

***THE 2007-09
INSTITUTIONAL EFFECTIVENESS PLAN***

Mid-Cycle Progress Report



*Hillsborough County, Florida
February 2009*

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INTRODUCTION

Dear Colleagues:

This *Mid-Cycle Progress Report* to the *2007-09 Institutional Effectiveness Plan* provides a snapshot of progress made thus far toward achievement of objectives across the functional units of Hillsborough Community College. The unit objectives form the tactical plan in pursuit of six college goals and nine strategic initiatives.

Importantly, a distinction is drawn toward achievement of objectives and college performance. At the institutional level, the latter is assessed within the annual *Critical Success Factor Report: Measures of Institutional Effectiveness* (CSFs). The CSF report is the *sine qua non* in determining effectiveness. The *Mid-Cycle Progress Report* reveals progress toward implementation of the plan; the CSFs reveal did the plan work.

This document includes the following components:

1. The 2007-09 Strategic Plan of the college consisting of its Vision, Mission, six College Goals and nine Strategic Initiatives;
2. A numerical synopsis summarizing progress toward achievement of 336 objectives across the functional units of the college;
3. Progress reports on select unit plans that have an overarching reach across the institution.

Please contact me if you have questions regarding our planning process.

Paul Nagy, Ph.D., MPA
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THE 2007-09 STRATEGIC PLAN

The Biennial Planning Process calls for a strategic plan consisting of mission and vision statements as well as a single set of college goals to establish direction for the institution. All elements of the strategic plan are approved by the chief governing entity of the college – the Board of Trustees.

For 2007-09, the Board also approved nine specific and measurable strategic initiatives subsumed within college goals. These initiatives were identified, in part, to improve college performance on key measures tracked in the *Critical Success Factor* report.

College Mission

Adopted by the Board of Trustees, August 20, 2003

Hillsborough Community College, a public, comprehensive institution of higher education, empowers students to excel through its superior teaching and service in an innovative learning environment.

College Vision

Adopted by the Board of Trustees, August 20, 2003

Hillsborough Community College will deliver education of the highest standards enabling a diverse community of life-long learners to achieve their maximum potential in a global society.

College Goals

Adopted by the Board of Trustees, August 30, 2006

Goal 1. Advance student success through a focus on the achievement of learning outcomes for all students with the active involvement of all employees.

Strategic Initiatives

- A. Increase the college preparatory course completion rate in reading to the state average (CSF, B-5).
- B. Increase the retention rate of students enrolled in degree programs to exceed the state average (CSF, B-4).
- C. Improve student learning outcomes in Gateway courses (QEP, 49).
- D. Increase the Associate of Arts graduation rate to the state average (CSF, A-4).

Goal 2. Foster partnerships with the local and global communities to position the College as a premier educational institution for college transfer, career workforce and economic development, lifelong learning, and community initiatives.

Goal 3. Enhance access, flexibility, and responsiveness to meet the changing educational needs of the students and the community.

Strategic Initiatives

- A. Reexamine the complete array of program offerings to ensure they are responsive to community need and workforce demands (CSF, A-4).
- B. Expand opportunities for electronic access to instructional and student service delivery in user-friendly, web-based applications (CSF, B-2).

Goal 4. Provide the necessary human, financial, physical, and technological resources to ensure a high quality learning environment and an efficient organization.

Strategic Initiatives

- A. Successfully launch the new South Shore Center.
- B. Leverage technology to streamline administrative processes and reduce the percentage of budgeted expenditures for overhead functions (FCCS Cost Analysis).

Goal 5. Promote an institutional culture that values the individual; fosters diversity; and encourages professional development, action, creativity, and risk taking.

Strategic Initiative

- A. Encourage hiring practices that will result in a faculty that is more reflective of the student body profile and the citizenry of Hillsborough County (CSF, C-3).

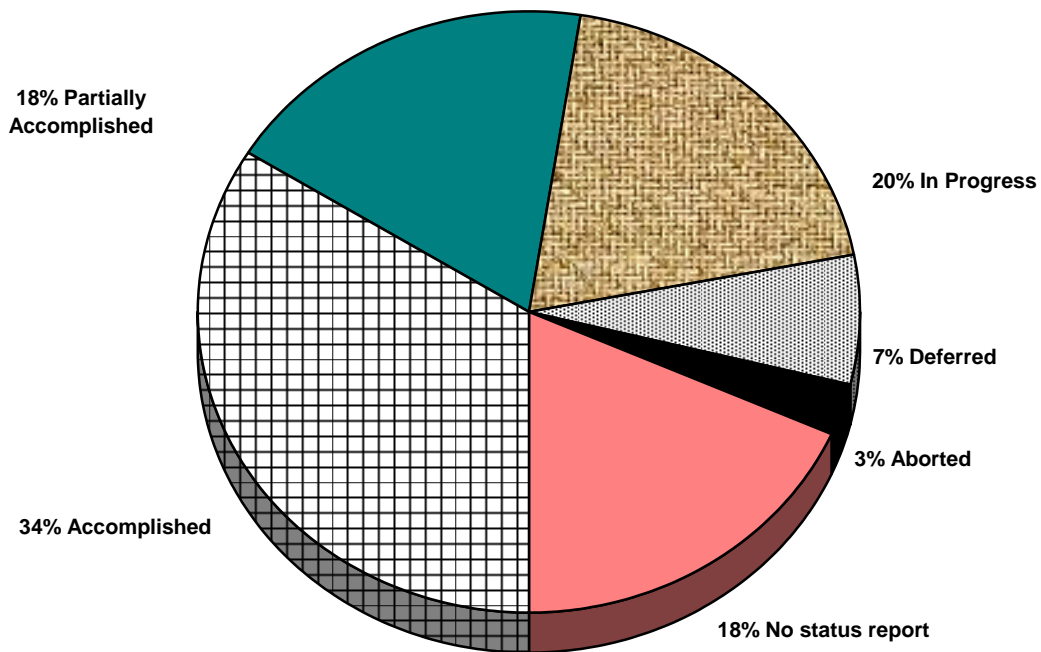
Goal 6. Continuously improve programs and services through a systematic and ongoing process of strategic planning, assessment, and review in which a “culture of evidence” guides our direction.

STATUS OF PLANNING OBJECTIVES

Operational units report progress toward achievement of their objectives every fall semester in support of college goals and strategic initiatives. As of December 2008 (6nd quarter into the 2007-09 biennium), the chart below indicates that 72% (242 of 336) of the 2007-09 objectives were accomplished, partially accomplished or in progress.

The final report of progress for the 2007-09 Plan will be completed in fall 2009 following conclusion of the biennium. No status reports were completed for 18% (62) of the objectives. This aberration is likely due to use of a new platform for the electronic planning system introduced in fall 2008.

Status of 2007-09 Objectives as of December 2008



PROGRESS REPORTS: 2007-09 TACTICAL PLANS

Ninety-one tactical or action plans were developed for 2007-09. These plans represent all academic, academic support, and administrative units as identified by the institution. The ninety-one plans also include a number that are not required but are optional to accommodate flexibility among the college campuses (e.g. Office of the Dean of Technical Programs – Brandon Campus).

All unit plans can be viewed on the Tactical Planning System of the college – an electronic relational database used for plan entry and analysis. Every unit plan includes the following components:

1. Identification of a chief planning facilitator
2. Unit purpose statement in support of college mission
3. Identification of external trends/events impacting the unit
4. Description of the unit's constituency and their needs
5. Unit objectives including the following per each:
 - Person responsible
 - Target date of completion
 - Identification of the college goal it supports
 - Expected outcomes and their means of assessment
 - Strategies toward achievement of the objective
 - Costs, if any, to support achievement of the objective
 - Progress reports toward achievement

On the following pages is a sampling of operational plans representing those units with a broad overarching function. These are included to provide the reader with general knowledge of the planned direction of the units. Omitted unit plans include mostly the specific Associate of Science degree program plans.

Only select elements of the unit plans are presented here as they relate to progress made toward achievement of the objectives, they include the unit's objectives, expected outcomes, means of assessing the outcomes, results of the assessment, statement of status, and use of assessment results for improvement.

UnitTitle Associate of Arts

Objective 1: To enhance the general education assessment program to provide increasingly valid evidence that graduates have achieved the competencies within the general education core.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. At least one or more empirical assessments of the General Education Program added to the existing assessments. 2. Target goals established for increased success based on assessment results. 3. Improved student performance on Connections rubric results over 2005/2006 report.	1. Evidence of one or more additional assessments. 2. Evidence of established target goals. 3. Connections rubric results.	See General Education Report.

Status: In Progress

Status Date: 11/20/2008

Use of Assessment Results:

The assessment committee continues to identify multiple methods to assess our general education curriculum, and results continue to be shared with faculty to identify strategies for change. Full information is available on periodic general education reports.

Objective 2: To improve student retention and success among AA students so that HCC experiences a 2% increase in the retention and success rates of these students.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
HCC student retention and success rates will increase by 2% by 12/2007. Ultimately, the goal is to meet or exceed the state average. Tutorial centers will be able to track learning outcomes and success rates for their clientele.	State accountability outcome measures and data provided by HCC institutional research. Tracking software.	Goal not met. Several campuses now make use of software. Data are available to report student usage but success rates remain to be tracked. This is a task requiring IR support.

