Edictudents	Fall 2017	From Fall 2018 7.1%	Fall 2019		
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,		tracking of students to ensure goal. Collaborate with Advising	Increase percentage of Dev Ed students who complete college-level MATH course	4.5%	to Fall 2019 - 9.1%	9.6%		
itimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards		on placement of students in math courses in first 2 semesters.	within their first academic year of	Fall 2018				
crease retention, and guide and support student	(certificates and degrees) across all student groups.			attendance by 2 percentage points.	7.1%	By August 31, 2020			
ccess through completion.									

TUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Ensure refreshers are available in different formats and	Increase percentage of Dev Ed students	Fall 2019 9.6%	From Fall 2019 - 9.6%		Fall 2020 13.2%	
stain, assess, and improve student pathways and timize campus environments to expand access,	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	completion rate.	tracking of students to ensure goal. Collaborate with Advising on placement of students in math courses in first 2 semesters.	who complete college-level MATH course within their first academic year of	9.0%	to Fall 2020 - 11.6%		13.2%	
crease retention, and guide and support student	(certificates and degrees) across all student groups.		an parameter of state	attendance by 2 percentage points.		By August 31, 2021			
ccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Ensure refreshers are available in different formats and	Increase percentage of Dev Ed students	Fall 2020	From Fall 2020 - 13.2%			Fall 202
stain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	completion rate.	tracking of students to ensure goal. Collaborate with Advising	who complete college-level MATH course	13.2 %	to Fall 2021 - 15.2%			Data Not Ava
			on placement of students in math courses in first 2 semesters.	within their first academic year of					
timize campus environments to expand access,			· ·			Ry August 31 2022			
	(certificates and degrees) across all student groups.		·	attendance by 2 percentage points.		By August 31, 2022			

		1						Actuals Achiev	
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Ensure refreshers are available in different formats and	Increase percentage of Dev Ed students	Fall 2017	From Fall 2018 - 11.4%	Fall 2019		
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	tracking of students to ensure goal. Collaborate with Advising	who complete college-level ENGL course	11.5%	to Fall 2019 - 12.4%	16.5%		
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	· ·	on placement of students in English courses in first 2	within their first academic year of	Fall 2018				
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.		semesters.	attendance by 1 percentage points.	11.4%	By August 31, 2020			
uccess through completion.				1 1 2 1		, ,			
· .									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Ensure refreshers are available in different formats and	Increase percentage of Dev Ed students	Fall 2019	From Fall 2019 - 16.5%		Fall 2020	
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion rate.	tracking of students to ensure goal. Collaborate with Advising	who complete college-level ENGL course	16.5%	to Fall 2020 - 17.5%		16.6%	
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards		on placement of students in English courses in first 2	within their first academic year of					
crease retention, and guide and support student	(certificates and degrees) across all student groups.		semesters.	attendance by 1 percentage points.		By August 31, 2021			
uccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	AS- Ensure refreshers are available in different formats and	Increase percentage of Dev Ed students	Fall 2020	From Fall 2020 - 16.6%			Fall 2021
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,		tracking of students to ensure goal. Collaborate with Advising	who complete college-level ENGL course	16.6 %	to Fall 2021 - 17.6%			Data Not Avail
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	completion rate.	on placement of students in English courses in first 2	within their first academic year of	10.0 /0	10 1 811 2021 - 17.070			Data NOT Avail
crease retention, and guide and support student	(certificates and degrees) across all student groups.		semesters.	attendance by 1 percentage points.		By August 31, 2022			
access through completion.	(certificates and degrees) across an student groups.		Semesters.	attenuance by 1 percentage points.		By August 31, 2022			
iccess till ough completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase fall-to-fall FTIC full-time student	2018-2019	From 2018-2019 - 67.2%	2019-2020		
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	persistence rate.	to assess and improve the AlamoADVISE model.	persistence by 2 percentage points	67.2%	to 2019-2020 - 69.2%	56.9%		
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards								
crease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2020			
uccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Aubiene bie!	CC Develop and Intellement of 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Increase fall to fall FT/C (II)	2010 2020	F 2010 2020 FC		2020-2021	
		Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase fall-to-fall FTIC full-time student	2019-2020 56.9%	From 2019-2020 - 56.9%		2020-2021 59.6%	
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	persistence rate.	to assess and improve the AlamoADVISE model.	persistence by 2 percentage points	56.9%	to 2020-2021 - 58.9%		59.6%	
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards								
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2021			
uccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience, Continue	Increase fall-to-fall FTIC full-time student	2020-2021	From 2020-2021 - 59.6%			2021-2022
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	persistence rate.	to assess and improve the AlamoADVISE model.	persistence by 2 percentage points	59.6%	to 2021-2022 - 61.6%			48.9%
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	persistence rate.	to assess and improve the AlamoADVISE model.	persistence by 2 percentage points	33.070	10 2021-2022 - 01.0%			48.570
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2022			
success through completion.	(certificates and degrees) across an student groups.					by August 51, 2022			
access through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase fall-to-fall FTIC part-time	2018-2019	From 2018-2019 - 39.5%	2019-2020		
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	persistence rate.	to assess and improve the AlamoADVISE model.	student persistence by 2 percentage	39.5%	to 2019-2020 - 41.5%	33.7%		
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards			points					
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2020			
uccess through completion.									
