| Student Success Measures | Responsible VP(s) | Strategic Priorities | Responsible Division(s) | Strategic Goals | Objective | Action Plan | Measure | Alignment to ACD Key Strategic Priorities | | | Actuals Achieved | | | | | Targets | Targets |
								Student Success	Principle-Centered Leadership	Performance Excellence	2022-2023	2023-2024	2024-2025				
	AS -SS (Co-lead)	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.	SS, AS	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.	Increase the number of awarded degrees.	Use weekly measures (degree audits, auto award reports) to guide weekly actions by advisors, faculty and DSO.	Degrees awarded				2,344	2,533	Data not yet available			2% increase	
	AS -SS (Co-lead)	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.	SS, AS	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.	Increase the number of certificates awarded.	Use weekly measures (degree audits, auto award reports) to guide weekly actions by advisors, faculty and DSO.	Certificates awarded				482	611	Data not yet available			2% increase	
	AS -SS (Co-lead)	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.	SS, AS	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.	Increase the Occupational Skills awards.	Use weekly measures (degree audits, auto award reports) to guide weekly actions by advisors, faculty and DSO.	Occupational skills awards				115	145	Data not yet available			2% increase	
	AS -SS (Co-lead)	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.	SS, AS	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.	Increase FTIC enrollment	Use daily measures (daily enrollment reports, ARGOS reports) to guide weekly and semester-long action by Advising teams.	FTIC enrollment rates				4919	4724	Data not yet available			2% Increase	
	AS -SS (Co-lead)	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.	SS, AS	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.	Increase enrollment of transfer students	Opportunities for students to meet with University reps. Tracking transfer intent in Banner. Checking at milestones assess, 15, 30 and 45 credit hours with advisors.	3-year and 6-year transfer rates				3 YR - 14.6% 6Y- 33.4%	3 YR - 15.9% 6 YR - 33.4%	Data not yet available			Increase 3-Year Transfer Rate to 41.8% Increase 6-Year Transfer Rate to 18.5%	
	AS -SS (Co-lead)	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.	SS, AS	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.	Re-engage and support non-persistent students to facilitate their re-enrollment	Create an intentional re-enrollment plan with a series of events for returning former students to touch on appeals, balances and classroom success. Work closely with enrollment coaches to send consistent messaging and support to students who have an interest in re-enrolling.	Number of non-persistent students, who have achieved more than 45 credits returning				Fall 2022- 1024 Students	Fall 2023- 955 Students	Fall 2024- 1338 Students			Increase Active Stop-Out Rate from 1,197 to 1,350 Improve the Inactive Stop-Out Rate by 3%	
	CS	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.	SS, AS	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.	Increase engagement and participation in SAC Scores data reviews	SAC Scores Day Preparation Sessions. Individual trainings as needed. Follow up after SAC Scores. SAC Scores Day launch webinar/events.	SAC Scores Participation				924 Use Of Data Forms Completed (Faculty and Staff)	1286 Use of Data Forms Completed (Faculty and Staff)	1434 Use of Data Forms Completed (Faculty and Staff)			Improve by 5 percentage points	

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

San Antonio College
Strategic Plan 2022-2025
Scorecard

| Student Success Measures | Responsible VP(s) | Strategic Priorities | Responsible Division(s) | Strategic Goals | Objective | Action Plan | Measure | Alignment to ACD Key Strategic Priorities | | | Actuals Achieved | | | | | Targets | Targets |
								Student Success	Principle-Centered Leadership	Performance Excellence	2022-2023	2023-2024	2024-2025				
	SS	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.	SS	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.	Increase persistence across diverse student populations	Use of targeted strategies.	Persistence rates				62.9%	62.3%	Data not yet available			5% Increase	
	SS and AS	1 STUDENT SUCCESS Sustain, assess, and improve student pathways and optimize campus environments to expand access, increase retention, and guide and support student success through completion.		Student Success GOAL 1 Achieve higher rates of enrollment, persistence, course completion rate, engagement, FTIC graduation rate, and total number of awards (certificates and degrees) across all student groups.	Increase completion rates	Use of targeted strategies.	Completion Rates				91.2%	Data not yet available	Data not yet available			5% Increase	
	AS	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.	SS, AS	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.	Expand eight week spring course offerings	Deans will work with VP of Academic Success to increase offerings. Focus groups to collect student experiences and feedback. Townhall/Department Rounding to gather faculty input.	Eight week course offerings				1107 21.6%	1086 21.1%	Data not yet available			Increase 40% in Spring and 70% in Fall	
	AS	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.	SS, AS	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.	Create a faculty led PGR committee that will develop a plan to help improve PGR	Meet with faculty chairs of committee and provide them a charge to form a committee focus on increasing PGR. Coaching PGR committee chairs present their findings to CET.	Plan created and deployed				Goal developed in 2023-2024	Complete	Complete			Improve PGR by 10%	
	SS	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.	SS, AS	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.	Increase 3-year cohort graduation rates	Intentional outreach to students in 3,4 and 6 year cohorts. Case management for each cohort by Coordinator and supported by certifies advisors.	3-Year cohort graduation rates				29.9% (Fall 2020)	TBD (Fall 2021)	Data not yet available			Fall 2024: 19,753 Spring 2025: 18,864 Summer 2025: TBD	
	AS -SS (Co-lead)	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.	AS,SS	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.	Improve PGR in all accelerated parts of term. Increase PGR by 3% each semester.	Ensure that advisors are acting on and closing out Early Alerts.	PGR in accelerated parts of term				73.2%	77.1%	Data not yet available			3% Increase	
	AS -SS (Co-lead)	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.	AS, SS	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.	Increase enrollment for continuing students. Increase of 2% year over year.	Use daily measures (daily enrollment reports, ARGOS reports) to guide weekly and semester-long action by Advising teams.	Enrollment for continuing students				30746	32765	Data not yet available			2% increase	