Status: In Progress

Status Date: 11/20/2008

Use of Assessment Results:

The College continues to identify strategies to improve retention and success rates. This objective will be included in the next planning cycle.

Unit Title **Technical Programs (A.S., A.A.S.)**

Objective 1: Establish a dynamic Technical Programs division that can quickly and effectively respond to the changing educational needs and interests of students and employers within the greater Tampa Bay region.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
<p>By December, 2008 a minimum of three new off-site program delivery partnerships will have been established.</p> <p>Programs with high enrollment and high demand will potentially be expanded in order to increase capacity</p> <p>Programs with historically declining enrollment trends, and low occupational demand, will be reviewed, modified, or eliminated using established procedures within Academic Affairs.</p> <p>The potential for programs which are in high demand by local employers, but which are not offered by HCC, will be examined.</p>	<p>The number of new affiliation agreements for off-site training as documented through the College Attorney's office.</p> <p>Programs will be identified through the Unduplicated Headcount Enrollment Report</p> <p>Reports of program modifications and/or eliminations as tracked through Academic Affairs</p> <p>The number of new programs that are launched in response to the needs of the local labor market.</p>	

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Objective 2: Revitalize and focus the efforts of external advisory committees within the Technical Programs division

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
<p>By December 2008, a minimum of three joint advisory committee workshops and social gatherings will be held</p> <p>By January 2008, begin a series of articles within HCC publications that highlight the work and contributions of advisory committees</p>	<p>Records and minutes of meetings; surveys of attendees</p> <p>Number of published articles and documentation of new partnerships that emerge</p>	

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Objective 3: To build career pathways for students seeking advancement in occupational/technical/health-related fields.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment

Student performance on designated Perkins measures that meets or exceeds state averages
Student performance on retention and graduation rates in AS/AAS programs meets or exceeds state averages.

State/Federal Perkins performance measures

State accountability outcome measures

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Unit Title Postsecondary Adult Vocational (PSAV) Certificate

Objective 1: Improve the efficiency and effectiveness of the administrative functions in the Fire Science program

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
By January 2008, a comprehensive analysis of internal procedures will be conducted	A new "procedures manual" will be produced to guide the Coordinators, faculty, and support staff	Completed
Status: Accomplished		Status Date: 11/25/2008
Use of Assessment Results:		

Objective 2: Position the Early Childhood program and associated Lab Schools as a premiere teaching and professional development facility

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
By December 2008, a minimum of 2 new collaborative projects with external agencies/organizations will be underway By December 2008, both CDC Centers will provide documentation verifying that the highest early childhood standards are being attained.	Grant awards supporting projects and/or publication of research/activity findings or outcomes Annual Reports will reflect evidence of improvement	
Status: No Status		Status Date: 08/20/2008
Use of Assessment Results:		

Objective 3: Prepare the Automotive Services program for NATEF (National Automotive and Technical Education Foundation)

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
By December 2007, the Automotive Collision and Repair program will be NATEF certified	Awarding of certification	Carry over to 09-2011 Unit Plan
Status: Partially Accomplished		Status Date: 11/21/2008
Use of Assessment Results: As a result of moving into the Columbus Property, we will now begin certification of the program (NATEF).		

Unit Title Quality Enhancement Plan

Objective 1: To improve student learning outcomes in Gateway courses by achieving demonstrable student learning gains in identified gateway college-level knowledge, skills and abilities.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Improved student learning outcomes in Gateway courses.	Evidence of student performance gains in Gateway courses.	No significance difference has been reported between the control and experimental sections in the two pilot courses, MAC 1105 and PSY 2012.

Status: In Progress

Status Date: 12/03/2008

Use of Assessment Results:

Changes have been made to interventions and the administration of the post-test. The results of the post-tests are part of student grades. Changes will continue to be made to improve the process. The pursuit of the objective is a 5-year goal for the QEP.

Objective 2: to increase the student success rate in subsequent program courses through demonstrable student learning gains in identified gateway college-level knowledge, skills and abilities utilized in those courses.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Increased student success rate in subsequent program courses.	Evidence of increased student success.	No significant difference was reported between the control and experimental sections.

Status: In Progress

Status Date: 12/03/2008

Use of Assessment Results:

The assessment results drive how the intervention strategies are modified. Yes, changes have been made. Yes, we will continue pursuit of the objective by mapping the KSA's to the learning outcomes.

Unit Title International Education

Objective 1: Accelerate efforts to infuse global perspectives into the curriculum.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Develop opportunities for five faculty members each year to attend conferences/workshops organized by leading international education organizations. Facilitate opportunities for 10 faculty members to teach and study in other nations. Faculty will be encouraged to develop IDS 2110, connections courses for the purpose of assessing students' understanding of global, political, social, economic and historical perspectives. Offer two faculty development workshops per academic year on a variety of topics such as globalization and internationalizing the curriculum	Database tracking faculty participation. Database tracking faculty participation. Participant questionnaires and focus group interviews. Courses will be listed in the course schedule. IR, Director of AA Programs and Deans will facilitate evaluation of IDS 2110 courses. Database tracking faculty participation. Faculty Workshop Evaluation Surveys administered after each workshop.	need more data Eight faculty taught or attended conferences in other countries in -07-08; three faculty thus far in -08-09 not initiated President directed the Global Education Council to establish a Task Force with a mandate to advance a plan by Fall 2009 to accelerate and sustain efforts to infuse global perspectives into the curriculum. One or more workshops will be offered in spring 2009.

Status: Partially Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

Director's assignment to special projects by President and Money Matters have complicated sending faculty on international experiences and to domestic conferences/workshops. Will sustain international experiences to the degree possible and bring more workshops/speakers, etc. to the College.

Objective 2: Broaden faculty and student understanding of international education at the College by supporting a sustained communication outreach and branding effort.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Create a logo and employ other branding tools to link various initiatives to the HCC Center for International Education. Develop and maintain an HCC Center for International Education website.	Website and marketing materials will feature logo and other branding tools. once website is live, generate monthly reports on daily usage, total entry pages, total exit pages, total referrers, total user agents, etc.	not initiated website is under development, therefore no means or results of assessment

Status: Partially Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

Creating a website is a PRIORITY for the 2008-09 academic year. Yes, we will continue pursuing this objective.

Objective 3: Continue to assert HCC leadership in consortia to develop international education opportunities for HCC faculty and students.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Achieve participation by 30 students in study abroad programs. Continue to serve as Co-Chair of the Consortium for Belize Educational Cooperation (COBEC) to sustain faculty and student exchanges with junior colleges in Belize; specifically two faculty per year and ten students by summer	Database tracking of student participation. Database tracking student and faculty participation. Participant evaluations. Memoranda of Understanding with exchange partners.	15 students in 07-08; 23 students in 08-09 for a total of 38 students. Director continued to serve as Co-Chair; however, assignment to special projects by President required deferring action on faculty and student exchanges.

<p>2009. Expand Community Colleges for International Development (CCID) "Troika" study abroad by one program per year and secure one new participant training contract in order to build HCC and consortium's capacity for international student programming. With HCC Brandon Campus President, represent HCC to the International Consortium for Education and Economic Development (ICEED) consortium to identify a partner college to launch a pilot project in Mexico.</p>	<p>Student and faculty evaluations of study abroad experiences. Securing contract to deliver participant training.</p> <p>Memorandum of Understanding will define partnership, division of responsibilities, etc.</p>	<p>Belize 'Troika' (with Highline and Brevard) added in 08-09.</p> <p>partnership expected later this year with ICEED conference on April 2-5, 2009 critical to discussions on MOU.</p>
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Status: Partially Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

Action on ICEED Mexico partnership and COBEC exchanges deferred because Director assigned to special projects by President. Executing plans to advance College's international agenda will take PRIORITY in the near term (instead of undertaking special projects for external consortia on national level).

Objective 4: Designate faculty coordinators at each campus to design and deliver international education initiatives specific to their campuses, but linked to a broader, integrated district effort.

<u>Expected Outcome/ Performance Results</u>	<u>Means of Assessment</u>	<u>Results of Assessment</u>
Appoint four faculty coordinators.	President's approval of appointments.	President appointed 14 members of the Global Education Council on October 17, 2008 deferred
Faculty coordinators advance annual plans that include expected outcomes and means of assessment. Faculty coordinators establish international education committees on their campuses.	Results of assessment. Faculty coordinators report on committee membership and international education activities.	Global Education Council held its inaugural meeting on November 24, 2008; representatives from five campuses initiated discussions regarding campus specific committees linked to broader district effort. deferred
Improve intra and intercampus communication on international education activities	Faculty coordinators produce one communication tool (i.e. newsletter); and submit one article per semester for external or college-wide publication.	deferred

Status: Partially Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

Action on this (and other) objectives was deferred because Director was assigned by the President to special projects. Unit planning will be modified to reflect new approach - Global Education Council (instead of four campus coordinators). Yes, this objective will be pursued during next cycle - a primary mandate for the Council is to advance current and recommend new international initiatives for the purpose of realizing an integrated and strategic approach to international learning.