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase fall-to-fall FTIC part-time	2019-2020	From 2019-2020 - 33.7%		2020 - 2021	
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	persistence rate.	to assess and improve the AlamoADVISE model.	student persistence by 2 percentage	33.7%	to 2020-2021 - 35.7%		34.9%	
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards			points					
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2021			
uccess through completion.									
STUDENT SUCCESS		Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase fall-to-fall FTIC part-time	2020-2021	From 2020-2021 - 34.9%			
	Student Success GOAL 1	Acilieve nignei			2020"2021				2021 - 2022
	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate,	persistence rate.	to assess and improve the AlamoADVISE model.	student persistence by 2 percentage	34.9%	to 2021-2022 - 36.9%			2021 - 2022 51.1 %
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,								
sustain, assess, and improve student pathways and optimize campus environments to expand access,	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards			student persistence by 2 percentage		to 2021-2022 - 36.9%			
sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student	Achieve higher rates of enrollment, persistence, course completion rate,			student persistence by 2 percentage					
ustain, assess, and improve student pathways and ptimize campus environments to expand access, acrease retention, and guide and support student	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards			student persistence by 2 percentage		to 2021-2022 - 36.9%			
ustain, assess, and improve student pathways and ptimize campus environments to expand access, nerease retention, and guide and support student uccess through completion.	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.	persistence rate.	to assess and improve the AlamoADVISE model.	student persistence by 2 percentage points	34.9%	to 2021-2022 - 36.9% By August 31, 2022	2016 Cohort		
ustain, assess, and improve student pathways and ptimize campus environments to expand access, crease retention, and guide and support student uccess through completion.	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. Student Success GOAL 1	persistence rate. Achieve higher FTIC	to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue	student persistence by 2 percentage points Increase 3 year full-time FTIC graduation	34.9% 2015 Cohort	to 2021-2022 - 36.9% By August 31, 2022 From 2015 Cohort	2016 Cohort		
ustain, assess, and improve student pathways and ptimize campus environments to expand access, crease retention, and guide and support student uccess through completion. STUDENT SUCCESS ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTL graduation rate, and total number of awards (certificates and degrees) across all student groups. Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate,	persistence rate. Achieve higher FTIC	to assess and improve the AlamoADVISE model.	student persistence by 2 percentage points	34.9% 2015 Cohort 2018 Graduates	to 2021-2022 - 36.9% By August 31, 2022 From 2015 Cohort 2018 Graduates - 29.2%	2019 Graduates		
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ustain, assess, and improve student pathways and primize campus environments to expand access, ncrease retention, and guide and support student uccess through completion. STUDENT SUCCESS ustain, assess, and improve student pathways and ptimize campus environments to expand access, ncrease retention, and guide and support student uccess through completion. STUDENT SUCCESS ustain, assess, and improve student pathways and ptimize campus environments to expand access, ncrease retention, and guide and support student uccess through completion. STUDENT SUCCESS ustain, assess, and improve student pathways and ptimize campus assess, and improve student pathways and ptimize campus environments to expand access, stain, assess, and improve student pathways and ptimize campus environments to expand access,	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. 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. 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. Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	Achieve higher FTIC graduation rate. Achieve higher FTIC graduation rate. Achieve higher FTIC graduation rate.	to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue to SS- Develop and Implement a First Year Experience. Continue	student persistence by 2 percentage points Increase 3 year full-time FTIC graduation by 2 percentage points Increase 3 year full-time FTIC graduation by 2 percentage points	34.9% 2015 Cohort 2018 Graduates 29.2% 2016 Cohort 2019 Graduates 28.2%	to 2021-2022 - 36.9% By August 31, 2022 From 2015 Cohort 2018 Graduates - 29.2% to 2016 Cohort 2019 Graduates - 31.2% By August 31, 2020 From 2016 Cohort 2019 Graduates - 28.2% to 2017 Cohort 2020 Graduates - 30.2% By August 31, 2021 From 2017 Cohort 2020 Graduates - 42.5% to 2018 Cohort	2019 Graduates 28.2%	2020 Graduates 24.5%	
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ustain, assess, and improve student pathways and ptimize campus environments to expand access, crease retention, and guide and support student access through completion. STUDENT SUCCESS ustain, assess, and improve student pathways and ptimize campus environments to expand access, crease retention, and guide and support student access through completion. STUDENT SUCCESS ustain, assess, and improve student pathways and ptimize campus environments to expand access, crease retention, and guide and support student access through completion. STUDENT SUCCESS ustain, assess, and improve student pathways and ptimize campus chrough completion. STUDENT SUCCESS ustain, assess, and improve student pathways and ptimize campus assess, and improve student pathways and ptimize campus environments to expand access, ptimize campus environments to expand access,	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. 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. 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. Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards	Achieve higher FTIC graduation rate. Achieve higher FTIC graduation rate. Achieve higher FTIC graduation rate.	to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue to SS- Develop and Implement a First Year Experience. Continue	student persistence by 2 percentage points Increase 3 year full-time FTIC graduation by 2 percentage points Increase 3 year full-time FTIC graduation by 2 percentage points	2015 Cohort 2018 Graduates 29.2% 2016 Cohort 2019 Graduates 28.2%	to 2021-2022 - 36.9% By August 31, 2022 From 2015 Cohort 2018 Graduates - 29.2% to 2016 Cohort 2019 Graduates - 31.2% By August 31, 2020 From 2016 Cohort 2019 Graduates - 28.2% to 2017 Cohort 2020 Graduates - 30.2% By August 31, 2021 From 2017 Cohort 2020 Graduates - 42.5% to 2018 Cohort	2019 Graduates 28.2%	2020 Graduates 24.5%	2018 Cohort 2018 Coraduat

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Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 3 year part-time FTIC graduation	2015 Cohort	From 2015 Cohort	2016 Cohort		
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2018 Graduates	2018 Graduates - 13.3%	2019 Graduates		
ptimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	8		-, - personage person	13.3%	to 2016 Cohort	13.5%		
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.					2019 Graduates 15.3%			
success through completion.									