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Student Success Measures	Responsible VP(s)	Strategic Priorities	Responsible Division(s)	Strategic Goals	Objective	Action Plan	Measure	Alignment to ACD Key Strategic Priorities			Actuals Achieved				Targets	Targets
								Student Success	Principle-Centered Leadership	Performance Excellence	2022-2023	2023-2024	2024-2025		Targets	Targets
	CS	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.	CS	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.	Develop a college-wide footprint for future growth of the College that will focus on providing high-wage, high-demand programs with state-of-the-art facilities.	Monthly meetings on the development of the College development growth.	Data gathering and documenting for all high-wage, high-demand course needs.				N/A	N/A	Data not yet available		Completion	
	SS	2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	CS, AS, SS	Leadership GOAL 1 Develop strategies and systems that promote leadership development and accountability.	Create a collaborative and empowering work environment by promoting professional development, leadership growth and transparent communication	Track participation rates in professional development programs and monitor involvement in the leadership academy.	Participation rates in professional development and leadership academy.				22 Professional Development Trainings 157 Total Training Participants	55 Professional Development Trainings 591 Total Training Participants	51 Professional Development Trainings 659 Total Training Participants		80% of staff participate in professional development or leadership programs	
	SS and CS	2 PRINCIPLE-CENTERED LEADERSHIP Develop a work environment that supports and empowers every employee to perform at the highest level.	CS, AS, SS	Leadership GOAL 1 Develop strategies and systems that promote leadership development and accountability.	Create a collaborative and empowering work environment.	Allow for full Campus Closures during College-Wide events. Use of Caring Campus.	Best Places to Work Survey Scores				Trust Index-48	Trust Index-57	Data not yet available		Improve by 5 percentage points	
	SS	3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	CS	Excellence GOAL 1 Implement a college-wide scorecard process to share and cascade goals, measures, and outcomes aligned to the strategic plan.	Enhance effectiveness and accountability by implementing data-driven strategies that optimize customer service, student engagement and satisfaction.	Enhance student satisfaction survey results.	Noel Levitz Survey Overall Satisfaction				69% Satisfied	Survey given every other year	67% Satisfied			
	CS	3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	CS	Excellence GOAL 2 Create a college-wide system for improvement allowing for implementing, tracking, and documenting results from best practices and strategies.	Develop a new college-wide footprint to include capital improvement in conjunction with a three-year maintenance	Monthly meetings with stakeholders.	Documented plan created				Plan in development stage	Plan in development stage	Data not yet available, plan fianlzed and initated		Completion estimated for FA 2026	
	AS	3 PERFORMANCE EXCELLENCE Commit to organizational growth, excellence, and sustainability through improved academic, administrative, financial, and operational efficiency and effectiveness.	AS	Excellence GOAL 3 Invest in innovation, growth, and performance.	Develop a process for colleges to make changes to the core component areas	Created committee, hold regular meetings, develop key components of process and write draft to propose to VPAS's, SLT and College Curriculum Teams.	Process developed and presented				Objective created end of 2024	Objective created end of 2024	SAC Committee Created and Complete. Moving to District Committee		Process to be completed by December 2024	
	AS, SS (Co-lead)	4 EQUITY Create an environment that places equity at the forefront, informing strategic priorities of student success, principle-centered leadership, and performance excellence.	AS, SS, CS	Equity GOAL 1 Define, develop, and implement an equity strategy and action plan that informs each strategic priority.	Increase adoption of Caring Campus strategies	Creating opportunities for employees to attend Caring Campus trainings.	Host employee trainings on Caring Campus.				2 Trainings	4 Trainings	Data not yet available		100%	

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								Student Success	Principle-Centered Leadership	Performance Excellence	2022-2023	2023-2024	2024-2025				
	CS	5-COMMUNITY Develop strong partnerships with our community to promote equity, upward social mobility, and life-long learning	AS, SS, CS	Equity GOAL 3 Establish aspirational goals and recognize achievements in equity.	Promote collaboration and engagement in life-changing experiences for the community	Host conversations with stakeholders for Centennial. Centennial event planning for 2024-2025 to be supported by these College Services teams: IPPE: Event Planning, MarComm: Marketing and Communication, Risk Management: Safety Plans, Budget: Budget, OTS: Technology, ECOCentro: Sustainability	Successful completion of Centennial events				Centennial planning not started until April 23, 2024	Monthly meetings held from April '24, Donor and Centennial Luncheon held	10 events created for AY 25-26			Completion	

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