Objective 5: Invite a peer review team comprised of external and internal members to evaluate and develop recommendations for improving international student recruitment, retention and support.

<u>Expected Outcome/ Performance Results</u>	<u>Means of Assessment</u>	<u>Results of Assessment</u>
By August 2007, in consultation with Institutional Research (IR) generate more complete, data-driven picture on	Data generated and made available to Peer Review Team.	International Education unit has formulated a data request for submission to IR - data expected in December 2008.

international student enrollment and completion trends over previous five years to inform peer review process. Conduct three or more meetings of the Peer Review Team; generate a Final Report documenting strengths and weaknesses; and advancing recommendations for improvement that capitalize on strengths and redress weaknesses. Nominate individuals to serve on Peer Review Team and define the team's mandate by summer 2007.

Final Report of the Peer Review Team

On schedule to advance Final Report by end of February 2009.

President formally invites individuals to serve on Peer Review Team and endorses mandate.

In October 2008, President directed Global Education Council to establish a Task Force for purpose of advancing a plan by February 2009 to grow and diversify the international student population at the College. Task Force Members nominated on November 24, 2008.

Status: Partially Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

this objective is a PRIORITY for the 2008-09 academic year. International Education will build a Business Plan that incorporates recommendations of the Task Force.

Objective 6: Survey administrators and professional/managerial staff to determine their interests in international education and document relevant experiences and skills sets (living in another country, foreign language skills, etc.)

**Expected Outcome/
Performance Results**

Administer survey on an annual basis. Design and develop survey instrument with support from Information Technology staff (PDS).

Means of Assessment

Survey inputs will populate a database. Survey instrument will be constructed.

Results of Assessment

not initiated

Status: Deferred

Status Date: 11/30/2008

Use of Assessment Results:

Deferred due to Director's temporary assignment by President to special projects. Yes, a survey of administrators and professional/managerial staff to determine their international/intercultural interests/expertise will be an objective for the next planning cycle.

Unit Title Dual Enrollment

Objective 1: To build enrollment in the dual enrollment program by 10% FTE to allow greater access to this mechanism by eligible students.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Increased enrollment by 10% FTE by 12/2007	FTE reports.	Data not available at the time report was being prepared.

Status: In Progress

Status Date: 11/20/2008

Use of Assessment Results:

The DESI project failed to meet the 10% growth goal; therefore, the following summer, a new strategy was employed to target more high school students with a specialized schedule, and summer enrollment by dual enrollment students did increase. A summer schedule for high school students is proposed again for the upcoming summer, and recruitment efforts for the dual enrollment program continue.

Unit Title College Preparatory

Objective 1: To increase the retention and success rates of students entering into the preparatory curriculum and subsequently taking college-level courses by 2%.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
A 2% increase in student success and retention rates.	State accountability outcome measures and HCC institutional research data.	Accountability outcome data and IR data relevant to this objective were not provided.

Status: In Progress

Status Date: 11/20/2008

Use of Assessment Results:

Although assessment results were not available at the time this progress report was completed, exit exam results collected by the AA office indicate that the College needs to continue to work on retention and success rates for preparatory students. Our involvement with the statewide remediation reduction project should help, as well as ongoing strategies that our faculty put into place.

Unit Title Honors Institute

Objective 1: Develop internal and external communication opportunity.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Will be effective tool for recruitment of high school students (Spring 2009). Will encourage greater alumni participation in Honors Institute and Honors Institute Alumni Association events and initiatives (Spring 2009). Will foster greater student engagement in Honors Institute (Spring 2009).	High school student focus groups' evaluations of newsletter. Alumni focus group evaluation of newsletter. Student focus group evaluation of newsletter.	Not Complete

Status: Aborted

Status Date: 11/24/2008

Use of Assessment Results:

The director met on four separate occasions with students to work on the overall design of the newsletter, to generate ideas, and to distribute writing assignments. Unfortunately, the quality of the articles was extremely disappointing. That fact combined with our inability to address the Program Review's recommendation of employing an Enrollment Development Coordinator resulted in the Honors director's decision to abort the newsletter production.

Objective 2: Establish strategies, outcomes, and means of assessment to address recommendations of Program Review when complete.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
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Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Objective 3: Expand electronic communication to Honors community.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Will encourage more frequent student, alumni, and prospective student visits to website (Spring 2009). Will improve efficiency of Honors Institute communication, administration, and recruitment (Spring 2009).	Monthly visit counter to be added to website. Student, alumni, and high school student focus groups' evaluations of website.	Complete In Progress

Status: In Progress

Status Date: 11/24/2008

Use of Assessment Results:

The counter of the website gives indication of how often people use our website. We are in the process of making changes to our website; the website must have ongoing review and timely updates.

Unit Title **Community Services/ Continuing Education**

Objective 1: Develop an evaluation tool for instructors to provide feedback to Continuing Education Program Manager/Coordinators to assist in ascertaining if needed resources are available to support instruction.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
An evaluation instrument for use by instructors.	An instrument piloted by June 30, 2007.	

Status: Deferred

Status Date: 11/26/2008

Use of Assessment Results:

Objective 2: Engage in on-line course development for the Adult Basic Education Program at the Plant City Campus.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
An on-line Adult General Education program to accommodate at least 30 students.	Students registered in on-line courses with lab support from the part-time instructor.	

Status: Deferred

Status Date: 11/26/2008

Use of Assessment Results:

Adult Education is no longer a part of Con. Ed unit. See Craig Johnson.

Objective 3: Identify and purchase or lease space for Continuing Education.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
To acquire sufficient space to house the Continuing Education staff and provide dedicated classroom space to increase the flexibility in course offerings. Additionally, to improve the physical appearance of the office space to a professional level.	Office space acquired by June 2007.	

Status: Deferred

Status Date: 11/26/2008

Use of Assessment Results:

Objective 4: Implement an on-line registration process that will allow Continuing Education students to register and provide demographic information (i.e., zip codes and professional licensure information) on registered students.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Continuing Education students are able to register and pay using an on-line registration system.	The number of students using the on-line system to register and pay for course	An on-line registration system was designed.

offerings.

Status: Partially Accomplished

Status Date: 11/26/2008

Use of Assessment Results:

An on-line registration system was created; however, it's still a manual proces to enter the students into datatel.

Objective 5: Refine student evaluation instrument that is used to determine course relevance, instructional effectiveness, and the assessment of student learning outcomes.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
A refined student evaluation instrument for Continuing Education courses	Use of the instrument by Summer Term 2007.	standardize evaluation form

Status: Partially Accomplished

Status Date: 11/26/2008

Use of Assessment Results:

Objective 6: Work with the Vice President of Student Services to schedule Continuing Education (i.e., Adult Basic Education and the Educator Preparation Institute) for inclusion in the use of the proposed imaging system.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Identification of materials to be included in the imaging process.	Imaging process used to reduce the amount of paper storage needed.	

Status: Deferred

Status Date: 11/26/2008

Use of Assessment Results:

Adult Education is no longer a part of Con. Ed. unit. See Craig Johnson.

Unit Title The Corporate Training Center

Objective 1: Broaden and deepen corporate/contract training solutions and pooled employee programs.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Refresh existing program titles and learning objectives.	# of new programs developed or modified	
Streamline the number of program offerings	Reduce the number of duplicate programs and establish a linkage between programs.	

Status: Partially Accomplished

Status Date: 11/26/2008

Use of Assessment Results:

Objective 2: Diversify the Center's business service lines

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Expand service lines of business	Collect and analyze market intelligence to assess the needs and demands of the community	ongoing

Status: In Progress

Status Date: 11/26/2008

Use of Assessment Results:

TCTC is demand driven...this objective is ongoing.

Objective 3: Enhance the physical work, training, and meeting environment through appropriate upgrades, renovations, remodeling, and supportive changes in the physical environment

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Enhance the look and feel of the training rooms to reflect a professional image (ongoing)	Date of completion	
Seek options to improve the overall facility (ongoing)		
Upgrade the equipment in at least one computer lab by 7/2008	New IT Equipment	
Work with facilities to complete projects that will either repair or improve the facility conditions, safety and security measures	Date of completion	
Work with OIT on improving the level of support and TCTC Forest		

Status: Partially Accomplished

Status Date: 11/26/2008

Use of Assessment Results:

New century 21 equipment has been ordered.

Objective 4: Establish on-going corporate alliances and partnership

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
* Assess strategies within TCTC and with partners annually * Increase Corporate organization/association relationship by 20%	Evaluate the net results of each partnership/alliance Maintain and increase the number of alliances/partnership annually	

Status: Partially Accomplished

Status Date: 11/26/2008

Use of Assessment Results:

Yes we will continue to pursue this objective. The problem we faced is for certain industries (i.e., Real Estate, Builders, Manufacturing associations) the economy has declined significantly. Tampa Bay Workforce Alliance revenue increased significantly.

Objective 5: Generate needed revenue so the Center becomes self-sustaining.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Increase revenue each year by 50% Initiate revised sales strategies by 1/2007 and monitor annual progress toward revenue goals	Financial reports Compare year to year sales performance	Ongoing More new accounts increased year-over-year such as, Veterans Admin. TSA, TECO, MacDill SOCOM, Tampa Sports Authority. Custom Cable, OSG Mgmt and Hapag Lloyd.