						By August 31, 2020			
STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 3 year part-time FTIC graduation	2016 Cohort	From 2016 Cohort		2017 Cohort	
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,		to assess and improve the AlamoADVISE model.	by 2 percentage points	2019 Graduates	2019 Graduates - 13.5%		2020 Graduates	
potimize campus environments to expand access.	engagement, FTIC graduation rate, and total number of awards	gradation rate.	to assess and improve the ritations vise model.	by 2 percentage points	13.5%	to 2017 Cohort		14.3%	
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.				13.370	2020 Graduates - 15.5%		14.570	
success through completion.	(
						By August 31, 2021			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 3 year part-time FTIC graduation	2017 Cohort	From 2017 Cohort			2018 Cohort
Sustain, assess, and improve student nathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2020 Graduates	2020 Graduates - 14.3%			2021 Graduates
optimize campus environments to expand access.	engagement, FTIC graduation rate, and total number of awards	gradation rate.	to assess and improve the ritation to rise model.	by 2 percentage points	14.3%	to 2018 Cohort			16.9%
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.				14.570	2021 Graduates - 16.3%			20.5%
success through completion.	(
, , , , , , , , , , , , , , , , , , , ,						By August 31, 2022			
A CTUDENT CHOOSES	Children Colores COAL 1	Ashiona bishas FTIC	CC Develop and Involvement a Signt Very Superiors at Continue	In annual Assess full time CTIC annulustics	2014 Cabant	1 2	2015 Cohort		
L STUDENT SUCCESS Sustain, assess, and improve student pathways and	Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate.	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	2014 Cohort 2018 Graduates	From 2014 Cohort 2018 Graduates - 25.6%	2015 Conort 2019 Graduates		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2018 Graduates 25.6%	to 2015 Cohort	31.6%		
ncrease retention, and guide and support student	(certificates and degrees) across all student groups.				25.0%	2019 Graduates -27.6%	31.0%		
success through completion.	(certificates and degrees) across all student groups.					2019 Graduates -27.6%			
success through completion.						By August 31, 2020			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 4 year full-time FTIC graduation	2015 Cohort	From 2015 Cohort		2016 Cohort	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2019 Graduates	2019 Graduates - 31.6%		2020 Graduates	
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards				31.6%	to 2016 Cohort		33.3%	
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2020 Graduates - 33.6%			
success through completion.									
						By August 31, 2021			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 4 year full-time FTIC graduation	2016 Cohort	From 2016 Cohort			2017 Cohort
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate.	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2020 Graduates	2020 Graduates - 33.3%			2021 Graduates
optimize campus environments to expand access.	engagement, FTIC graduation rate, and total number of awards	8		-, - parameter pame	33.3%	to 2017 Cohort			31.2%
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2021 Graduates - 35.3%			
success through completion.	,								
• •						By August 31, 2022			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 4 year part-time FTIC graduation	2014 Cohort	From 2014 Cohort	2015 Cohort		
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate.	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2018 Graduates	2018 Graduates - 18.9%	2019 Graduates		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	gradation rate.	to assess and improve the ritation to vise model.	by 2 percentage points	18.9%	to 2015 Cohort	20.3%		
increase retention, and guide and support student	(certificates and degrees) across all student groups.				10.5%	2019 Graduates - 20.9%	20.5%		
success through completion.	(
						By August 31, 2020			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 4 year part-time FTIC graduation	2015 Cohort	From 2015 Cohort		2016 Cohort	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2019 Graduates	2019 Graduates - 20.3%		2020 Graduates	
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards				20.3%	to 2016 Cohort		19.4%	
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2020 Graduates - 22.3%			
success through completion.									
						By August 31, 2021			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 4 year part-time FTIC graduation	2016 Cohort	From 2016 Cohort			2017 Cohort
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,		to assess and improve the AlamoADVISE model.	by 2 percentage points	2020 Graduates	2020 Graduates - 19.4%			2021 Graduates
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards				19.4%	to 2017 Cohort			21.1%
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2021 Graduates - 21.4%			
success through completion.									