Status: In Progress

Status Date: 11/26/2008

Use of Assessment Results:

The effects of the slowing economy has negatively impacted the unit strategic goals.

Objective 6: Increase TCTC visibility to its many potential target audiences and publics

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Business Development Team will increase its outreach efforts Launch and execute an aggressive sales/marketing campaigns to generate market growth by 20%	Monthly calendar Increase the number of clients serviced	

Status: In Progress

Status Date: 11/26/2008

Use of Assessment Results:

Unit Title Academic Technology

Objective 1: Develop AA degree to be completed entirely online

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Deliver Distance Learning courses without on-campus class meetings	Analysis of Distance Learning courses without on-campus meetings	While the number of courses without face-to-face meetings is expanding, there is a considerable number (at least 25%) that require face-to-face meetings.
Offer appropriate number of courses in each group via Distance Learning to allow students to complete AA degree through Distance Learning	Courses offered through Distance Learning	HCC offers enough courses for students to complete an A.A. through Distance Learning.

Status: Accomplished

Status Date: 11/17/2008

Use of Assessment Results:

Objective 2: Develop technology support, refresh cycle, and repair and maintenance programs for Academic Technology in classrooms

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Develop a budgeted program to provide for technology refresh and repair and maintenance for 21st Century Classrooms	Budgeted resources for refresh plan and repair and maintenance for classroom technology	Resources are projected to be provided with the possible addition of a Technology Fee in the fall of 2009.
Develop process to provided technology support to 21st Century Classrooms	Process implemented to provide technology support for classrooms	No specific process has been established. Issues vary by campus to campus.

Status: In Progress

Status Date: 11/17/2008

Use of Assessment Results:

Objective 3: Increase student success in Distance Learning through increased instructional design and student services support.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Develop policies to manage Distance Learning program	Policies created in association with Academic Technology Program Review	A sub-committee of the FITC has been established and is working on procedures and policy issues. No specific outcomes have been achieved.
Increase student and faculty support offered through Academic Technology	Number and satisfaction rates of students and faculty to which services were provided	HCC implemented a comprehensive support agreement to serve Distance Learning students and faculty in 2006-2007. Useage rates are high, but overall satisfaction could be improved based on informal feedback.
Increase student success in Distance Learning courses to compare favorably with on-ground delivery methods.	Term reports comparing Distance Learning and traditional student success rates	Analysis shows a gradual improvement in this area. 2007-2008 suggests a gap of 4.2% between on-

ground and Distance Learning success rates.

Status: Partially Accomplished

Status Date: 11/17/2008

Use of Assessment Results:

The department is currently working with the vendor to increase satisfaction of the Distance Learning support environment. Works continues with the FITC sub-committee to address Distance Learning issues.

Objective 4: Position HawkNet to be the vehicle for enhanced academic delivery and student services.

**Expected Outcome/
Performance Results**

Means of Assessment

Results of Assessment

Increased faculty and student use of HawkNet portal

Increase use as shown on monthly statistics

Latest reports show increased usage of HawkNet. The data suggest that about 70% of our students use the portal.

Status: Accomplished

Status Date: 11/17/2008

Use of Assessment Results:

This initiative will continue to be addressed operationally. The college will also evaluate the HawkNet portal in conjunction with the LMS for there ability to meet future needs.

Unit Title Student Services & Enrollment Management

Objective: 1. Bring student services on-line for the SouthShore Campus

<u>Expected Outcome/ Performance Results</u>	<u>Means of Assessment</u>	<u>Results of Assessment</u>
Fully deployed student services and enrollment management services for the campus	Review of campus services in 2009	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 2: Writing an Enrollment Management Plan

<u>Expected Outcome/ Performance Results</u>	<u>Means of Assessment</u>	<u>Results of Assessment</u>
A unified college enrollment plan coordinating the efforts of various campus enrollment and retention efforts to meet college needs	Existence and deployment of plan - with quantitative assessment comparisons of recruitment impacts on enrollment	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 3: Increase student access and use of technology to promote self-service skills. 1. Implement an on-line applicaton to college for HCC 2. Implement an on-line advising function 3. 3. Create/Implement an on-line help/information service for Financial Aid

<u>Expected Outcome/ Performance Results</u>	<u>Means of Assessment</u>	<u>Results of Assessment</u>
1. More students will avail themselves of technological resources to register seek advising and financial aid assistance.	Student satisfaction surveys; evidence of increased use of technological resources.	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 4: Increase University Transfer.

Expected Outcome/

Performance Results

Implement five 2+2 articulation agreements with universities to foster transfer.

Means of Assessment

Note achievement of articulation agreements by target date of 6/30/09.

Results of Assessment

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Unit Title Financial Aid

Objective 1: Develop a Financial Aid Disaster Recovery Plan

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. Improve the awareness of how students are to respond to the college's inability to provide financial aid services as the result of a natural disaster. 2. Prepare staff disaster recovery procedures and how best to service students during this time period	Survey students as to their awareness of the college's Financial Aid Disaster Plan. Provide a survey to the staff that confirms their knowledge of the Financial Aid Disaster Recovery Plan.	Not Achieved. Did not get the opportunity to develop the FA Disaster Recovery Plan.

Status: Deferred

Status Date: 11/13/2008

Use of Assessment Results:

Resources and priorities did not enable the development of the Financial Aid Office Disaster Recovery Plan. This goal will be deferred to the 2009-2011 Biennial Planning for the department.

Objective 2: Improve the electronic (on-line) financial aid services for students

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. Once all documents are submitted, the FAO will be able to complete student's financial aid files within 3 - 5 working days.	Student satisfaction surveys to determine if the utilization of the online forms & Imaging products improved the timeliness of processing the financial aid files and removed the opportunity for the misplacement of forms previously submitted.	Work in Progress. Imaging Financial Aid documents at the YB, PC, SS, & BR Financial Aid Offices commenced November 12, 2008. DM is scheduled to commence imaging FA documents on December 1, 2008. Seven Financial Aid forms were developed and are in the process of being reviewed and tested. Currently exploring the possibility if using the Image Now product to automate the receipt of the Financial Aid Forms which will eliminate the scanning step. Anticipate completion by Spring 09.
2. Minimize with the goal to eliminate students from having to physically come to the Financial Aid Office for service.	Survey students to retrieve feedback on how often they visited the FAO for services during the Fall terms in the 2006-2007, 2007-2008, & 2008-2009 academic years.	Not complete. Will need to seek assistance from PDWS.
3. Increase by 20% the volume of students accessing their financial aid status and awarding information on the college's HawkNet website.	Survey students to evaluate their satisfaction with accessing their financial aid awarding and status updates from HawkNet. The survey will compare outcomes from the Fall Term 06/07, 07/08, and 08/09 data results.	Not complete. Will need to seek assistance from PDWS

Status: In Progress

Status Date: 11/26/2008

Use of Assessment Results:

The outcome will determine if the financial aid services to students improved based upon reduced wait time in the FAO, students received financial aid services without visiting or with only one visit to the campus FAO. The outcome will serve as an indicator for future improvements of financial aid services to students.

Objective 3: Increase financial aid resources disbursed to students by 15% from 2005-2006 academic year.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. Award eligible student the Academic Competitiveness Grant	1. Compare awards issued for the Academic Competitiveness Grant for the next two years, 06/07 & 07/08.	Academic Competitiveness Grant increased by 37.31%
2. Increase allocations between \$50,000 to \$100,000 for the Title IV Campus Based Programs.	2. Compare allocations received for the Title IV Campus Based programs beginning 2005/06, 2006/07, & 2007/08.	Federal Work Study and Supplemental Educational Opportunity Grant allocations increased by \$50,000 each academic year.
3. Increase Florida Bright Futures Medallion Scholarships.	3. Compare Florida Bright Futures Medallion Scholarships disbursed to students in 2005/06, 2006/07, & 2007/08.	Florida Bright Futures Scholarship increased by 25.97% from 2006/07 to 2007/08
4. Increase allocations for Florida Student Assistance Grant and Florida Work-Experience programs allocation.	4. Compare the allocations received for the Florida Student Assistance Grant and Florida Work-Experience programs in 2005/06, 2006/07, 2007/08.	Florida Student Assistance Grant increased by 5.54%. Due to limited State funding, HCC did not receive an increase funding level for the Florida Work-Experience Program. However, the college received new State Financial Aid funds from the Florida Public Career Education Assistance Grant (\$33,015) and Florida First Generation Matching Grant (\$271,62).

Status: Accomplished

Status Date: 11/13/2008

Use of Assessment Results:

The outcome demonstrates that additional funding resources were available to students in 07/08. The department achieved the goal of increasing financial aid awards to students in 07/08 by 15%. The actual increase of financial aid awarded to students from 05/06 to 07/08 was 17.5%.

Unit Title **Campus President-Brandon**

Objective 1: Complete final implementation phase of the Brandon Campus Academic Success Center

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Course retention in core general education courses increased 3% each over the course of the next four semester	Course enrollment data will show increase student retention in core general education courses and specifically in math and science courses	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 2: Develop working relationships with external communities who can assist in the development of business related programs and projects at the Brandon Campus

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Three new business courses developed with focus on entrepreneurship in business-certificate program	Courses approved by Academic Affairs and passed by BOT	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 3: Implement new student enrollment and retention plan for Brandon Campus

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
The FTE for the Brandon campus will grow by at least 1.5% for each of the two years of the planning cycle	Enrollment tracking carried out by IR will show enrollment growth - Registration Update document	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 4: Increase the percentage of faculty members to more closely represent the campuses demographic profile

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Fifty percent of new hires will come from under represented minority communities	Profile of faculty/staff membership will reflect improvements in the number of	

minority faculty who make up the campus community

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Objective 5: Initiate phase one of the QEP research project at the Brandon Campus

**Expected Outcome/
Performance Results**

Course retention rate improved in selected courses which are part of the QEP by at least 5%

Means of Assessment

Courses selected for the QEP, when compared to the previous two semesters will show a 5% or more improvement in retention

Results of Assessment

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Objective 6: Seek external funding for specific projects supporting campus goals and growth objectives

**Expected Outcome/
Performance Results**

Develop one project proposal aligned to new program development at the Brandon Campus

Means of Assessment

Proposal developed and submitted

Results of Assessment

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Unit Title Campus President-Dale Mabry

Objective 1: To create a minimum of 400 additional flat-surface parking spaces to better accommodate vehicular traffic and volume.

<u>Expected Outcome/ Performance Results</u>	<u>Means of Assessment</u>	<u>Results of Assessment</u>
Reduction in insufficient parking options by 400 spaces.	Existing Data Source	Completed

Status: Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

Assessment results will be evaluated periodically to determine their sufficiency. Changes will likely be necessary.

Objective 2: To create the procedures and design the systems necessary to manage the promotion of Hawks Landing to students, the referral of students to Hawks Landing and the provision of academic support services to the student residents of Hawks Landing.

<u>Expected Outcome/ Performance Results</u>	<u>Means of Assessment</u>	<u>Results of Assessment</u>
Preparation of a Procedures and Systems Manual for Hawks Landing that facilitates, describes and documents promotion, referral and service.	Evaluation of occupancy data for Hawks Landing in January/February, 2008.	

Status: Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

Procedures and systems will be assessed periodically to determine their efficacy and relevance. Revisions and additions will likely be necessary.

Unit Title **Campus President- Plant City**

Objective 1: Develop and implement a plan to increase Plant City enrollment to established annual target levels

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Meet each semester's target FTE for Plant City by the end of the semester.	HCC enrollment reports.	07-08 Target FTE level exceeded. 08-09 target FTE level ahead and expected to be exceeded.
Status: Partially Accomplished		Status Date: 11/25/2008
Use of Assessment Results:		

Objective 2: Develop and implement a plan to increase Trinkle Center (and other facilities) rentals.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Increase campus rent revenue each year by 10 percent. Base year 2005-2006 rent revenue equaled approximately \$120,000.	HCC financial reports.	Plan developed. Campus is on track to achieve year 2 plan objectives.
Status: In Progress		Status Date: 11/25/2008
Use of Assessment Results:		

Objective 3: Implement Case Statement and Educational Plan for Plant City Campus Growth Campaign.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Increase number of Plant City and Durant High School graduates. Recruit more PC and Durant High School graduates to HCC. Develop more workforce training programs, based on donated funds. Begin a campus endowment fund.	High School and HCC reports. HCC and state program approvals.	Two new workforce programs developed and approved. One still in progress. Three Bridge Program cohort groups organized and being supported.
Status: Partially Accomplished		Status Date: 11/25/2008
Use of Assessment Results:		

Objective 4: Work with the City of Plant City to develop the best plan possible for the future use of the 93-acre Plant City Campus and adjoining City property.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
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By June, 2009, conduct a series of meetings with City staff. Develop plan. Submit plan to HCC district administration.

Meetings held. Plan developed. Plan submitted to district administration.

Ongoing.

Status: In Progress

Status Date: 11/25/2008

Use of Assessment Results:

The City and the College have agreed to continue pursuit of the objective.

Unit Title Campus President-South Shore

Objective 1: Create and implement the plan of programs and course offerings for the first two years from the opening in Summer 2008

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Offering of baseline programs in Nursing, Medical Assisting, Early Childhood Development; offering of core subjects to meet certificate and associate degree generic requirements	program and course codes, enrollment reports by programs/courses	Our plan for baseline program offerings have changed substantially: delayed start-up of the Nursing Spring semester 2010, dropped Medical Assisting program, substituted EMS program, Early Childhood Management not offered currently, offering the CNA program. Core gen ed courses offered

Status: Partially Accomplished

Status Date: 10/23/2008

Use of Assessment Results:

Need to pursue this objective. Further market analysis and internal audit for viable program offerings.

Objective 2: Create feeder high school partnerships and implement

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Baseline dual enrollment created	Datatel; Institutional Research report	Collegiate Academy finally approved, anticipate offering Spring 2009
Baseline matriculations from feeder high school graduates created	zip code analyses; data queries of Datatel	No Datatel results generated for means of assessment as of 10/23/08

Status: In Progress

Status Date: 10/23/2008

Use of Assessment Results:

Implementation of Collegiate Academy forthcoming. Data is forthcoming for high school market penetration.

Objective 3: Create university partnerships and implement

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Partnership courses scheduled: partnership courses offered: enrollment generated (HC/FTE)	Data provided by partners	One partnership offering courses fall 2008; second partnership to offer courses spring 2009
Three university partnerships planned and implemented by 9/1/09	Board minutes acknowledging partnerships	two of three partnership agreements written and operational

Status: In Progress

Status Date: 10/23/2008

Use of Assessment Results:

Data from partner enrollments will be forthcoming during 2008-09. Still seeking a third partner.

Objective 4: Establish a two-year infrastructure personnel plan and hire to meet threshold operational needs

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Minimum 13.5 identified personnel hired and on-the-job August 2008	HR position control confirmation	23 Full-time positions are hired and on-site at the SouthShore Center. Progress continues currently on hiring three additional Full-time employees Fall 2008.

Status: Partially Accomplished

Status Date: 10/23/2008

Use of Assessment Results:

We have prepared our second-year list of prospective full-time employees with data-based rationale to support.. We will not complete our 2-year objective until we have this next tier of employees hired to "finish" our two-year staffing plan.

Objective 5: Respond to needs of internal and external constituents

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Two recruiting/retention programs begun by target date with a total student impact of 100	Tracking and counting methodology to show newly recruited students from the program (verified by Colleague data)/students retained Fall-Spring, Fall-Fall (verified by Colleague data)	Awaiting college data for assessment. Enrollment exceeded projections by 550%

Status: Accomplished

Status Date: 10/23/2008

Use of Assessment Results:

Need to continue with complete data which has not yet been received from College systems.

Unit Title Campus President-Ybor

Objective 1: Ensure maximum efficiency and safety of maintenance operations at the Ybor campus.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Reduce safety incidents by a statistically proportion.	Security safety incident reports.	Although statistics in this area are difficult to pinpoint exact causes or preventive measures, the campus has been working to mitigate the incidents thanks to the addition of an off-duty Tampa Police Officer, a restructuring of Campus Public Safety, and broader inclusion of Campus Council members when accidents occur. There a total of 147 incidents reported in calendar year 2007 and 163 from Jan. 1, 2008 to Oct. 21, 2008. The number of illnesses/injuries rose from 37 to 61 in that same period.

Status: Partially Accomplished

Status Date: 12/01/2008

Use of Assessment Results:

Future unit plans from the Campus President's Office will not include Public Safety or Maintenance/Facilities items as those will be considered on-going projects. With the campus being located in the middle of an urban entertainment district, there will be a need for on-going vigilance on maintaining the safety of the facility and more importantly, the safety of those at the facility. This maintenance part of this objective will become part of the evaluation of the Facilities Manager.

Objective 2: The ultimate goal of HCC's physical department is to bring the entire facility into a proactive maintenance mode and maintain it proactively henceforth in first-class condition.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Roof is replaced. Student services building is under construction. Renovations are completed. Exteriors are painted.	Building documents. Building documents. Building documents. Services rendered memo.	LRC roof was replaced. Work was completed on renovations to PAB and YBOR buildings. SSB design work has been completed, construction work commenced in Nov. 2008, with the official groundbreaking set for Dec. 3, 2008. Allow scheduled renovations to the YPAB and YBOR have been completed, there are still minor problems that will be addressed as they surface. A large area of YPST has been painted, but more needs to be done on it and other buildings over the next year.

Status: Partially Accomplished

Status Date: 11/28/2008

Use of Assessment Results:

Future unit plans from the Campus President's Office will not include facilities items as those will be considered on-going projects. Many of the buildings are old (50+ years) and were not originally constructed under standards acceptable today. These buildings along with more recent ones (10 - 35 years old) will continue to need attention as the campus ages. This objective will become part of th evaluation of the Facilities Manager.