						By August 31, 2022			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 6 year full-time FTIC graduation	2012 Cohort	From 2012 Cohort	2013 Cohort		
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2012 Conort 2018 Graduates	2018 Graduates - 37.7%	2013 Conort		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	o. doddcion late.	15 22225 and improve the ritalitory tipe model.	-, - percentage posits	37.7%	to 2013 Cohort	37.5%		
increase retention, and guide and support student	(certificates and degrees) across all student groups.				/*	2019 Graduates - 39.7%	23.370		
success through completion.	0					33.770			
						By August 31, 2020			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 6 year full-time FTIC graduation	2013 Cohort	From 2013 Cohort		2014 Cohort	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2019 Graduates	2019 Graduates - 37.5%		2020 Graduates	
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards				37.5%	to 2014 Cohort		41.6%	
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2020 Graduates - 39.5%			
success through completion.						Du. A			
						By August 31, 2021			
L STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 6 year full-time FTIC graduation	2014 Cohort	From 2014 Cohort			2015 Cohort
ustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2020 Graduates	2020 Graduates - 41.6%			2021 Graduates
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards		,		41.6%	to 2015 Cohort			40.9%
	(certificates and degrees) across all student groups.					2021 Graduates - 43.6%			
ncrease retention, and guide and support student									
ncrease retention, and guide and support student success through completion.	(certificates and degrees) deross an stadent groups.								
	(certificates and degrees) datoss an stade in groups.					By August 31, 2022			

								Actuals Achiev	
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 6 year part-time FTIC graduation	2012 Cohort	From 2012 Cohort	2013 Cohort		
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2018 Graduates	2018 Graduates - 25.5%	2019 Graduates		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	•		, , , , , , , , , , , , , , , , , , , ,	25.5%	to 2013 Cohort	27.2%		
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2019 Graduates - 27.5%			
success through completion.									
						By August 31, 2020			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience. Continue	Increase 6 year part-time FTIC graduation	2013 Cohort	From 2013 Cohort	<i>'''''''''''''''''''''''''''''''''''''</i>	2014 Cohort	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,		to assess and improve the AlamoADVISE model.	by 2 percentage points	2019 Graduates	2019 Graduates - 27.2%		2020 Graduates	
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	Ť	i i		27.2%	to 2014 Cohort		30.7%	
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2020 Graduates - 29.2%			
success through completion.									
						By August 31, 2021			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher FTIC	SS- Develop and Implement a First Year Experience, Continue	Increase 6 year part-time FTIC graduation	2014 Cohort	From 2014 Cohort			2015 Cohort
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	graduation rate.	to assess and improve the AlamoADVISE model.	by 2 percentage points	2020 Graduates	2020 Graduates 30.7%			2021 Graduates
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards	•		, , , , , , , , , , , , , , , , , , , ,	30.7%	to 2015 Cohort			25.4%
increase retention, and guide and support student	(certificates and degrees) across all student groups.					2021 Graduates - 32.7%			
success through completion.									
						By August 31, 2022			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase total degrees and certificates	2018-2019	From 2018-2019 - 4,202	2019-2020		
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion #'s	to assess and improve the AlamoADVISE model.	awarded by 2%	4,202	to 2019-2020 - 4,286	3,726		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards								
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2020			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase total degrees and certificates	2019 - 2020	From 2019-2020 - 3,726		2020-2021	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion #'s	to assess and improve the AlamoADVISE model.	awarded by 2%	3,726	to 2020-2021 - 3,801		3,369	
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards			· ·					
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2021			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Increase total degrees and certificates	2020-2021	From 2020-2021 - 3,369			2021-2022
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,		to assess and improve the AlamoADVISE model.	awarded by 5%	3.369	to 2021-2022 - 3,537			2021-2022
optimize campus environments to expand access.	engagement, FTIC graduation rate, and total number of awards	completion # 3	to assess and improve the AlamoADVISE model.	awarded by 370	3,303	10 2021-2022 - 3,337			2,011
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2022			
success through completion.	(-,			
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Reduce average semester credit hours	2018-2019	From 2018-2019 - 69.7	2019-2020		
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion #'s	to assess and improve the AlamoADVISE model.	attempted by native SAC student	69.7	to 2019-2020 - 68.7	70.4		
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards			graduates by 1 hour		D., A.,			
increase retention, and guide and support student success through completion.	(certificates and degrees) across all student groups.					By August 31, 2020			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Reduce average semester credit hours	2019-2020	From 2019-2020 - 70.4		2020-2021	
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion #'s	to assess and improve the AlamoADVISE model.	attempted by native SAC student	70.4	to 2020-2021 - 69.4		65.1	
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards			graduates by 1 hour		D., A.,			
increase retention, and guide and support student success through completion.	(certificates and degrees) across all student groups.					By August 31, 2021			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 1	Achieve higher	SS- Develop and Implement a First Year Experience. Continue	Reduce average semester credit hours	2020-2021	From 2020-2021 - 65.1			Fall 2021
Sustain, assess, and improve student pathways and	Achieve higher rates of enrollment, persistence, course completion rate,	completion #'s	to assess and improve the AlamoADVISE model.	attempted by native SAC student	65.1	to 2021-2022 - 64.1			Data Not Availabl
optimize campus environments to expand access,	engagement, FTIC graduation rate, and total number of awards			graduates by 1 hour		n 4 4 24 2022			
increase retention, and guide and support student	(certificates and degrees) across all student groups.					By August 31, 2022			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 2	Achieve and sustain	SS- Develop and Implement a First Year Experience. Continue	Fall FTIC 3-Year Full Time Tracking:	Fall 2018	From Fall 2018 82.3%	Fall 2019		
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	excellent student and	to assess and improve the AlamoADVISE model.	Increase students in good standing -	82.3%	to Fall 2019 - 84.3%	84%		
optimize campus environments to expand access, increase retention, and guide and support student	delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	college support services		graduated, transferred, still enrolled (by FTIC Cohort) by 2 percentage points		By August 31, 2020			
success through completion.	best place to learn environment.			Fire conorty by 2 percentage points		by August 31, 2020			
success an ough completion.									
							,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
1 STUDENT SUCCESS	Student Success GOAL 2	Achieve and sustain	SS- Develop and Implement a First Year Experience. Continue	Fall FTIC 3-Year Full Time Tracking:	Fall 2019	From Fall 2019 - 84%		Fall 2020	
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	excellent student and	to assess and improve the AlamoADVISE model.	Increase students in good standing -	84%	to Fall 2020 - 86%		77.6%	
optimize campus environments to expand access, increase retention, and guide and support student	delivery of world-class programs, and high-quality instruction to create a best place to learn environment.	college support services		graduated, transferred, still enrolled (by FTIC Cohort) by 2 percentage points		By August 31, 2021			
success through completion.	best place to learn environment.			Fire conorty by 2 percentage points		by August 31, 2021			
success un odgn completion.									
	Student Success GOAL 2	Achieve and sustain	SS- Develop and Implement a First Year Experience. Continue	Fall FTIC 3-Year Full Time Tracking:	Fall 2020	From Fall 2020 - 77.6%			Fall 2021
1 STUDENT SUCCESS	Achieve and sustain excellent student and college support services,	excellent student and	to assess and improve the AlamoADVISE model.	Increase students in good standing -	77.6%	to Fall 2021 - 79.6%			Data Not Availabl
Sustain, assess, and improve student pathways and									
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	college support services	·	graduated, transferred, still enrolled (by					
Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student		college support services		graduated, transferred, still enrolled (by FTIC Cohort) by 2 percentage points		By August 31, 2022			
Sustain, assess, and improve student pathways and optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	college support services	·			By August 31, 2022			

Strategic Priorities	i							Actuals Achieve	
	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
STUDENT SUCCESS	Student Success GOAL 2	Increase percentage of	SS or AS Work with advisory boards to increase internships	Increase technical degree students	2017-2018	From 2018-2019 - 87.3%	2019-2020		
ustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	technical degree	and employment opportunities	employed or enrolled within 6 months of	89.1%	to 2019-2020 - 88.3%	89.9%		
ptimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	students entering into		graduation by 1 percentage points	2018-2019				
ncrease retention, and guide and support student	best place to learn environment.	workforce		(Two year lag)	87.3%	By August 31, 2020			
uccess through completion.									
STUDENT SUCCESS	Student Success GOAL 2	Increase percentage of	SS or AS Work with advisory boards to increase internships	Increase technical degree students	2019-2020	From 2019-2020 - 89.9%		2020-2021	
ustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	technical degree	and employment opportunities	employed or enrolled within 6 months of	89.9%	to 2020-2021 - 90.9%		91.1%	
ptimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	students entering into		graduation by 1 percentage points					
ncrease retention, and guide and support student	best place to learn environment.	workforce		(Two year lag)		By August 31, 2021			
success through completion.									
L STUDENT SUCCESS	Student Success GOAL 2	Increase percentage of	SS or AS Work with advisory boards to increase internships	Increase technical degree students	2020-2021	From 2020-2021 - 91.1%			2021-2022
ustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	technical degree	and employment opportunities	employed or enrolled within 6 months of	91.1%	to 2021-2022 - 92.1%			Data Not Availab
optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	students entering into		graduation by 1 percentage points					
ncrease retention, and guide and support student	best place to learn environment.	workforce		(Two year lag)		By August 31, 2022			
success through completion.									