Unit Title Vice President, Academic Affairs

Objective 1: Create an Academic Master Plan

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
A developed College-wide academic master plan, with drafts by end of Spring Term 2009	Cabinet minutes indicating approval of the Academic Master Plan	
Status: In Progress	Status Date: 11/17/2008	
Use of Assessment Results: Progress on the development of the plan will continue. Once accomplished, the master plan will provide guidance for both the district department of academic affairs and for the district academic affairs committee.		

Objective 2: Increase in associate degree graduation rates in AA and AS/AAS programs to meet or exceed state levels.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Increase in graduation rates above current levels reflected in state data. An overall increase of 5% over the two years is the anticipated outcome..	State accountability outcome data.	
Status: In Progress	Status Date: 11/17/2008	
Use of Assessment Results:		

Objective 3: Increasing course completers in English, algebra and psychology

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
increased number of successful course completers in stated course areas over those of the 2005 reporting year, with an expectation of a 5% increase over the two years	data on number of course completers with a course GPA of 2.0 or greater, compared to	
Status: In Progress	Status Date: 11/17/2008	
Use of Assessment Results:		

Objective 4: To facilitate the goals of the reporting units, such as incorporating globalization of the curriculum, advancement of technology, QEP, AtD, and FYE activities, Honors, continuing education, .

Expected Outcome/

Performance Results	Means of Assessment	Results of Assessment
Unit objectives met.	Evidence of unit objectives being met.	
Status: In Progress	Status Date: 11/17/2008	
Use of Assessment Results:		

Objective 5: To provide a seamless transition to the two new departments of Vice President of Academic Affairs and the Vice President of Student Services and Enrollment Management

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Two new departments in replacement of the current department.	Accomplishment of task.	Completed
Status: Accomplished	Status Date: 11/17/2008	
Use of Assessment Results:		

Objective 6: Work with PDS to develop an orientation/training program for academic and student services administrators

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
A repeatable orientation program, housed with PDS that can be utilized for future orientations for academic administrators An orientation program that meets with a minimum "mostly satisfied" from participants by the 2nd time it is utilized	Participant survey results - at some unspecified point in the future, depending upon future administrative hires	
Status: In Progress	Status Date: 11/17/2008	
Use of Assessment Results:		

Unit Title Vice President, Administration/ CFO

Objective 1: Establish clear, easily communicated yet comprehensive program and service cost reports so that program and service reviews at the unit level incorporate cost analyses together with service outcomes and qualitative recommendations.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Internal customers have a clear understanding of costs or programs and services down to the unit level.	Focus group checks, feedback from Finance Liaison Group	Through training and communication, departments have good understanding of budget status, and web-advisor has allowed them to review budgets more easily. We have not tied program revenue data to model at this time, and must do this for improved decision-making.
Overhead costs decline as percentage of total budgeted expenditures.	Cost Analysis report provided by State DOE shows improvements in benchmarking to other Florida CC's.	HCC overhead costs as % of budget have not declined significantly, but we recently eliminated 15 non-instructional positions while enrollment has risen, so result of 2008-09 analysis at State level expected to improve. We also must review how other schools submit their institutional support expenditure data.
Return on investment analyses are incorporated into strategic decision-making at College	informal internal audits of documentation/support of budget decisions.	Some business plans submitted for new initiatives, but we have not formalized this process, and must.

Status: In Progress

Status Date: 11/23/2008

Use of Assessment Results:

Need to complete the cost/revenue program model to provide this analysis as part of all program reviews. This will be important analysis as we face ever shrinking resources. This objective will be carried forward to 2009-11 planning cycle.

Objective 2: Establish comprehensive, web-based communication of all pertinent Administrative Services, Facilities Planning and Financial information for use by internal and external college constituents.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1) Internal customers report improved satisfaction with quality, consistency and availability of information on financial and other policies and procedures.	Focus groups, feedback from the Finance Liaison Group, surveys on satisfaction rates.	IR survey to be completed Spring 2009, for legitimate comparative tool of customer feedback. Finance and Purchasing departments conducted 30 training sessions in FY 2007-08 to provide clearer information to constituencies, and to roll out the Purchasing card, a transactional improvement.
2) Higher levels of knowledge, technological proficiency and work satisfaction reported by finance and other administrative service employees.	Assessment tool provided by PDS regarding job knowledge.	Conference Room in Finance area converted to computer training room in 2007-08. Utilization high for technology training, (Excel, other analytical tools)

Status: Partially Accomplished

Status Date: 11/23/2008

Use of Assessment Results:

This is an objective of continuous improvement, so will be ongoing. We want to continually improve services to internal and external customers, seek feedback and assess results of improvement projects, and explore best practices at other institutions.

Objective 3: Parking-- Working with Campus Presidents, create parking program and all necessary policies and procedures for implementation.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Self Supporting parking system.	Parking revenue and expenditure budgets	This was not implemented, due to other priorities crowding out efforts to begin this program. A new One-card will be implemented by Spring 2010, with goal of self-supporting parking beginning Fall 2010.
Student and staff satisfaction rates with College parking system	Student and staff surveys	Parking ranked very low on the Fall 2007 survey of currently enrolled students. Fall 2009 survey will be critical, as some parking has been added since that time.

Status: Deferred

Status Date: 11/23/2008

Use of Assessment Results:

Fall 2009 Survey of currently enrolled students will be critical, as parking spaces have been added to Plant City and to Dale Mabry since this objective was put in place. Also, new emphasis on parking control by Public Safety at start of semester, including implementing a towing policy, has also improved "orderliness" of student parking. This must continue if we are to operate a first class parking operation for students, faculty and staff.

Objective 4: Parking--Increase on-campus Parking Spaces.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Number of Parking Spaces	Quantify Additional Space by Campus	Roughly 300 spaces added at Dale Mabry through clearing of WT Edwards site. Approximatley 60 spaces added at Plant City overflow lot.

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Unit Title Vice President, Information Technology

Objective 1: Complete the implementation wireless technology across all campuses in all areas of the college

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Design, wire and install wireless access points across all of Brandon and Ybor Campuses	6/30/2009	not completed
Design, wire and install wireless access points across all of DM campus	6/30/2008	

Status: Partially Accomplished

Status Date: 11/21/2008

Use of Assessment Results:

Instead of Brandon and DM, Plant City requested a site survey and wanted to complete their implementation first. The site survey is completed but implementation will require \$20k and that is still a point for discussion.

Objective 2: Develop the infrastructure to support desktop videoconferencing for District-wide meetings

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Complete pilot project to allow campus presidents to access leadership meetings via videoconference	Leadership meeting held as a district-wide videoconference	Pilot project is awaiting the upgrading of the core network switches on all campuses. This will be completed in the 1st Quarter 2009. Pilot will begin later in the Spring term.
Provide 30 desktop videoconference hardware and software setups for each campus	Deans meetings and cluster meetings held using desktop videoconferencing equipment	no progress at this time

Status: In Progress

Status Date: 11/21/2008

Use of Assessment Results:

Objective 3: Initiate long range technology refresh program college-wide.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Establish funding source for technology refresh program for desktop, computer lab and public accessible computers	On-going funding stream established within the HCC annual budget	With help from Barbara Larson a full instructional and non-instructional computer refresh program is now in place.

Status: Accomplished

Status Date: 11/21/2008

Use of Assessment Results:

There is still a need for plans and funding for refreshing smart classrooms, network equipment and Datatel related hardware. These can come later now that the desktop/laptop computer refresh programs are in place and functioning.

Objective 4: Provide on-site training for Datatel Workflow for all OIT programming and server support staff

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Complete design of customized training from Datatel or consultant Deliver training in two one-week sessions Design and deliver one project in each of the three Datatel modules that implement a workflow process	Training plan completed Both weeks of training is completed each of the three projects have been developed, approved by the users and placed into production	tentatively scheduled training for 1st or 2nd quarter 2009 no dates set yet no update
Status: In Progress		Status Date: 11/21/2008
Use of Assessment Results:		

Objective 5: Purchase WebWizard software to develop web based access to Datatel resources for students and staff. Develop a new application using these tools.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Develop web-based application that integrates WebWizard and Datatel Workflow for a student services process (i.e. change of name form) Purchase and install WebWizard software	5/1/2008 10/15/2007	developed and implemented an on-line admissions application that is now in production purchased
Status: Accomplished		Status Date: 11/21/2008
Use of Assessment Results:		

Unit Title Human Resources

Objective 1: Establish a comprehensive New Employee Orientation for full-time non-faculty employees.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Well prepared and informed employees	Conduct a survey of employees and their supervisors.	Not assessed as objective has not been completed

Status: Deferred

Status Date: 12/01/2008

Use of Assessment Results:

With the hiring of a new Benefits Manager, this objective has been deferred for the 2009--11 plan.

Objective 2: Implement document imaging project.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Hardcopy records will all be scanned and indexed by June 30, 2008. New documents will be scanned and indexed upon receipt.	Electronic images of all documents will be on file. Electronic images will be made.	Not yet completed.

Status: Partially Accomplished

Status Date: 12/01/2008

Use of Assessment Results:

This objective will be completed in the 2009--11 plan. Delayed because of IT issues, such as the implementation of R18.

Objective 3: Implement new organization chart software.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Implement by September 1, 2007.	Org chart software will be installed.	Completed objective.

Status: Accomplished

Status Date: 12/01/2008

Use of Assessment Results:

Objective completed.

Objective 4: Improve the rate of satisfaction to above the college average as measured by the biennial Faculty/Staff Survey (satisfied or very satisfied: HR average: 79.4%; College-wide: 80.0%)

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Implement document imaging--2008-2009. Implement recommendations from the	Project completed. Recommendations enacted	In process.

Deloitte & Touche project and those of Datatel consultant to streamline processes.
 With the permanent funding of PT Assistant to assist in filing, ensure prompt filing of paper work to avoid complaint of "lost" paperwork

Standards met with acquisition of permanent PT position. (See previous objective regarding this.)

Aborted. Not able to be accomplished within budget constraints.

Status: Partially Accomplished

Status Date: 12/01/2008

Use of Assessment Results:

With document imaging, I believe many complaints will cease and satisfaction with the user community will be improved.

Objective 5: In conjunction with the VP for Administration/CFO, develop a business management position model appropriate for each campus to handle financial and human resources matters.

**Expected Outcome/
Performance Results**

Complaints of lost and/or missing paperwork reduced. Relationships with campus and district personnel improved. Flow of paperwork streamlined. Employees properly hired and in a timely manner.

Means of Assessment

Survey customers. No missed paychecks.

Results of Assessment

Not accomplished.

Status: Aborted

Status Date: 12/01/2008

Use of Assessment Results:

Imagining will allay many complaints and further use for this objective is dubious.

Objective 6: Install and implement PeopleAdmin Position Description and Performance Management modules.

**Expected Outcome/
Performance Results**

Implement the position description module on July 1, 2007 and complete installation by June 30, 2008. Implement the performance evaluation module on July 1, 2008.

Means of Assessment

All College position descriptions will be automated and easily accessed by supervisors. Performance evaluations and process will be automated.

Results of Assessment

Decision has been made to explore Datatel rather than continue this objective.

Status: Aborted

Status Date: 12/01/2008

Use of Assessment Results:

Objective 7: Secure permanent funding for PT filling position in order to insure up-to-date files and general administrative efficiency.

**Expected Outcome/
Performance Results**

All documents committed to personnel records will be filed by close of business

Means of Assessment

Standard met.

Results of Assessment

As a result of the budget issues, this objective cannot be met.

the next business day except that mass projects and employee pay change notices will be done by the close of business the 3rd business day.

Status: Aborted

Status Date: 12/01/2008

Use of Assessment Results:

No ability to continue this objective.

Unit Title HCC Foundation

Objective 1: Increase Annual Giving opportunities

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Build on existing relationships to foster giving back to HCC Enhance the image of HCC Increased revenue generated from annual giving opportunities Maintain a positive and reciprocal relationship with those who give to HCC Provide the opportunity to increase who and how many give to HCC Utilize planning committees to properly schedule, attain sponsorships and increase attendance at events.	Raisers Edge Alumni Database Media Coverage Financial Statement Raisers Edge action report Raisers Edge Donor Database Raisers Edge event attendance and sponsorship database	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 2: Enhance major giving

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Identify new prospects - individuals, corporations and foundations Increase Endowment fund Increase number and total raised from \$1000 and above gifts	Raisers Edge donor database Financial Statement	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 3: Develop opportunities for planned gifts

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Conduct sessions for HCC staff and retirees to learn how to include HCC in their will or estate plans Inclusion of HCC or HCC Foundation in wills and estate plans	Number of sessions and attendance Raisers Edge donor database	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 4: Initiate Capital Campaign

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Develop Campaign Plan Establish Campaign Planning Committee for district, and each campus Inform HCC Leadership Team, administrators, BOT and Foundation Directors regarding intentions to develop Capital Campaign Utilize Campaign Counsel for guidance	document Lists Retreat and meetings during Spring 2007 Agreement for Services	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Objective 5: Continue to build Foundation and Board infrastructure

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Efficient and accountable processes for foundation activities and budgets Implement successful investment strategies More engaged Foundation Directors More skilled Foundation staff	Guidelines, budget, financial statements and annual report Investment portfolio statements Minutes of meetings and Financial Statements Training logs and performance reports	
Status: No Status	Status Date: 08/20/2008	
Use of Assessment Results:		

Unit Title Marketing & Creative Services

Objective 1: Begin a study to determine the utility of printed catalogs and credit schedules. Depending on the results of the study, consider more digital CD or DVD formats for the College Catalogue and encourage more dependence on the On-line registration process.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
In concert with Leadership/Cabinet, a plan is being put in place to reduce the number of printed credit schedules and catalogs. Catalogs will be replaced with CD's.	College data on usage of printed materials and their utility with the goal of reducing printed materials in favor of digital information or on-line searches for classes.	The number of college catalogs was reduced in half this year with continued production of cd catalogs. The catalog is available via the college's website. Will look into flash drives for recruiting purposes. Have eliminated the production of the course schedule and moved to a registration guide printed three times annually.

Status: Partially Accomplished

Status Date: 11/30/2008

Use of Assessment Results:

This will be an ongoing objective with a goal of eliminating the printing of the catalog entirely. More information must be made available via the web site.

Objective 2: Implement a process of student focus groups to review College publications and recommend improvements in design and organization.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Marketing and Creatives services convenes focus groups of SGA students to evaluate current and future designs for marketing materials.	Collect data and input from the student focus groups on impressions and preferences of creative and changes.	Ongoing. Have met with several focus groups and recruiters to assess publication and message efficacy.

Status: In Progress

Status Date: 11/30/2008

Use of Assessment Results:

This will be an ongoing objective to ensure that our publications convey the necessary information in the most effective manner.

Objective 3: Initiate a review of the grants development and management process.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Compare HCC's operation, staffing and work flow to over institutions of like size in Florida and beyond.	Benchmark the processes and develop recommendations for consideration by the President and Cabinet.	This department has been moved to another administrative unit.

Status: Deferred

Status Date: 11/30/2008

Use of Assessment Results:

Objective 4: Involve students and in the review and design of the College's "look and feel" through focus groups and meetings with the Institutional Advisory Group to gather input on concept creative and final production.

**Expected Outcome/
Performance Results**

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Means of Assessment

Solicit student input, collect data on preferences and choices.

Results of Assessment

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Unit Title Institutional Advancement

Objective 1: Expand databases and create initiatives through assessments, for the purpose of an increase in local/global and college community involvement in college-wide programs..

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
<p>A College graduation survey to key participants to assist with stream-lining the graduation program & making it more effective. A survey will also be sent to the Convention Center staff. Initial survey 6/07. Feedback and response Fall 07. (3yr. Cycle)</p> <p>An increase in alumni engagement by at least 20% is expected by Spring 07; In the Fall 07 a 15% increase in presenters for ACD and an increase in approximately 15% in community participation in the yearly Cultural Heritage Exhibit by spring 08.</p> <p>An increase in participation in college/community activities conducted by the IA0 by 50% with the help of technology (summer 2007/summer2008/summer2009 (three year period)</p> <p>The cycle for graduation should begin in Spring 07, repeated in Spring 08 and , Spring 09. In the fall of each year results will be published.</p>	<p>An internal survey to key participants in the graduation ceremony will be the means of assessment. Also one will be sent to the Convention Center staff/and students.</p> <p>The alumni increase will be the result of updated alumni e-mail addresses from the current database; An increase in ACD presenter expertise and nos. will be assessed through early survey results; Cultural Festival Exhibit will result from surveys.</p> <p>E--mail addresses for 50% of the alumni database; an early letter & survey to ACD workshop presenters/ prospects designed to broaden fields of expertise; contact groups to assess the effectiveness of the Cultural Heritage Exhibit; graduation surveys</p> <p>Questionnaires and surveys concerning the program will be utilized.</p>	
<p>Status: No Status</p>	<p>Status Date: 08/20/2008</p>	
<p>Use of Assessment Results:</p>		

Objective 2: To Increase the diversity, creativity and talent of workshop presenters involved in the All College Day Program in order to provide employees with additional professional development activities that encourages and fosters these traits.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
<p>An increase of 75%/ 80% of ACD participants responding to surveys that assess the effectiveness of workshops in meeting the objective. A 50% response rate to employee suggestions for workshop improvements or additions for ACD by Fall 09, 1-3 year surveys</p>	<p>Three year survey results from the All College Day Programs and an added suggestion/recommendation sheet for employee input into ACD activities not covered by workshop (2007 - 2009) programs.</p>	
<p>Status: No Status</p>	<p>Status Date: 08/20/2008</p>	
<p>Use of Assessment Results:</p>		

Objective 3: To populate the Alumni Database with recent class years in order to improve planning for alumni programs, provide financial resources to the institution and increase the college's volunteer base.

**Expected Outcome/
Performance Results**

To increase the College's Alumni Database by adding the classes not currently in the database. Populating the database with current data would necessitate the assistance of Blackbaud updating information on a yearly basis over the next 3 - 5years.