L STUDENT SUCCESS	Student Success GOAL 2	Increase percentage of	SS or AS Work with advisory boards to increase internships	Increase academic degree students	2017-2018	From 2018-2019 - 89.4%	2019-2020		
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	academic degree	and employment opportunities	employed or enrolled within 6 months of	88.8%	to 2019-2020 - 90.4%	87.5%		
optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	students entering into		graduation by 1 percentage points	2018-2019				
ncrease retention, and guide and support student	best place to learn environment.	workforce		(Two year lag)	89.4%	By August 31, 2020			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 2	Increase percentage of	SS or AS Work with advisory boards to increase internships	Increase academic degree students	2019-2020	From 2019-2020 - 87.5%		2020-2021	
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	academic degree	and employment opportunities	employed or enrolled within 6 months of	87.5%	to 2020-2021 - 88.5%		88.2%	
optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	students entering into		graduation by 1 percentage points					
increase retention, and guide and support student	best place to learn environment.	workforce		(Two year lag)		By August 31, 2021			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 2	Increase percentage of	SS or AS Work with advisory boards to increase internships	Increase academic degree students	2020-2021	From 2020-2021 - 88.2%			2021-2022
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	academic degree	and employment opportunities	employed or enrolled within 6 months of	88.2%	to 2021-2022 - 89.2%			Data Not Available
optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	students entering into		graduation by 1 percentage points					
increase retention, and guide and support student	best place to learn environment.	workforce		(Two year lag)		By August 31, 2022			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 2	Achieve and sustain	SS- Continue to assess and improve the AlamoADVISE model.	6-Year FTIC Transfer Rate: Increase	2018	From 2018 - 30.3%	2019		
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	excellent student and	, , , , , , , , , , , , , , , , , , , ,	students transferring to a university by 2	30.3%	to 2019 - 32.3%	30.1%		
optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	college support services		percentage points					
increase retention, and guide and support student	best place to learn environment.					By August 31, 2020			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 2	Achieve and sustain	SS- Continue to assess and improve the AlamoADVISE model.	6-Year FTIC Transfer Rate: Increase	2019	From 2019 - 30.1%		2020	
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	excellent student and		students transferring to a university by 2	30.1%	to 2020 - 32.1%		32.4%	
optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	college support services		percentage points					
increase retention, and guide and support student	best place to learn environment.					By August 31, 2021			
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 2	Achieve and sustain	SS- Continue to assess and improve the AlamoADVISE model.	6-Year FTIC Transfer Rate: Increase	2020	From 2020 32.4%			2021-2022
Sustain, assess, and improve student pathways and	Achieve and sustain excellent student and college support services,	excellent student and	· ·	students transferring to a university by 2	32.4%	to 2021 - 34.4%			33.4%
optimize campus environments to expand access,	delivery of world-class programs, and high-quality instruction to create a	college support services		percentage points					
						By August 31, 2022			
increase retention, and guide and support student	best place to learn environment.								
	best place to learn environment.								
	best place to learn environment.								
increase retention, and guide and support student success through completion. 1 STUDENT SUCCESS	best place to learn environment. Student Success GOAL 2	Achieve and sustain	AS- OER Committee to work with disciplines to scale	Increase the use of OER (Alamo Open) no	Fall 2018 - 48	From Fall 2018 - 48	Fall 2019 - 156		
success through completion.		Achieve and sustain excellent student and	AS- OER Committee to work with disciplines to scale percentage up. Deans work with Chairs to identify key courses	Increase the use of OER (Alamo Open) no cost instructional material by 10% per	Fall 2018 - 48 Spring 2019 - 114	From Fall 2018 - 48 to Fall 2019 - 52.8	Fall 2019 - 156		
success through completion. 1 STUDENT SUCCESS	Student Success GOAL 2						Fall 2019 - 156		
success through completion. 1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimin, assess, and improve student pathways and optiming campus environments to expand access, oincrease retention, and guide and support student	Student Success GOAL 2 Achieve and sustain excellent student and college support services,	excellent student and	percentage up. Deans work with Chairs to identify key courses	cost instructional material by 10% per		to Fall 2019 - 52.8 From Spring 2019 - 114	Spring 2020 -		
1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access,	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	excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more	cost instructional material by 10% per		to Fall 2019 - 52.8			
success through completion. 1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimin, assess, and improve student pathways and optimin, assess, and improve student access, oincrease retention, and guide and support student	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	excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more	cost instructional material by 10% per		to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125	Spring 2020 -		
Success through completion. 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	excellent student and college support services	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more	cost instructional material by 10% per		to Fall 2019 - 52.8 From Spring 2019 - 114	Spring 2020 -		
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. Student Success GOAL 2	excellent student and college support services Achieve and sustain	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core. SS- Develop and Implement a First Year Experience. Continue	cost instructional material by 10% per semester per year Community College Survey of Student		to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125	Spring 2020 -		
Suscess through completion. 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. 1 STUDENT SUCCESS Sustain, assess, and improve student pathways and	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. Student Success GOAL 2 Achieve and sustain excellent student and college support services,	excellent student and college support services Achieve and sustain excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core.	cost instructional material by 10% per semester per year Community College Survey of Student Engagement (CCSSE) Scores:	Spring 2019 - 114	to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125 By August 15, 2021	Spring 2020 - 191		
I 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. I STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access,	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. 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	excellent student and college support services Achieve and sustain excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core. SS- Develop and Implement a First Year Experience. Continue	cost instructional material by 10% per semester per year Community College Survey of Student Engagement (CCSSE) Scores: Active & Collaborative Learning (1),	Spring 2019 - 114	to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125 By August 15, 2021	Spring 2020 - 191 2019		
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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. 1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student	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. 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	excellent student and college support services Achieve and sustain excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core. SS- Develop and Implement a First Year Experience. Continue	cost instructional material by 10% per semester per year Community College Survey of Student Engagement (CCSSE) Scores: Active & Collaborative Learning (1), Student Effort (2), Academic Challenge (3), Student/Faculty Interaction (4),	2017 1) 47.5 2) 51.7 3) 50.3	to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125 By August 15, 2021	Spring 2020 - 191 2019 1) 49.0 2) 51.5 3) 49.8		
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LSTUDENT SUCCESS Ustain, assess, and improve student pathways and optimize campus environments to expand access, norease retention, and guide and support student uccess through completion. LSTUDENT SUCCESS Ustain, assess, and improve student pathways and optimize campus environments to expand access, norease retention, and guide and support student success through completion. LSTUDENT SUCCESS USTAIN SUCCES	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. 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. 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.	excellent student and college support services Achieve and sustain excellent student and college support services Achieve and sustain excellent student and excellent student and excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core. SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue	cost instructional material by 10% per semester per year 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) Community College Survey of Student Engagement (CCSSE) Scores: Active & Collaborative Learning (1), Student Effort (2),	2017 1) 47.5 2) 51.7 3) 50.3 4) 47.3 5) 50.8	to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125 By August 15, 2021 Every 2 years	Spring 2020 - 191 2019 1) 49.0 2) 51.5 3) 49.8 4) 48.7		1) 48.6
I STUDENT SUCCESS Ustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion. I STUDENT SUCCESS Usustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student	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. 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. 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 delivery of world-class programs, and high-quality instruction to create a delivery of world-class programs, and high-quality instruction to create a	excellent student and college support services Achieve and sustain excellent student and college support services Achieve and sustain excellent student and excellent student and excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core. SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue	cost instructional material by 10% per semester per year 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) Community College Survey of Student Engagement (CCSSE) Scores: Active & Collaborative Learning (1), Student Effort (2), Academic Challenge (3),	2017 1) 47.5 2) 51.7 3) 50.3 4) 47.3 5) 50.8 2019 1) 49.0 2) 51.5	to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125 By August 15, 2021 Every 2 years	Spring 2020 - 191 2019 1) 49.0 2) 51.5 3) 49.8 4) 48.7		1) 48.6 2) 50.6
I 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. I 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. I 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. 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. 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 delivery of world-class programs, and high-quality instruction to create a delivery of world-class programs, and high-quality instruction to create a	excellent student and college support services Achieve and sustain excellent student and college support services Achieve and sustain excellent student and excellent student and excellent student and	percentage up. Deans work with Chairs to identify key courses for OER. Participate in District committee to make this more focused across Core. SS- Develop and Implement a First Year Experience. Continue to assess and improve the AlamoADVISE model. SS- Develop and Implement a First Year Experience. Continue	cost instructional material by 10% per semester per year 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) Community College Survey of Student Engagement (CCSSE) Scores: Active & Collaborative Learning (1), Student Effort (2),	2017 1) 47.5 2) 51.7 3) 50.3 4) 47.3 5) 50.8	to Fall 2019 - 52.8 From Spring 2019 - 114 to Spring 2020 - 125 By August 15, 2021 Every 2 years	Spring 2020 - 191 2019 1) 49.0 2) 51.5 3) 49.8 4) 48.7		1) 48.6

Strategic Plan 2019-2022 Scorecard

								Actuals Achiev	
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	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.	Overall Score - Noel Levitz (Satisfaction)	2018 6.06	Every 2 years		2020 6.24	
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	2021 3.81
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 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: Individual Success Plan - ISP Personal Mission Statement - MMS Touchpoints (at 15, 90, 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: 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 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 80% MMS 60% Touchpoints 15HR 64% 30HR 53% 45HR 56% AVG 74%
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 503 to 2021-2022 523 By August 15, 2022			Fall 2021- Spring 2022 431 Summer 2022 - 58
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		

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								Actuals Achieve	
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
1 STUDENT SUCCESS	Student Success GOAL 3	Assess data-informed	CS- Create assessment rubric.	Evaluation from Strategic Enrollment	1	Completion by August 15,		Not Met	
Sustain, assess, and improve student pathways and	Continue to develop, assess, and improve data-informed pathways to	pathways to support	C3 Create assessment rubiic.	Management, SEM.	1	2021		NOT WEL	
optimize campus environments to expand access,	support student academic success and career planning, and to advance	student academic							
increase retention, and guide and support student	equity.	success.							
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 3	Improve data-informed	CS- Assess evaluations and implement recommended	Re-evaluate	1	Completion by August 15, 2022			Met
Sustain, assess, and improve student pathways and	Continue to develop, assess, and improve data-informed pathways to	pathways to support	improvements.						
optimize campus environments to expand access,	support student academic success and career planning, and to advance	student academic							
increase retention, and guide and support student	equity.	success.							
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 3	Develop data-informed	CS- Develop website accessible to student success and	Create landscape analysis.	1	Completion of analysis by	Analysis Created		
Sustain, assess, and improve student pathways and optimize campus environments to expand access,	Continue to develop, assess, and improve data-informed pathways to support student academic success and career planning, and to advance	pathways to support career planning.	academic success that meets the needs of career planning.			August 15, 2020			
increase retention, and guide and support student	equity.	career planning.							
success through completion.	equity.								
1 STUDENT SUCCESS	Student Success GOAL 3	Assess data-informed	CS- Create assessment rubric.	Evaluation from career planning services.	1	Completion by August 15,		Partially Met	
Sustain, assess, and improve student pathways and	Continue to develop, assess, and improve data-informed pathways to	pathways to support	Co create assessment rubite.	Evaluation nom career planning services.	•	2021		r dicidily ivice	
optimize campus environments to expand access,	support student academic success and career planning, and to advance	career planning.						Completion by	
increase retention, and guide and support student	equity.							August 2021	
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 3	Improve data-informed	CS- Assess evaluations and implement recommended	Re-evaluate	1	Completion by August 15, 2022			Partially Met
Sustain, assess, and improve student pathways and	Continue to develop, assess, and improve data-informed pathways to	pathways to support	improvements.						High Wage High
optimize campus environments to expand access,	support student academic success and career planning, and to advance	career planning.							Demand Programs
increase retention, and guide and support student	equity.								
success through completion.									
1 STUDENT SUCCESS	Student Success GOAL 3	Develop data-informed	CS- Develop website accessible to the college and stakeholders	Create landscape analysis.	1	Completion of analysis by	Partially Met		
Sustain, assess, and improve student pathways and	Continue to develop, assess, and improve data-informed pathways to	pathways to advance	that meets the needs to advance equity.			August 15, 2020			
optimize campus environments to expand access,	support student academic success and career planning, and to advance	equity.							
increase retention, and guide and support student success through completion.	equity.								
success through completion.									
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1 STUDENT SUCCESS Sustain, assess, and improve student pathways and	Student Success GOAL 3 Continue to develop, assess, and improve data-informed pathways to	Assess data-informed pathways to advance	CS- Create assessment rubric.	Evaluation from Equity Committee.	1	Completion by August 15, 2021		Partially Met	
optimize campus environments to expand access,	support student academic success and career planning, and to advance	equity.				2021		Completion by	
increase retention, and guide and support student	equity.	equity.						August 2021	
success through completion.	-1. 7								
1 STUDENT SUCCESS	Student Success GOAL 3	Improve data-informed	CS- Assess evaluations and implement recommended	Re-evaluate	1	Completion by August 15, 2022			Completed
Sustain, assess, and improve student pathways and	Continue to develop, assess, and improve data-informed pathways to	pathways to advance	improvements.						·
optimize campus environments to expand access,	support student academic success and career planning, and to advance	equity.							Male Population:
increase retention, and guide and support student	equity.								Student Success
success through completion.									measures/ targets
									established
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and	Leadership GOAL 1	Develop strategies and systems that promote	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		
	Develop strategies and systems that promote leadership development and accountability.	leadership development.	participate in leadership development.						
empowers every employee to perform at the highest level.	and accountability.	icauership development.							
2 PRINCIPLE-CENTERED LEADERSHIP	Leadership GOAL 1	Develop strategies and	CS- Initiate and support nominations for staff and faculty to	Create landscape analysis.	1	Completion by August 15, 2020	Partially Met		
Develop a work environment that supports and	Develop strategies and systems that promote leadership development	systems that promote	participate in accountability development.						
empowers every employee to perform at the	and accountability.	accountability.							
highest level.									
2 PRINCIPLE-CENTERED LEADERSHIP	Leadership GOAL 2	Provide employee	CS- Initiate and support nominations for staff and faculty to	Create landscape analysis.	1	Completion by August 15, 2021		Met	
Develop a work environment that supports and	Provide employee engagement, development, and empowerment, and	engagement.	participate in engagement development.	,	_	,,,,,,,			
empowers every employee to perform at the	create a best place to work environment.								
highest level.									
2 PRINCIPLE CENTERED LEADERS III		0 11 1	05 1 77 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			0 10 1 4 10 500		D 11 11 A4	
2 PRINCIPLE-CENTERED LEADERSHIP	Leadership GOAL 2	Provide employee	CS- Initiate and support nominations for staff and faculty to	Create landscape analysis.	1	Completion by August 15, 2021		Partially Met	
Develop a work environment that supports and empowers every employee to perform at the	Provide employee engagement, development, and empowerment, and create a best place to work environment.	development.	participate in professional development.					Completion by	
highest level.	Greate a best place to work environment.							August 2021	
								August 2021	
ingress level.		Provide employee	CS- Initiate and support nominations for staff and faculty to	Create landscape analysis.	1	Completion by August 15, 2021		Partially Met	
2 PRINCIPLE-CENTERED LEADERSHIP	Leadership GOAL 2								
	Leadership GOAL 2 Provide employee engagement, development, and empowerment, and	empowerment.	participate in empowerment development.					, ,	
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the								Completion by	
2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and	Provide employee engagement, development, and empowerment, and								

								Actuals Achiev	ed
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
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.	2022 Most Promising Places to Work in Community Colleges NISOD
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		
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 EXCELENCE 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 EXCELIENCE 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 EXCELENCE 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	Excellence GOAL 4	Create a divisional	SS- Process Improvement Onboarding, Expansion of Virtual	Enrollment, PGR, Course Completion	Pre-Pandemic	Retain to at least Pre-Pandemic		Fall 2020	Fall 2021
Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	Sustainability Plan through internal or external circumstances	sustainability plan throughout pandemic	Services, Equity Work, Communication, Financial Incentives and Support, Innovations in Response to Changing Student Needs	Rate - During Pandemic	Enrollment Fall 2019 - 19,499 PGR Fall 2019 - 77.08% CCR Fall 2019 - 90.70%	numbers.		Enrollment - 19,231 PGR - 78.84% CCR - 91.50%	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 Pandemio 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			Complete

								Actuals Achieve	ed
Strategic Priorities	Strategic Goals	Objective	Action Plan	Measure	Benchmark	Target	2019-2020	2020-2021	2021-2022
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	
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			Not Complete