Means of Assessment

Graduate information would be sent on a yearly basis to Blackbaud. It would be updated and formatted for the Raisers Edge software. Once the information is updated it would be incorporated into the software program

Results of Assessment

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Unit Title Strategic Planning/ IR/ MIS

Objective: 1. Implement the Program Coding Task Force Recommendations.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
<p>1. Students will be more accurately assigned program codes in alignment their educational goals.</p> <p>2. Improvement in college completion rates and other measures of performance.</p>	<p>1. a Academic administrators' feedback to the accuracy of the unduplicated headcount enrollment report. 1.b Reduction in the number of students taking courses outside their programs of study. 1. c Fewer "excess hours" toward graduation.</p> <p>2. a. Higher completion rates as reflected in Perkins performance measures for workforce programs. 2.b. Higher completion rates as reflected in State Accountability measures for Associate of Arts and Workforce programs (M1, P2).</p>	<p>There is evidence that students in select programs are more accurately coded, e.g. Criminal Justice. However, implementation of additional recommendations is needed for systemic improvement.</p> <p>Preliminary data do indicate that Perkins completion rates may increase due to implementation of General Freshman. However, accountability measure improvements involving FTIC will require implementation of additional recommendations.</p>

Status: In Progress

Status Date: 11/25/2008

Use of Assessment Results:

Several key program coding recommendations have yet to be implemented. They have been reiterated in subsequent studies such as the Enrollment Management Plan. Much work remains particularly involving improvements in FTIC performance and development of an advising system.

Objective: 10. Implement DOE Data Quality Review recommendations.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
<p>1. Improved data collection processes and procedures that will result in more valid, reliable and accurate data reported to the State.</p> <p>2. Follow-up reports will be filed with DOE and widely disseminated within the college.</p>	<p>1. State verification and internal data integrity reports will accurately reflect program enrollments and FTIC students. 1b. Improved performance on State Accountability measures and Perkins Performance measures.</p> <p>2. Note dates of completion for the 6 and 12 month follow-up reports.</p>	<p>A new broad-based data review procedure has been implemented. This also includes the development of reports in select instances to support the reviews. These procedures have led to timely data submission by deadline.</p> <p>Two progress reports on the Data Quality Review have been filed with the Florida DOE; posted on the division web site; and distributed in hard copy to Cabinet and select administrators & staff.</p>

Status: Accomplished

Status Date: 11/05/2008

Use of Assessment Results:

The final report of progress was submitted to the FDOE to the Data Quality Site Review. However, efforts to improve data quality will be focused on implementation of the remaining Program Coding Task Force recommendations. See objective #1.

Objective: 11. Refine internal data integrity reports for Student, Personnel, and Annual Financial Aid reports.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
<p>1. Data integrity reports will be developed for additional data bases and current student data integrity reports will be</p>	<p>1. Note creation of reports for each of the three areas by target date.</p>	<p>Data integrity reports have been developed for all areas identified.</p>

refined for a) student, b) personnel, and c) financial aid areas.
 2. Data integrity reports will be produced weekly during the state data base submission periods.

2. Note frequency of report production.

Data integrity reports are disseminated several times during the submission process, but not weekly.

Status: Accomplished

Status Date: 11/05/2008

Use of Assessment Results:

Develop a more automated process to update and distribute the reports.

Objective: 2. Investigate the feasibility of an Institutional Review Board.

**Expected Outcome/
Performance Results**

Means of Assessment

Results of Assessment

1. Decision to implement an IRB by target date.

1. Note if the decision is "go" or "no go" as made by Cabinet. If go, a further means of assessment will be the appointment of the Board.

Board appointed by the college president on 2/27/08 and inaugural meeting held.

Status: Accomplished

Status Date: 11/03/2008

Use of Assessment Results:

IRB polices, procedures, and a training curriculum need to be developed and approved as necessary.

Objective: 3. Improve the organization of the IR/MIS website.

**Expected Outcome/
Performance Results**

Means of Assessment

Results of Assessment

1. A more logically organized and easy-to-use web site in which materials and answers to questions can be located quickly.

1.a. The Executive Director will be able to find resources more quickly. 1.b. Survey of users regarding ease of use.

The reorganization is complete as well as its application to a new web template. Materials can be located quickly and decisions are easily made regarding the placement of new products on the sites.

Status: Accomplished

Status Date: 11/03/2008

Use of Assessment Results:

The reorganization is complete. Future action should be directed to further development of select web pages, namely, 1) the Academic Assessment page with the IR web site; 2) the Grants web page; and 3) process documentation in the MIS web page.

Objective: 4. Comprehensively reexamine the program offerings of the college.

**Expected Outcome/
Performance Results**

Means of Assessment

Results of Assessment

1. Low demand programs will be eliminated and rechanneled.

2. High demand programs will have an increased enrollment capacity.

1. Record of program terminations and program revisions informed by CCBenefits labor analysis.
 2. Program growth as reflected in the Unduplicated Headcount Enrollment Report.

Continuing development of a tool to identify low/high/new programs.

See above.

3. New programs will be established that respond to local labor market demand or critical state job shortages.

3. New program approvals as guided by CCBenefits labor analysis.

Status: In Progress

Status Date: 11/04/2008

Use of Assessment Results:

Update matrix per each program displaying enrollment, graduation, and labor market forecaste trends. The missing component is a cost analysis metric.

Objective: 5. Transform the SACS website into an online data repository to include maintenance of the site for future accreditation visits.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
Archive SACS website to be kept offline.	Website for future accreditation reaffirmations will have a basic outline from which to draw.	
One webpage/website that houses many important college documents in one area.	Individuals of the College will be able to find an array of useful college documents quickly and easily.	The college accreditation website is permanently maintained within the broader web site of the division.

Status: Accomplished

Status Date: 11/04/2008

Use of Assessment Results:

The college reaffirmation of accreditation website will remain available for use by the college community as a reference tool as well as for other institutions to use as an assist in their own reaffirmation.

Objective: 6. Enhance the survey program to support institutional effectiveness.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. Final phase of survey program will be completed	1. Annual employer surveys will be conducted in collaboration with the Director of Technical Programs	An employer survey was developed and conducted at the annual advisory group meeting.
2. Snap online survey software will be installed and training will be conducted onsite	2. An online survey program will be initiated across the College	Snap was purchased and two training sessions were conducted by Snap trainers who came to HCC. All IR staff were trained in its use. Snap has been used for many ongoing and ad hoc surveys.
3. Snap scanning modules will be installed for IR staff use	3. Customized scannable forms will be developed	The Snap scanning module was purchased and installed but hasn't proven to be as robust as hoped. Many customized scannable forms have been developed during the past year but using a different software package. Snap was used onsite at the Black, Brown & College Bound conference in 2007 to give presenters immediate feedback.

Status: No Status

Status Date: 08/20/2008

Use of Assessment Results:

Objective: 7. Improve data access for end users.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. TrendLine will be revised to include new data as recommended by HCC faculty and staff	1. Trendline 2006 will include an introduction that requests suggestions for new data to be included in future editions; Trendline 2007 will include a survey for users to rate the revised publication	When the annual Factbooks (formerly Trendline) are disseminated, faculty and staff are requested to notify the IR office of any additional requests. New pages were added in 2007 and 2008 based on requests for data. A survey was not included in the publication due to the limited number of printed copies that are currently distributed.
2. New reports will be disseminated to administrators and the College community in an interactive format	2. 2008 Institutional Research Office survey	A template has been developed for providing a variety of data interactively but has not yet been deployed. An IR Office survey will be conducted in 2009 prior to the division's program review. An IR icon was developed by HCC's Marketing Department. The icon is used on many IR publications. It has not been added to the new website.
3. Readily identifiable IR icon for easy, one-stop online data access	3. 2008 Institutional Research Office survey; website "hit" counter	
Status: No Status		Status Date: 08/20/2008
Use of Assessment Results:		

Objective: 8. Develop internal State database verification reports.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. State error and verification reports will provide greater flexibility for IR and MIS to review data reported to the State.	1. State verification reports will be developed internally such as the the AA-1A (Enrollments & Completions), FTE and OCP reports.	Internal verification reports have been developed and disseminated during each State reporting cycle. These reports include a three-year snapshot of data including (but not limited to) the following reports: Enrollment and Completions, OCPs, LCPs, Apprenticeship OCPs, Readiness for College, Acceleration Mechanisms, Economically Disadvantaged (financial aid) data, Fee Waivers, Distance Learning counts and FTE.
Status: Accomplished		Status Date: 11/05/2008
Use of Assessment Results: Existing reports will be refined and additional reports will be developed.		

Objective: 9. Develop next phase of (Datatel/Colleague) online tutorials with a focus on faculty access and course scheduling including collaboration with PDS on one training project.

Expected Outcome/ Performance Results	Means of Assessment	Results of Assessment
1. Additional online tutorials will be developed addressing faculty access to Datatel and course scheduling.	1. Online tutorials will be posted on the IR/MIS website and in Public Folders.	Training materials have been 'unbundled' for posting as individual training modules. Currently waiting on items to be updated

2. Completion of one training initiative in collaboration with PDS.

2. Note existence of training module, tutorial, etc.

on the web site. Additional interactive tutorials are being developed. Introductory training materials for new employees are being refined and plans are to work with PDWS to compile the basic, generic information (hopefully as part of the new employee information packet).

Status: Partially Accomplished

Status Date: 11/07/2008

Use of Assessment Results: