Fall 2006 Progress Report:  
2005-07 Institutional Effectiveness Plan

**Objective** Establish the accounting program at HCC as the leading value in accounting education in Hillsborough county

**Status** Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>By September 2007, local employers and four year programs will recognize HCC’s Accounting program as a premier academic unit</td>
<td>Solicit annual feedback from employers and educational partners via advisory committees and informal discussions</td>
<td>Data not available</td>
</tr>
<tr>
<td>By September 2007, enrollment in accounting related courses will increase by 5%</td>
<td>Monitor annual enrollment figures</td>
<td>Enrollment patterns are trending upward and new sections of basic accounting are being added.</td>
</tr>
</tbody>
</table>

**Use of Results** Assessment results will be used to make curriculum changes and/or reallocate resources. This is an important objective, and it will be pursued.

**Objective** Facilitate and foster increased participation in the college-wide business advisory committee and the accounting sub-committee

**Status** Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase membership participation in meetings by 3% by target date</td>
<td>Business Advisory Committee meeting sign-in sheets</td>
<td>Three additional committee members have agreed to participate in the Business Advisory Committee. This will increase the number of committee members from 5 to 8, which is a percentage increase of 62.</td>
</tr>
</tbody>
</table>

**Use of Results** *Three (3) new committee members, whose professional expertise is in the accounting field, have joined the Business Advisory Committee for the 2005/06 year and have continued into the 2006/07 year.*

**Objective** Enable continuous professional evaluation of College programs and services which support student success
<table>
<thead>
<tr>
<th>Status</th>
<th>Partially accomplished</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual and semester reports to begin in spring 2006</td>
<td>Evaluation plan/ entry into the biennial college planning system for continuous review/evaluation.</td>
<td>Allow for evaluation of college-wide implementation of AtD strategies and interventions, data collection, and refining of strategies.</td>
</tr>
</tbody>
</table>

| Use of Results | Results will be used to measure the effectiveness of AtD strategies and interventions on increasing the success and retention rates for target student groups, and to establish a framework for assessing the effectiveness of college-wide academic and support services. |

**Objective**

**Improve student performance in preparatory reading**

<table>
<thead>
<tr>
<th>Status</th>
<th>In progress</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of 2% per year in developmental reading success rate, beginning with the 2006-2007 academic year</td>
<td>disaggregate state/institutional data; modify performance reporting to examine results by ethnicity, gender, FT/PT students, campus, course, and section; compare the 4 credit hour course results to the 5 credit hour course results.</td>
<td>In progress. To be completed following the FA '06 semester.</td>
</tr>
</tbody>
</table>

| Use of Results | Assessment will occur after data from FA '06 has been collected. Data sets from spring and fall '06 can then be analyzed to track performance in developmental reading between semesters for AtD students, and to compare success rates between AtD and non-AtD students for both the baseline year (2004-2005) and the implementation year (2006). The disaggregation of data will enable the college to (1) more precisely identify achievement gaps existing among student groups; (2) determine the level of effectiveness of the of the AtD strategies and interventions; (3) measure the degree of effectiveness; and (4) enhance program re-design. |

**Objective**

**Improve student performance in three challenging college-credit courses**

<table>
<thead>
<tr>
<th>Status</th>
<th>In progress</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase barrier course performance by 2% per year beginning in the 2006-2007 academic year</td>
<td>evaluation plan: compare success rates of SI supported courses/sections to non SI supported courses/sections</td>
<td>To be completed following the FA '07 semester.</td>
</tr>
</tbody>
</table>
Use of Results

Following assessment (FA '07), the results will be used to support the effectiveness of SI as an effective strategy for improving barrier course performance across student groups through peer interaction and collaborative engagement strategies designed to enable the development of effective study skills and to promote course content mastery among participating students.

Objective

Improve the retention and graduation rate for under-represented student groups

Status

In progress

Expected Outcomes

Increase the graduation and retention rate of all students, particularly African-American and Hispanic males, by 2% per year, beginning in the 2006-2007 academic year.

Means of Assessment

evaluation plan: longitudinal component provides a longer term view of this group across the two classroom-based retention strategies: success coaching and supplemental instruction;

Assessment Results

Plans are to structure a baseline and then complete the initial assessment for all college-wide strategies and interventions impacting this group following the SP '07 term.

Objective

to lead the Achieving the Dream: HCC Student Success Program: to manage program resources; to align college-wide implementation and evaluation of program strategies and interventions.

Status

Partially accomplished

Expected Outcomes

Successful college-wide implementation of strategies and interventions to address the four HCC priority areas under the Achieving the Dream initiative; institutionalization of best practices and data-driven approach to improved student learning outcomes.

Means of Assessment

evaluation plan; documentation of completed workplans; and effectiveness data provided in annual reports to the Lumina Foundation; campus level mid-term and end of term reports; and departmental reports provided to VP of Education and Student Development;

Assessment Results

Each of the aforementioned means of assessment allows for program evaluation; provides a culture of evidence to demonstrate clear patterns of success; clarifies the need for improvement, and informs decisions to continue or abandon practices.

Use of Results

In early SP '07, with previously mentioned reports compiled, and two AtD implementation semesters completed, the full-scale evaluation and subsequent college-wide standardization of AtD can begin. At this point, the program will have clear illustration of how to best distribute resources across the college, on campuses, and within program initiatives.
Objective

Coordinate the selection and introduction of a document imaging and workflow management system that will optimize the storage and processing of all student/faculty and administrative documentation.

Status

In progress

Expected Outcomes

Project Plan is established for college-wide implementation
Date TDB depending upon approval of purchase.

Means of Assessment

Plan is prepared, presented and approved.

Assessment Results


System is approved - February 2006

Cabinet authorizes purchase


System is selected - November 2005

Presentation/recommendation is made.

Complete

Use of Results

We are in the beginning stages of the acquisition, planning and implementation of this system. When approved, the subsequent implementation of the product will render highly measurable and quantifiable improvements in the efficiency of the associated business processes of the college. A direct benefit of these efficiencies will be improvements in the administrative business processes as well as those processes that directly impact the students.

As these are initial approval gates, positive assessment results will enable software acquisition and project launch in 1Q06.

Objective

Create a network support infrastructure (DNS, DHCP, File/Print servers) and email system that is redundant and reliable

Status

Accomplished

Expected Outcomes

All network support servers are redundant and are converted to Linux

Means of Assessment

All servers are converted

Assessment Results

External DNS has been converted to Linux but campus servers are being reevaluated in light of Active Directory capabilities and Active Directory expansion

Configure an Exchange cluster

Completion of the Exchange cluster

Exchange cluster implemented and in use by 7/1/2005

Use of Results

Linux can be used for border DNS, but local DNS must be combined with Active Directory. Active Directory will be used to replace the LDAP system and will provide many benefits over LDAP strategically.

Objective

Disaster Recovery Program established to protect the technology assets of the college.
<table>
<thead>
<tr>
<th>Status</th>
<th>Accomplished</th>
</tr>
</thead>
</table>

### Disaster Recovery Program
- Outlined and presented to Cabinet
- Presented to cabinet in 2Q06 completed
- DR Site selected/Hardware installed. Complete July 2006

### Objective
**Expand the web services for HawkNet registration system to accommodate the increased load created by increased numbers of students using web registration**

### Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete system testing and load test system</td>
<td>load testing completed</td>
<td>Testing completed</td>
</tr>
<tr>
<td>Design new load balanced front end for web registration system</td>
<td>completion of design phase</td>
<td>not approved for 05-06 fiscal year</td>
</tr>
<tr>
<td>Purchase and install hardware</td>
<td>completion of hardware/software installation</td>
<td>New server with Web Advisor 3.0 to be installed following Spring '06 registration cycle</td>
</tr>
<tr>
<td>Place new hardware into production</td>
<td>new hardware in production use</td>
<td>Installed to production April 2006.</td>
</tr>
</tbody>
</table>

### Use of Results
The new software and hardware environment will improve the responsiveness of the system and handle increased load, as well as provision greatly enhanced features with the new software release.

### Guide the acquisition and implementation of the next major release of the Datatel Colleague Product (R18)

### Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan established for implementation</td>
<td>implementation planning completed</td>
<td>Implementation completed</td>
</tr>
</tbody>
</table>
Affiliate with Datatel Cohort for R18 Affiliation complete Affiliated with Cohort 5 which will begin in January 2007.

Operating hardware is acquired selection of hardware complete Hardware acquired - August 2006.

Installation - 4Q06.

Software is acquired - 1Q07 (or date of commercial availability) software in use by ultimate users Software acquired

Training of OIT technical resources training completed and in use by OIT full functionality and use of selected software

Use of Results Each result is a significant milestone in the overall plan to acquire, test and implement the next major release of the Datatel Colleague product. Adherence to plan and attainment of milestones are critical success factors in the deployment of the initiative and will give direct indicators as to progress to plan both from a schedule and a cost perspective. Results will be monitored and reported weekly.

Objective Guide the establishment of Information Technology infrastructure for the effective version control and configuration management of the software assets of Hillsborough Community College

Status Accomplished

Expected Outcomes Means of Assessment Assessment Results
Processes written and published - February 2006 Published/approved and implemented Processes published. IT Standards manual created.

Tools purchased and implemented - April 2006 Implementation completed Purchased PRC for software configuration management and versions control.

Tools and governance processes identified - January 2006 recommendation published ASAC Established

Use of Results Evaluation and planning is underway. Successful completion will allow implementation of requisite IT infrastructure systems/tools that will assure the integrity and quality of the software and data assets of the college.

"first" Update: The PRC tool is being customized for implementation at HCC. This will create a "first" among all Datatel clients - a software configuration management and version control system for Colleague. No other Datatel customers have been able to do this. HCC will showcase this at a future Datatel User Group.

Objective Hire a consulting firm that will guide and coordinate the transition from Sunguard-Collegis including the hiring of a solid staff of HCC employees

Status Accomplished

Expected Outcomes Means of Assessment Assessment Results
<table>
<thead>
<tr>
<th>Task Description</th>
<th>Completion Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an RFQ and solicit quotes and plans for consulting services</td>
<td>Final selection of consulting firm completed with SIG chosen for task</td>
</tr>
<tr>
<td>Hire consulting firm and negotiate the final costs and deliverables for consulting contract</td>
<td>Signed contract for services Contract Signed 12/04</td>
</tr>
<tr>
<td>Complete the transition plan with Sunguard-Collegis</td>
<td>An agreement on the final draft of the transition plan Transition Plan completed 4/05</td>
</tr>
<tr>
<td>Hire the initial HCC staff that will coordinate the transition process</td>
<td>All Directors hired by 8/05</td>
</tr>
</tbody>
</table>

**Use of Results**
The transition from Collegis to HCC staff has been accomplished. We are still trying to hire a systems administrator for Administrative Technology group as of 12/05. The progress staffing the programming team has been slower than expected due to the unique technology skill requirements. The team is now coming together and will be greatly augmented by onsite Datatel professional training and by the recent professional services engagement of an expert in Datatel Colleague - a former Sr Systems Engineer with Datatel. All transition tasks are completed.

**Objective**
Implement Administrative Systems Advisory Council to enhance IT Governance at HCC

**Status**
Accomplished

**Expected Outcomes**  
Council members identified

**Means of Assessment**
Letters of invitation sent

**Assessment Results**
Complete - 8/2006

**Use of Results**
Ongoing Review and management of project priorities

**Objective**
Implement new HP Technology infrastructure for Datatel System.

**Status**
In progress

**Expected Outcomes**
Identification of requirements and selection of new server hardware.

**Means of Assessment**
Recommendation completed - presented to cabinet.

**Assessment Results**

New Hardware environment installed and effectively managing student registration load.

**Means of Assessment**
New hardware infrastructure installed. Registration process time is improved.

**Assessment Results**
Pending installation of Hardware - October 2006.
<table>
<thead>
<tr>
<th><strong>Use of Results</strong></th>
<th>Review accuracy and timeliness of plans - monitor capacity and utilization of technology infrastructure.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Implement Phase 2 Disaster Recovery Program for HCC</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Fully functioning backup datacenter</td>
<td>Ability to backup and restore data</td>
</tr>
<tr>
<td>Positioned as warm site - moving toward hot site in phase 3</td>
<td>ability to start up and communicate more quickly.</td>
</tr>
<tr>
<td>Reduce downtime to 24 hours</td>
<td>Startup tested and proven</td>
</tr>
<tr>
<td>Add HCC Web to DR Plan</td>
<td>Web is enabled</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Project is in planning and will be rolled out 1Q-2Q07</td>
</tr>
</tbody>
</table>

| **Objective**     | Dale Mabry - Allow the current contract enrollment capacities to be met by the target date |
| **Status**        | Accomplished                                                                                   |
| **Expected Outcomes** | Means of Assessment | Assessment Results |
| Increase student enrollment in apprenticeship sections by 3% by target date. | College's FTE report comparison between DM Apprenticeship FTE figures from Fall 2005 and Fall 2006 | Fall 2005 apprenticeship enrollment increased from last Fall by 24 students. A similar increase will be assessed next Fall. |
| **Use of Results** | FTE was increased from Fall 04 to Fall 05 in the amounts of 298.48 and 328.2 respectively (9% increase), so a similar increase between Fall 05 and Fall 06 is expected. The objective was accomplished during the 2005/06 year. Marketing strategies were implemented to increase awareness among the community of the apprenticeship programs (e.g., Career Days with public high schools, direct mailing, General Contractors Roundtable meetings, newspaper advertising, magazine articles in Plans & Specs periodical, Technical Program Managers Meeting, IEC Electrical Wire-off competition for local, state, and national) |

| **Objective**     | 1. Revise curricula for the first two aquaculture courses to better integrate foundation knowledge and skills with practical experience. |

Friday, August 24, 2007
Status: Aborted

Expected Outcomes: Students completing the new Aquaculture I and Aquaculture II courses will indicate satisfaction with the curriculum.

Means of Assessment: Student evaluations.

Assessment Results: See above.

Revised courses for Aquaculture I and Aquaculture II will be implemented for Spring 2006. Courses will be awarded cluster, Academic Review committee, Cabinet, Board of Trustees, and State approval. New faculty did not join HCC until 11/17/05, resulting in deferral of planned program revisions.

Use of Results: Focus is on building interest and enrollment in the Aquaculture program.

Objective: 2. To develop a college credit certificate specifically targeted for aquaculture industry incumbent workers.

Status: In progress

Expected Outcomes: Approved college credit certificate

Means of Assessment: Approval granted by cluster, Academic Review committee, Cabinet, Board of Trustees, and the State.

Assessment Results: New faculty did not join HCC until 11/17/05, resulting in deferral of development of new college credit certificate.

Use of Results: New program manager is working with industry representatives to determine training needs.

Objective: 3. Increase enrollment of non-CASS students by at least 5% per year.

Status: Accomplished

Expected Outcomes: At least 5% per year increase in enrollment in the Aquaculture courses.


Assessment Results: Enrollment (non-CASS) over the past year has increased 60%.

Use of Results: Continue recruitment efforts.

Objective: Revise degree and courses from the state curriculum frameworks for the Architectural & Building Construction program and courses.

Status: Accomplished
College programs will be revised by target date contingent on the outcomes of the review of the curriculum frameworks. Approval by the College's Board of program revisions. Program updated to match State Frameworks.

Use of Results
Course content for TAR 1120 and TAR 1122C revised for SP/06 term.

Objective
Identify and assess general education outcomes in order to provide evidence that graduates have achieved the competencies within the general education core.

Status
Accomplished

Expected Outcomes
Initially, accomplishment of strategies. Subsequent success criteria will include target goals for increased success in transfer performance and other measureable areas.

Means of Assessment
Initially, verification that strategies have been accomplished. Subsequently, transfer performance and possibly other measureable areas to be identified.

Assessment Results
The objective has been met, and an annual report has been prepared and shared with faculty. No changes are indicated at this time, and additional assessment strategies are being piloted during 2006-2007.

Use of Results
2005/2006 rubric data indicated no need for changes to the curriculum or teaching strategies at this time but did indicate a need for more IDS sections and instructors. Instructors are being recruited. Additional assessment strategies are being piloted during 2006-2007.

Objective
To build enrollment in the dual enrollment program by 10% FTE.

Status
Partially accomplished

Expected Outcomes
Increased enrollment by 10% FTE by 5/30/06.

Means of Assessment
FTE reports.

Assessment Results
Enrollment has not met the objective.

Use of Results
The challenge continues in increasing dual enrollment offerings at the high school sites, and the director, dual enrollment coordinator, and deans will continue to work with the school district and high school administrators to overcome resistance to dual enrollment. Additional marketing materials are being developed, and the campuses will offer sections on campus that are designed to attract dual enrollment students. This objective has been funded, and a comprehensive report will be prepared in spring 2007.

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

Status
Partially accomplished

Expected Outcomes

Means of Assessment

Assessment Results
HCC student retention and success will meet or exceed the system average. Modify to read "increase by 2% by 2006."

The IR department does not include the system average, so the outcome has been modified. The most current reporting year is 2004, and HCC retention increased from 52% to 60% and success increased from 72% to 75%.

**Use of Results**

The status remains the same: results for 2005 are not known, so this will remain an objective, and the strategies identified with this objective will continue to be implemented. This objective has been funded, and a comprehensive report of the use of the funds will be prepared in spring 2007.

**Objective**

1. Implement a District-wide parking program.

**Status**

Partially accomplished

**Expected Outcomes**

District-wide illegal parking fine system implemented by August 1, 2006.

**Means of Assessment**

A system instituted to issue parking decals, citations to students and a system to allow for appeals & collection of parking fines.

**Assessment Results**

Phase I -Parking Supply Demand Analysis to be completed by consultant 9/29/06. Phase II Alternative proposals (Parking System Options) & Management Strategies to be completed by consultant and presented to management 10/31/06.

**Use of Results**

There is a need to continue pursuit of this objective.

**Objective**

2. Increase net revenue and end-user satisfaction with Auxiliary Enterprises.

**Status**

In progress

**Expected Outcomes**

2. Bookstore Point-of-sale system installed in all campus bookstores by Spring 2006.

1. Increased net revenue by 2%, increased sales of used textbooks and textbook rentals by 2%.

**Means of Assessment**

New Bookstore MIS system and online textbook ordering system available to students Spring 2006.

FY04/05 End of Year Financial Statement.

**Assessment Results**

Upgraded Point of Sale (POS) obsolete Peripherals (keyboards, printers, scanners) and upgraded current POS software. The above upgrades were implemented to extend the useful life of the current POS software by 2 years.

Increased net revenue by 10%. Increased used textbook sales by 25.72%. Increased textbook rentals by 290%.
Use of Results

There is a need to continue pursuit of this objective.

Objective

3. Provide state-of-the-art print-for-pay systems in all computer labs and libraries.

Status

In progress

Expected Outcomes

1. Print-for-pay systems installed in all open use labs by July 1, 2006.

Means of Assessment

Students will be able to pay to print articles off the internet in all computer labs and libraries at the beginning of Summer Term I 2006.

Assessment Results

Currently conducting a Return on Investment (ROI) analysis. Based on the outcome of the ROI analysis, should a determination to proceed to invest in equipment & software (Print-for-Pay technology), a Plan of Action & Milestones will be completed 10/6/06.

Use of Results

There is a need to continue pursuit of this objective.

Objective

Develop an intern program

Status

Aborted

Expected Outcomes

Increase student enrollment in business intern programs by 3% by target date

Means of Assessment

College’s CSAR report

Assessment Results

The state frameworks for the AS business program eliminated the internship option.

Use of Results

The AS degree program requirements changed and eliminated the internship option due to revisions in the statewide program frameworks.

Objective

Foster increased participation in the college-wide business advisory committees and their subcommittees

Status

Accomplished

Expected Outcomes

Increase membership participation in meetings by 3% by target date

Means of Assessment

Business Advisory Committee meeting sign in sheets

Assessment Results

Business partners of the College’s accounting department were offered the opportunity to participate in the Business Advisory Committee.

Use of Results

* Three (3) new persons are serving on the Business Advisory Committee since 2004/05.
* Meetings have been held once per term with at least 7 persons attending. And, plans for a Fall 2006 meeting have already been scheduled.

Objective

Meet with local high school faculty to update articulation agreements
Status: Accomplished

Expected Outcomes
Updated Tech Prep articulation agreements approved by HCC and HCPS Boards by target date

Means of Assessment
Approval of revised agreements by College BOT and High School Board

Assessment Results
Current Tech Prep agreements and program final examinations were reviewed by Program Manager to determine future agreement opportunities

Use of Results
The following Tech Prep articulation agreements were revised and approved by College and High School boards: Accounting Technology and Academy of Finance, Business Administration International Business Option and Academy of International Business, and Accounting Technology and Accounting Operations. These programs were approved in June 2006 for immediate implementation.

Objective: Remodel PADM, SS, and designated parts of PSCI.

Status: In progress

Expected Outcomes
PADM, SS, and designated parts of PSCI remodeled

Means of Assessment
Completion of remodeling project

Assessment Results
Architectural firm selected. In process of finalizing plan with architect and developing campus office movement plan.

Use of Results

Objective: Complete End of Project Report for the Kellogg Funded ENLACE Project

Status: Accomplished

Expected Outcomes
Increase in latino student enrollments at HCC from three years ago. At least an increase of 7% from 2000 year end report

Means of Assessment
College enrollment data supplied by Research Dept

Assessment Results
Brandon Campus Latino student enrollments are up nearly 8% from that reported at the end of academic year 01. African American student enrollments are up just under 7% from 01.
**Objective**

**Continue development of the master Plan for South County Center (Campus)**

**Status**

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractor has provided a comprehensive master plan that is acceptable to the President and Board of Trustees</td>
<td>Master Plan found acceptable</td>
<td>The master plan for Southshore has been accepted by the BOT, May 2005.</td>
</tr>
</tbody>
</table>

**Objective**

**Implement the Florida Advance Technology Education Center Project**

**Status**

In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>First year project objectives completed per grant applications, including the hiring of staff</td>
<td>Staff hired. First year project objectives completed and sign off on by project executive director</td>
<td>First year project reports have been submitted and accepted by the Fed which list project objectives completed for year one.</td>
</tr>
</tbody>
</table>

**Objective**

**Implement, in conjunction with the dean of student services, the units reorganization plan**

**Status**

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student services unit review shows improved service to students from previous year assessment in select CESSE areas of assessment</td>
<td>CESSE Assessment reports</td>
<td>Due to delays in construction we have not completed many of the customer serve training sessions originally plan for the cycle of plan implementation, so this is a work in progress.</td>
</tr>
</tbody>
</table>
Job descriptions modified, appropriate staff retrained, and student satisfaction with services assessed via CESSE comparative data. New job descriptions in place at HR, staff training schedules developed. Student satisfaction assessment reviewed for increased satisfaction with services. HR has developed all new job descriptions which have been added to the district personnel description standards. The President has signed off on these descriptions. Hiring of new staff will be completed by June 2006.

**Use of Results**

Results of our assessments have permitted the campus to hire new staff for the positions created and over two thirds of the staff have already started new assignments and training.

**Objective**

Involves staff and community in plan design for first building of south campus.

**Status**

In progress

**Expected Outcomes**

Architectural plans accepted by district board of trustees (BOT) and contracts awarded.

**Means of Assessment**

BOT approval of contractors

**Assessment Results**

Architectural plans for the south shore campus are not expected to be in place until June of 2006 and ready for price bidding on construction. This was anticipated. A new Campus President has been hired and is taking over the planning and daily assignments.

**Use of Results**

We will continue to use the college process in the selection of a construction firm. This goal will be one that is continued for the next three years, however the leadership for accomplishing the goal will be transferred to a new campus president.

**Objective**

LUMINA Achieving the Dream Project Grant

**Status**

Accomplished

**Expected Outcomes**

Increase opportunities for students from disadvantaged communities to receive direct assistance and support for academic success.

**Means of Assessment**

Project evaluation standards developed and accepted by project funding source

**Assessment Results**

Phase one of the project has been accomplished and funding for continuation has been obtained. Specific activities for campus participation in the project are now being articulated and put into place.

**Use of Results**

We will use lessons learned on course success to guide future project activities. At Brandon we will continue to develop our retention efforts with a focus on Supplemental Instructions.

**Objective**

To attain the enrollment growth (as expressed in F.T.E.) established for the Dale Mabry Campus.

**Status**

Partially accomplished

**Expected Outcomes**

**Means of Assessment**

**Assessment Results**
The enrollment growth (as expressed in F.T.E.) will be equal to or greater than that established. Enrollment has grown but is still below target set for Dale Mabry Campus.

**Use of Results**
Continue strategy sessions with campus management team; college will pursue advertising campaign over winter break

**Objective**
To increase the enrollment of Hispanic students.

**Status**
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the enrollment of Hispanic students to constitute 25% of total Campus enrollment.</td>
<td>As determined by the College's Department of Research, Evaluation and Planning.</td>
<td>As of 9/28/2005, 25% goal reached.</td>
</tr>
</tbody>
</table>

**Use of Results**
Will monitor when end-of-term fall enrollment is tabulated in March 2006

**Objective**
To increase the fiscal and physical resources available to faculty, staff and students and to increase and expand career, workforce and economic development offerings.

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two select public and/or private businesses will be established by 8/15/07.</td>
<td>Approval of binding agreements between the select public and/or private businesses by the College President and District Board of Trustees.</td>
<td>In progress</td>
</tr>
</tbody>
</table>

**Use of Results**
Agreements have not been signed, but we are continuing to pursue and are on track for the target date

**Objective**
Develop a plan containing multiple strategies to decrease the Plant City Campus budget to a level to be designated by Dr. Stephenson

**Status**
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan developed by June 30, 2005. Designated level of campus funding met by June 30, 2008</td>
<td>Plan adopted by College Cabinet FY08 final accounting statements</td>
<td>Cabinet approved 2-year budget freeze plan for Plant City. Plant City Campus developed freeze plan by 9/05. Cabinet approved 05/06 budget cut. Campus integrated cut into freeze plan by 10/05.</td>
</tr>
</tbody>
</table>
Use of Results | College has been analyzing state funding model for about three years. Data concerning Plant City Campus funding level has been continuously developed. Data was used in the 05-06 mid year budget cut, in which Plant City reduced its budget by $130,000.

Objective | Develop a plan to enhance the equipment and furnishings of the Trinkle Center, raise sufficient funds in the community to fund the plan, and purchase equipment.

Status | Accomplished

Expected Outcomes | Means of Assessment | Assessment Results
---|---|---
Equipment purchased by 12/1/05. | Plan adopted. Money or pledges in hand. Equipment purchased. | Community committee organized. Plan developed. Most of funds raised by 10/05. Furniture and equipment furnishings requisitions are being prepared and issued.

Use of Results | Approximately $950,000 in donations and pledges has been raised to complete the funding of Trinkle Building furniture and equipment. Nearly all the equipment was purchased by 6/06, and funds more than sufficient to complete all purchases remain in the Foundation budget.

Objective | Increase campus enrollment of African-American and Hispanic males.

Status | Accomplished

Expected Outcomes | Means of Assessment | Assessment Results
---|---|---
Headcount enrollment of these two categories will increase by 10 percent per year beginning spring semester, 2005. | Office of Institutional Research reports. | Plant City campus 04-05 African-American enrollment increased over 03-04 by .25%. 04-05 Hispanic enrollment increased over 03-04 by 9.8%.

Use of Results | College tracks African-American and Hispanic enrollment by campus, but not by gender. African-American enrollment is now ten percent of total campus enrollment. Hispanic enrollment is 11 percent of campus enrollment.

Objective | Increase Plant City Campus enrollment by at least 10 percent per year.

Status | In progress

Expected Outcomes | Means of Assessment | Assessment Results
---|---|---
Increase campus enrollment each year by 10 percent beginning spring semester, 2005. | College enrollment reports | Spring semester, 2005 enrollment was 12 FTE below target and 26 FTE below that of Spring, 2004. Summer and fall, 2005 enrollment combined is 37 FTE below two term target and even with summer/fall, 04.
**Use of Results**

Plant City FTE for 05-06 reached 99 percent of target. Enrollment growth efforts continue.

**Objective**

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.

**Status**

In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The replacement of the HVAC System at the Public Services Building and roof replacement of the Administration building will enhance Indoor Air Quality and provide a healthy environment for students, faculty and staff.</td>
<td>Monitor operating cost of the PSTB HVAC System. Monitor Indoor Air Quality for PSTB and ADM buildings.</td>
<td>Assessment not yet possible</td>
</tr>
</tbody>
</table>

**Use of Results**

This objective is currently being pursued and is a priority in the overall facilities operation. Assessment data will allow us to determine the efficiency of new building materials and equipment thereby supporting future modifications.

**Objective**

The Ybor Campus would like to clearly identify our campus buildings.

**Status**

In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a friendly student and visitor environment.</td>
<td>Semester surveys will be conducted with our students to measure the effectiveness of the campus facilities identification.</td>
<td>Assessment data not yet available due to ongoing construction and renovation. Signage will be installed upon completion.</td>
</tr>
</tbody>
</table>

**Use of Results**

This objective is being pursued and remains a high priority for the campus. New, more identifiable, building names have been selected, and the project is proceeding. Surveys will enable us to determine the effectiveness of our building signage.

**Objective**

Assist in the implementation of providing uniformed law enforcement presence on college campuses
<table>
<thead>
<tr>
<th>Status</th>
<th>Partially accomplished</th>
</tr>
</thead>
</table>

### Expected Outcomes
- Two new Staff Assistant/Dispatcher positions were hired and are now in operation. Submitted justification for the hiring of three new full time Security Officer positions. Weekly summary of reported incidents have been compiled and monitored.

- A parking consultant has been employed and is currently assessing data to recommend a parking control policy for the college.

- Honeywell Electronic Protection Services currently working on proposal for CCTV digital system for the college.

### Means of Assessment
- Reviewing crime statistics on a monthly basis to determine a reduction in criminal incidents. Receiving feedback from the college community to continue and/or improve services.

### Assessment Results
- Three (3) new officers and two (2) dispatchers hired to increase patrols, provide 24-hr dispatch services, and to monitor and report trends evident from campus incident/accident reports.

### Use of Results
- Will continue to improve security services though feedback, patrols, reporting, and proper staffing.

### Objective
**Implement the enforcement part of the college's District-wide parking program**

### Status
**In progress**

### Expected Outcomes
- College wide parking enforcement system with monetary fines implemented by August, 2005

### Means of Assessment
- The Security Department is able to issue parking tickets for illegally parked vehicles on college property. The reduction of illegally parked vehicles on college property providing for safe and orderly parking areas.

### Assessment Results
- Three (3) parking services consultant proposals received and undergoing review.

### Use of Results
- Consultant to be hired 1/06 and program implementation fall '06.

### Objective
**Recommend the upgrade of District wide CCTV system**

### Status
**Partially accomplished**

---

Friday, August 24, 2007
Implement a District-wide digital CCTV system providing for clearer recording and instant playback of recorded images while providing the viewing of live video from approved computer locations.

Serve as a better deterrent to theft or vandalism of college and student property.

Provide improved recorded images to provide the respective law enforcement agency to investigate criminal incidents on college property.

The operation of a improved digital CCTV system at the college campuses.

The ability to utilize the new system to deter vandalism or theft of property and improve safety of the college community.

Perform physical assessments of each room containing electronic equipment to evaluate the need for additional monitoring equipment.

College-wide security survey completed 10/05.

College-wide security survey completed 10/05.

College-wide security survey completed 10/05.

Survey results will provide basis for long-term system upgrade program.

Objective assist campus and district administration on renovation/remodeling/new construction for current and a new campus location

Status In progress

Expected Outcomes Completion of projects within budget and on time

Means of Assessment Quality of services provided in a timely manner

Assessment Results Assigned projects completed as assigned. Ongoing projects on schedule.

Use of Results This office must continue to meet the needs of the administration and institution for projects by providing legal assistance and counsel in a timely manner.

Objective Assist the administration with property development of vacant parcels such as the Dale Mabry Development project

Status In progress

Expected Outcomes Develop private sector partners/increase student interaction in private sector/increase enrollment and implement a workforce training center.

Means of Assessment Commitment by the private sector and funding to develop plans for workforce training center.

Assessment Results The administration is finalizing the first of several private sector projects that will benefit students and increase enrollment.
Objective: Assist the Board/president and administration with institutional transactions

Status: Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>satisfaction of the requesting department/completion of needed services/acquisition of goods/facilities as needed</td>
<td>reviewed at conclusion to determine if requesting unit is satisfied and process was followed.</td>
<td>This department is required to respond to institutional/department with support and counsel on all transactions in a timely and thorough manner.</td>
</tr>
</tbody>
</table>

Use of Results: The department will utilize departmental comments to improve efficiency and response on a ongoing basis to better serve needs.

Objective: Assist the Equity Office as needed with student/staff and community issues/charges

Status: Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success is determined on a case by case basis</td>
<td>satisfaction of parties concerned</td>
<td>This office is required to be available as needed to assist the equity office, the Human Resources office and the department administrators as issues surface with students/staff.</td>
</tr>
</tbody>
</table>

Use of Results: There is an ongoing need to meet the needs of all departments to addresses issues/charges as they surface in a timely manner.

Objective: Assist with Federal funding initiatives

Status: Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success is determined by funding opportunities that HCC receives</td>
<td>goals are set for Federal funding based on institutional initiatives associated with program/facility needs. Once funding is granted, we can assess our efforts for federal funding.</td>
<td>HCC has been successful with recent federal funding initiatives sought for program development and support</td>
</tr>
</tbody>
</table>

Use of Results: There is an ongoing need to continue to pursue federal funding for institutional initiatives and support.

Objective: work on statewide issues that impact on Florida community Colleges

Friday, August 24, 2007
<table>
<thead>
<tr>
<th>Status</th>
<th>Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>new/amended legislation if adopted by the legislature; addressing concerns/issues of the state board of Education and all community Colleges.</td>
<td>success of legislation being approved/rules/policies being adopted</td>
</tr>
</tbody>
</table>

**Use of Results**

This is an annual on-going responsibility of this department but vital for the institution.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Increase the retention and success rates of students entering into the preparatory curriculum and subsequently taking a college-level course by 2%.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>Student retention and success in the preparatory curriculum and subsequently taking a college-level course will increase by 2%.</td>
<td>State accountability reports and Planning, Research, and Evaluation data reports.</td>
</tr>
</tbody>
</table>

**Use of Results**

A comprehensive preparatory status report has been prepared, and the College continues to need to devote attention to prep student retention and success. One strategy that was re-implemented last year is the remediation reduction workshops with high school teachers. This objective has been funded, and a comprehensive report of the use of the funding will be prepared in spring 2007.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Increase the community’s access to the Continuing Education programs and services available at Hillsborough Community College.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>The ability for students to register and pay on-line for Continuing Education courses.</td>
<td>A business plan in conjunction with an implementation plan at the end of 2004-05.</td>
</tr>
</tbody>
</table>
An increase in space/facility provided for Continuing Education courses.

Total number of classrooms used in 2004-05 as compared to 2003-04.

There has not been a focus on the number of classrooms used because the Recreation and Leisure courses do not count toward the room utilization formula. Using the schedules from 2004-05, a manual count will be completed.

A 10% increase in the number of students served.

Total number of students served 2004-05 as compared to the total number served 2003-04.

The enrollment for Con Ed decreased from 4,388 (2003-04) to 3,170 (2004-05). This decrease should correlate with the number of classroom utilization accessibility to Con Ed. Additionally, these data may not reflect courses classified as CWE (e.g., Insur

Use of Results

The results regarding the classroom space for Continuing Education will be used to determine the amount of leverage needed to maintain or increase course enrollments.

Objective

Brandon: Develop 10 new Distance Learning courses.

Status

Partially accomplished

Expected Outcomes

Implementation of 10 new DL courses available for course scheduling starting Fall 2007.

Means of Assessment

Courses will be awarded cluster, Academic Review committee, Cabinet, Board of Trustees, and State approval.

Assessment Results

9 DL courses have been developed, more are under development.

Use of Results

Faculty will continue their work developing the courses, per the objective.

Objective

Brandon: Develop college credit certificate based on A+, Net+, Security+ coursework organized around Comp-TIA content and standards.

Status

In progress

Expected Outcomes

College Credit Certificate will be approved and ready for enrollment Fall 2006.

Means of Assessment

Certificate will be awarded cluster, Academic Review committee, Cabinet, Board of Trustees, and State approval.

Assessment Results

Courses are being offered, with high level of student interest. Cluster has decided to develop as a 2-yr degree, instead of a college credit certificate.

Use of Results

Cluster faculty are focusing on the Security+ program.

Objective

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
</table>

The District Office for Research failed to provide the required needs assessment for processing the program through the academic processes. The task was reassigned to the campus. The needs assessment was completed at the beginning of the fall term.

<table>
<thead>
<tr>
<th>Use of Results</th>
<th>Objective</th>
<th>Status</th>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor the progress of the needs assessment; No; Yes, continue to pursue objective. Submitting the program for cluster approval during 2006/07 year. Needs assessment is completed and budget has been completed.</td>
<td>Dale Mabry Campus: Purchase new classroom desks to provide students with an optimal learning environment.</td>
<td>Accomplished</td>
<td>Purchase 40 classroom computer desks</td>
<td>Approval of the HCC Board to purchase 40 new computer desks</td>
<td>BOT approval received; computers purchased and installed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use of Results</th>
<th>Objective</th>
<th>Status</th>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replicate plan for future needs; No; No, the objective is accomplished</td>
<td>Dale Mabry Campus: Purchase state of the art computer hardware, software and support peripherals to provide students with a high technology learning environment to prepare to enter the information technology workforce</td>
<td>Accomplished</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Friday, August 24, 2007
Purchase, installation and student utilization of computers, classroom chairs, indirect lighting in rooms 426, 427 and software and support peripherals for use in classroom and laboratory instruction. Approval of the HCC Board for the purchases of the computers, classroom chairs, indirect lighting in rooms 426, 427 and 414, and support peripherals for use in classroom and laboratory instruction.

Approval received: chairs installed, lighting installed, software purchased; computer installation complete.

**Use of Results**
Replicate plan for future needs; No; No, the objective is accomplished

**Objective**
Dale Mabry Campus: Develop and implement a College Credit Certificate program to provide individuals with the knowledge and skills to become Unix/Linux System Administrators.

**Status**
Accomplished

**Expected Outcomes**
Create a new Unix/Linux System Administrator College Credit Certificate Program by the target date contingent on the outcome of the approval of the new CCC by the Florida Department of Education.

**Means of Assessment**
Approval by HCC Board of a College Credit Certificate in Unix/Linux System Administrator.

**Assessment Results**
Certificate approved by the State Department of Education, approved by the College's BOT and now enrolling students.

**Use of Results**
Replicate plan for future needs; No; No, the objective is accomplished

**Objective**
Foster participation in the college-wide Computer Science advisory committee

**Status**
Accomplished

**Expected Outcomes**
Increase number of advisory committee meetings

**Means of Assessment**
Computer Science advisory committee meeting agendas and sign-in sheets

**Assessment Results**
Committee was reestablished in April -05; met three times; assisting faculty with new program development and internship site development

**Use of Results**
Replicate plan for future needs; No; No, the objective is accomplished

**Objective**
1. Develop Campus Funding Model

**Status**
Accomplished

**Expected Outcomes**

**Means of Assessment**

**Assessment Results**

Friday, August 24, 2007
Develop an acceptable Campus Use of the Campus Funding Model by January 2005.
The new model identified inequities in the existing funding process, inconsistencies in the cost of programs by campus and a cost analysis by campus for comparison to State averages.

The formula identified underfunding of the Brandon Campus. The budget for FY06/07 provided additional funding to the Brandon campus to compress the funding inequity identified in the model.

**Use of Results**
The Campus Funding Model will be used to plan and budget the allocation of College resources based on a distribution index that is calculated by the model. The model needs to be updated annually for actual FTE by campus and special projects. The model is intended to provide campus funding in a manner consistent with State funding to the College. The model will be updated as changes are made to the State model. The Brandon campus received additional funding in FY06/07 to compress the funding inequity identified in the model.

**Objective 2. Develop Financial Internal Control Procedures for the College’s revenue generating units.**

**Status**
In progress

**Expected Outcomes**
A Finance Liaison Group has been formed to review current revenue procedures and recommend new procedures. Procedures should be available on the web by December 2006.
The project has been expended to include all fundraising activities.

Development of desktop procedures book on internal financial controls.

**Means of Assessment**
In addition to the results of the operational audit, we will provide a survey to the HCC Community to assess the communication and efficiency of the procedures.

No exceptions reported related to financial internal controls in the Operational Audit performed by the State Auditors.

**Assessment Results**
The number of exceptions in the Operational Audit decreased. There is still room for improvement due to the number of repeat findings.

**Use of Results**
The results of the Operational Audits demonstrate the strengths and/or weaknesses in our internal control system. We need to continue to develop and monitor desktop procedures.

**Objective 3. Implement electronic payroll earnings reports**

**Status**
Partially accomplished

**Expected Outcomes**

**Means of Assessment**

**Assessment Results**
Provide electronic payroll earnings reports. 85% availability of electronic payroll earnings reports to College employees. Direct Deposit payroll participation is now above 97%. The programming for electronic payroll earnings reports is pending programmers.

The electronic payroll earnings report system is in the test mode. OIT is resolving a security interface issue.

**Use of Results**
The implementation of electronic earnings reports will reduce cost by eliminating the manpower needed to print and stuff the statements. We will eliminate the cost of paper stock, envelopes and postage or delivery cost.

**Objective**
1. Develop and implement an addictions treatment component to the program.

**Status**
Deferred

**Expected Outcomes**
Students will be able to register for courses in this program effective Spring Semester of 2006.

**Means of Assessment**
College enrollment data.

**Assessment Results**
Due to program’s manpower shortage, progress on this objective has been delayed. Anticipate having an addictions track in place for fall semester of 2007.

**Use of Results**
This objective remains a priority.

**Objective**
2. Secure reaccreditation of the program by the Council for Standards in Human Service Education.

**Status**
In progress

**Expected Outcomes**
Reaccreditation will be awarded for the maximum length of 5 years.

**Means of Assessment**
Notification of reaccreditation by the Council for Standards in Human Service Education.

**Assessment Results**
Reaccreditation self-study will be initiated during the fall of 2006 and completed in spring of 2007. Site visit is expected in early summer of 2007.

**Use of Results**
Objective remains a priority.

**Objective**
3. The new ATD, Family Health and Support Worker, will become a self-sustaining component of the Counseling & Human Services Program after the termination of grant funding in December 2004.

**Status**
Partially accomplished

**Expected Outcomes**

**Means of Assessment**

**Assessment Results**

Friday, August 24, 2007
One class with a minimum of 15 College enrollment data students will have completed 12 of the 21 credits required for the ATD. A second group of at least 15 students will have completed at least 3 of the 21 credits required for the ATD.

37 students have completed this ATD to date. New class of 8 started this fall 2006 semester. Recruitment efforts underway to increase enrollment in spring of 2007 to at least 15 students.

Use of Results
Objective remains important.

Objective 4. Maintain the desirability of our program graduates as employees for local social service agencies.

Status In progress

Expected Outcomes Means of Assessment Assessment Results
Maintain that our graduates will be rated as above average in terms of employment desirability for at least 75% of the positions for which they qualify. Community Needs Assessment Survey, spring semester of 2006, will be sent to local social service agencies that have hired our students and/or that provide internship placements for our students. Community Needs Assessment Survey will be rated as above average in terms of employment desirability for at least 75% of the positions for which they qualify. Community Needs Assessment Survey will be conducted during spring of 2007 as part of reaccreditation self-study.

Use of Results Objective remains a priority.

Objective 5. Maintain graduates’ satisfaction with the transferability of knowledge and skills learned in the program.

Status In progress

Expected Outcomes Means of Assessment Assessment Results
At least 80% of graduates will rate the transferability of acquired knowledge and skills to their employment and/or their bachelor's degree studies as either good or excellent. A Survey of Program Graduates will be conducted during spring semester, 2006. Survey of Program Graduates will be conducted during spring semester of 2007 as part of reaccreditation self-study.

Use of Results Objective remains important.
Objective
Transform the current public service training programs and facilities into a state-of-the-art Public Safety Training Center to support the first-responder needs of six local law enforcement agencies.

Status
Partially accomplished

Expected Outcomes
Facilities and curriculum will incorporate federal domestic preparedness guidelines

Means of Assessment
Annually review each course and associated learning objectives/outcomes to ensure compliance with federal guidelines

Assessment Results
Data not available at this time

Expected Outcomes
Graduates of program will achieve a pass rate on licensing exams that exceeds state averages

Means of Assessment
Monitor student Pass Rates on state licensing exams

Assessment Results
Data at the College level has been reviewed. State-level data is currently not available but discussions as to how information can be obtained are underway.

Expected Outcomes
Curriculum will address State licensing requirements for public safety personnel

Means of Assessment
Annually review overall curriculum and individual course objectives and learning outcomes to ensure compliance with state and federal guidelines

Assessment Results
Annual review indicates compliance with State mandated training guidelines

Expected Outcomes
A new (or reconstructed) facility will be in place by August 2007

Means of Assessment
Establishment of the new facility.

Assessment Results
HCC has purchased a new facility and adjoining land which will house some components of the Criminal Justice/Fire programs

Use of Results
The assessment data will be used to make decisions regarding budget priorities and staffing needs. We will also use it to enhance the effectiveness of our instructional methods. This objective will be pursued.

Objective
1. Create a Criminal Justice Student’s Association so as to facilitate student involvement in professional, educational, and social activities within their chosen profession.

Status
Accomplished

Expected Outcomes
The Club will be actively involved with the criminal justice system.

Means of Assessment
An annual record of club activities will be reviewed by the Program Coordinator.

Assessment Results
Club activities are currently being scheduled for Fall semester.
Club will be launched. An annual record of student membership numbers will be reviewed by the Program Coordinator. The Board is up and running and the Club has been approved by Student Services.

The Club will be actively involved with the workforce community. An annual record of club activities will be reviewed by the Program Coordinator. Club activities are currently being scheduled for Fall semester.

**Use of Results**

With establishment of the Board and official approval by Student Services and the scheduling of Fall 06 activities, the objective has been accomplished.

**Objective**

2. Develop a Computer Crime and Investigation Program involving a minimum of three new courses to be available as electives for criminal justice majors as well as a stand alone program for those in the field of Computer Crime.

**Status**

In progress

**Expected Outcomes**

Knowledge and skills in specialized fields as needed by the workforce community.

**Means of Assessment**

Satisfaction by workforce employers as established through workforce members of the Program Advisory Committee.

**Assessment Results**

Survey results will be used to guide changes in curriculum and/or skills.

**Course completion by students**

An annual record of student attendance and completion of these courses will be reviewed by the Program Coordinator. The first of the three courses has been scheduled for Spring 07; Record to be developed.

**Certificate or Credential completion by students**

An annual record of student attendance and completion in the companion Certificate or Credential Program will be reviewed by the Program Coordinator. Report to be developed.

**Use of Results**

The first course has been approved and scheduled for Spring 07. This objective is on track toward full implementation by the target date of 5/1/07.

**Objective**

3. Develop a Crime Scene Technology Program and offer the 28 credit College Credit Certificate in Crime Scene as electives for criminal justice majors as well as a stand alone College Certificate Program.

**Status**

Accomplished

**Expected Outcomes**

**Means of Assessment**

**Assessment Results**
Certificate or Credential completion by students

- An annual record of student attendance and completion in the companion Certificate or Credential Program will be reviewed by the Program Coordinator.
- Students will begin graduating this year.

Course completion by students

- An annual record of student attendance and completion of these courses will be reviewed by the Program Coordinator.
- Students are registering for the Certificate and the courses are being offered.

Knowledge and skills in specialized fields as needed by the workforce community.

- Satisfaction by workforce employers as established through workforce members of the Program Advisory Committee.
- Students will begin graduating this year and the Workforce Advisory Committee has been expanded to include forensic employers.

**Use of Results**

The objective has been accomplished.

**Objective**

4. Develop a Web Site for the Criminal Justice Technology Undergraduate Program to facilitate providing degree and course information to majors and prospective majors.

**Status**

Accomplished

**Expected Outcomes**

- An accurate and complete listing of student degree and course requirements and schedules.
- Students taking the proper learning track based upon their intended careers and the workforce needs within their career choice.
- A greater number of students registering for the proper degree.

**Means of Assessment**

- Satisfaction by student users as established by Surveys, feedback from the Criminal Justice Student Association and from the Criminal Justice Advisory Committee.
- Satisfaction by workforce employers as established through workforce members of the Program Advisory Committee in the learning tracks and courses.
- Survey by faculty of students each semester to determine if they are in the proper degree program.

**Assessment Results**

- The site is complete and accurate.
- On-going; student and potential student responses have been very positive.
- On-going; student and potential student responses have been very positive.

**Use of Results**

The web site is under constant expansion to meet the needs of the students as determined by student responses.

**Objective**

5. Develop a Homeland Security Program involving a minimum of three new courses to be available as electives for criminal justice majors as well as a stand alone program as training for those in the field of Homeland Security.
### Objective

6. Develop a Private Security Program involving a minimum of three new courses to be available as electives for criminal justice majors as well as a stand alone program as training for those in the field of Private Security and Investigation.

#### Status

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate or Credential completion by students</td>
<td>An annual record of student attendance and completion in the companion Certificate or Credential Program will be reviewed by the Program Coordinator.</td>
<td>To be developed</td>
</tr>
<tr>
<td>Course completion by students</td>
<td>An annual record of student attendance and completion of these courses will be reviewed by the Program Coordinator.</td>
<td>The first of the three courses is now in progress; Record to be developed.</td>
</tr>
<tr>
<td>Knowledge and skills in specialized fields as needed by the work force community.</td>
<td>Satisfaction by workforce employers as established through workforce members of the Program Advisory Committee.</td>
<td>To be developed</td>
</tr>
</tbody>
</table>

#### Use of Results

Two of the three courses have been approved and the first is now in progress (Fall 06) and the second is being scheduled for Summer 07. The objective is on track toward full implementation by the target date.
### Culinary Management

#### Objective
Improve the productivity of the advisory board for the Culinary program

#### Status
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of Culinary/Hospitality Advisory Board meetings</td>
<td>College's Calendar</td>
<td>The advisory committee has had 2 meetings (online and in-person) for the 2005/06 year.</td>
</tr>
</tbody>
</table>

#### Use of Results
* Advisory Committee met 2 times during the 2004/05 year as the baseline. Since 2005/06 began, the advisory committee met on 10/14/05 and 4/20/06 and they have e-mailed communication several times.
* The advisory committee has approved the development of the Dietetic Technician AS degree and the development of a new PSAV Culinary Operations certificate. Also, at the April meeting the committee members reviewed the ACF site team responses to the re-accreditation efforts.

### Increase the number and variety of culinary courses offered

#### Status
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase student enrollment in culinary management program</td>
<td>Compare CSAR reports for enrollment comparisons between terms. Student Database Report's Annual AA-1A Verification Report of enrollments and completers by program</td>
<td>The Fall 2004 enrollment count was compared to the Fall 2005 enrollment (290 to 374 respectively). An enrollment increase of 84 students was realized so far in the 05/06 year.</td>
</tr>
</tbody>
</table>

#### Use of Results
* Beginning with the Fall term 2005, two new distance learning classes have been developed. The Fall term course made with remarkable success, closing enrollment at its capacity. Another course is planned for the Spring term and is expected to as successful as the Fall course.
* Two field trips were offered during the Fall term
* CSAR report compared for enrollment data. Baseline enrollment compared between Fall 2004 and Fall 2005 with results as follows:
  04/FA = 290 students; 05/FA = 372 students

### Foster participation in the college-wide Computer Science advisory committee

#### Status
Accomplished
Increase number of advisory committee meetings and participants at the meetings. Computer Science advisory committee meeting agendas and participant sign-in sheets. Committee was reestablished in April 2005; met three times; assisting faculty with new program development and internship site.

Use of Results
Replicate plan for future needs; No; No, the objective is accomplished.

Objective
Revise degree and courses from the state curriculum frameworks for the Database Technology degree program and courses.

Status
Accomplished

Expected Outcomes
College programs will be revised by target date contingent on the outcomes of the review of the curriculum frameworks.

Means of Assessment
Approval by the College's Board of Trustees.

Assessment Results
Program updated to match state of Florida curriculum frameworks.

Use of Results
Database Tech AS/AAS Degree curriculum and program requirements changed and approved by the Cluster, Academic Affairs, and the Board of Trustees in July 2006. Program changes implemented effective Fall 06.

Objective
1. To assist the Core Team in laying a firm foundation for the educational project, “Achieving the Dream,” at Brandon Campus.

Status
Partially accomplished

Expected Outcomes
Comprehensive plan will be implemented.

Means of Assessment
‘05-06 Reports are submitted to AtD Coordinator each term detailing progress.

Assessment Results
All aspects of program are in place after one year.

Use of Results
SI’s will be trained and monitored ‘06-07 academic year. Strategies have been developed to increase use of SI’s and student success. Campus level meetings will be instituted to monitor and improve program.

Objective
2. To establish an in-service institute for adjunct faculty at Brandon.

Status
In progress

Expected Outcomes
Comprehensive plan will be developed.

Means of Assessment
Plan will be approved by Lumina's external adviser.

Assessment Results
Plan approved. Lumina program in process of introduction at Brandon Campus.

Same Same '05-'06 Participation decreased. Those who attended expressed satisfaction with workshops and IT-3 programs.

25% of Brandon adjuncts will attend and rate as satisfactory at least one workshop during the 2004-05 academic year. Attendance records and evaluation forms. '04-05 - 54% participation. Verbally participants express satisfaction.

Same Same In-service workshops conducted by discipline and on general topics. Number and variety of workshops increased. Adjuncts required to attend one in-service per term, fall and spring.

<table>
<thead>
<tr>
<th>Use of Results</th>
<th>For '06-07, more workshops will be developed for adjunct faculty. New adjuncts will receive mandatory orientation training. All adjuncts will be required to attend inservices each term.</th>
</tr>
</thead>
</table>

**Objective** 3. To assist in planning facilities and curriculum for HCC's new campus in south county.

**Status** Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Objective accomplished</td>
</tr>
</tbody>
</table>

Master Plan will be completed by end of '05. Board of Trustees will approve Master Plan. Master Plan approved by BOT June 2005.

**Objective** 4. To increase FTE’s by 5% at Brandon Campus.

**Status** In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>FTEs increased 5.8%, '04-05.</td>
</tr>
</tbody>
</table>

Student enrollment in AA classes and prep programs will increase by 5%.

Student enrollment expected to grow by 1-2% 2005-06. Brandon FTE's decreased by 5.2%.

06-07 growth expected to be 1-2%. Fall '06 the number of sections increased. Academic Success Center opened fall '06.
Objective

To facilitate the adoption of college-wide changes in the college preparatory program at Brandon Campus.

Status

Partially accomplished

Expected Outcomes

The revised College Prep program will be in place by the end of the 2005-06 academic year.

Means of Assessment

Course schedules, faculty assignments, professional development opportunities and student records will reflect changes.

Assessment Results

'05-06 Prep math has been completely converted. Gradual conversion of prep writing and prep reading is in progress.

Use of Results

'06-'07 - Prep faculty will study various strategies to increase student success. Dean will continue to make prof. development opportunities available to prep faculty. Plans underway to study pilot program in prep writing that would restructure the present curriculum.

Objective

To make use of program reviews in strategic planning and in developing the budget.

Status

In progress

Expected Outcomes

Work with college-wide team to make sure that recommendations are adopted.

Means of Assessment

Review by AA team will reflect adoption of recommendations. AA team will monitor college-wide data re: retention.

Assessment Results

Fall '06 - Academic Success Center opened. SI's trained and monitored. Four sections of College Success Skills offered under FYE.

Use of Results

'06-'07 - Courses emphasizing Hispanic literature and humanities will be offered. Academic Success Center will open at Brandon Fall '06. Under Lumina grant supplemental instruction, early alert and College Success courses will be expanded. Budget contains provision for these strategies.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Development of associate in arts degree program with an emphasis in film studies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>As a new initiative, an initial benchmark will be established for HCC students transferring and being accepted into upper-division film studies programs.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Articulation with transfer receiving universities.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Prof. Charles Lyman (art &amp; film professor at USF) assisted Dean Alford in the development of a program of study in &quot;Motion Media,&quot; including core requirements, syllabi and objectives. Six new courses were approved by Academic Affairs 5/19/2006.</td>
</tr>
</tbody>
</table>

**Use of Results**

Film course numbers have been received from the State and first course offerings will be in Spring 2007. A review of syllabi and objectives will take place after the initial offerings. Changes will be effected as necessary and development and refinement of the program will continue to be pursued. Those early offerings will establish the initial benchmarks for student/program evaluation and assessment.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Attain National Association of Schools of Music accreditation for the HCC music program.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Increased HCC student transfer and acceptance into state university music programs at the upper-division level.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Articulation, compilation and analysis of acceptance rates of HCC transferring students.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Articulation meetings/discussions need to be arranged with USF, FSU, UF, UCF and the University of Tampa. A method of data development also needs to be formalized.</td>
</tr>
</tbody>
</table>

**Use of Results**

National Association of Schools of Music accreditation and Associate Membership was granted on November 20, 2005. As part of this exercise, existing music courses were refined and new applied music courses were developed and approved by Academic Affairs. An internal system for record keeping -- especially for applied music students -- has been instituted and should assist in tracking students through the music sequence. Additional articulation efforts will be made through the Director of Associate in Arts degree transfer programs and with the various state university music departments. Additional criteria for tracking needs to be developed in concert with HCC’s Office of Institutional Research.

The attainment of NASM membership signifies HCC’s music programs are now recognized as operating at a “national standard.” This recognition should serve our students well, particularly those who might choose to transfer to upper-division institutions outside the state of Florida. Attempts will be ongoing to chronicle our students transfer and successes at the university level.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Develop a plan to renovate PADM and PSCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Provide clear and feasible recommendations to the architect.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Written architectural documents.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Architectural documents are in pre-construction stage. The construction phase of this project is projected to begin in October 2006.</td>
</tr>
</tbody>
</table>

**Use of Results**
Architectural designs have been approved. Necessary relocations of personnel has begun and will continue throughout the fall 2006 term.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Enrollment growth through expanded service to target markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Increased FTE at a rate of 10% per year.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Annual Statistical reports from HCC PRE department.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>While there was a 9% increase in division FTE from the previous academic year, efforts should continue toward this FTE goal.</td>
</tr>
</tbody>
</table>

**Use of Results**
Efforts are ongoing to produce the desired FTE growth. The division FTE has grown and new ideas are being implemented each term, striving for the 10% stretch goal.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Reorganize the division to support the campus reallocation figures as defined by the College President.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Reorganize support staff while supporting enrollment growth.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>FTE reports and division staffing levels</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>The reorganization plan has been created and approved. Implementation has been held in abeyance due to illness of a staff member. Full implementation will come about as feasible.</td>
</tr>
</tbody>
</table>

**Use of Results**
The number of full-time faculty has been increased by 2. The plan for reorganization of the division support staff has been written and will be coordinated through all needed levels of approval before full implementation takes place.
Objective | Build enrollment in the dual enrollment program to match District levels.
---|---
Status | In progress
Expected Outcomes | Means of Assessment | Assessment Results
match district levels | data elements provided by institutional research | unable to assess at this time as fall semester statistics are not yet available
match District levels | Data elements provided by Planning, Research, and Evaluation | Enrollment dropped by 3
Use of Results | Must continue to promote dual enrollment in the high schools--stress benefits over AP courses.

Objective | Improve student success ENC 1101, identified as a barrier course, to match District level.
---|---
Status | In progress
Expected Outcomes | Means of Assessment | Assessment Results
fall 2004: College 75.14, DM 71.78; spring 2004: College 65.04, DM 61.34; fall 2005: College 70.14, DM 68.16; spring 2005: College 70.12; DM 66.11; spring 2006: College 61.24; DM 55.56 | College Institutional Research Dept. figures | still behind District level by nearly 5 percentage points
spring 2003: District GPA 2.4; pass rate 86.49%; DM 2.3, 84.31% | College Institutional Research Dept. figures | figures still to be determined
fall 2003: District GPA 2.56; pass rate 87.83%; DM 2.55, 85.64%
Use of Results | Currently piloting linked LIN 1670 with prep-to-ENC 1101 class. Will continue or eliminate, depending on results. Linkage successful in fall 2005 but classes failed to make in spring 2006. Aborted in fall 2006. One SI section underway as part of AtD. Will assess results.

Objective | Increase online class enrollment in areas other than English
---|---
Status | In progress
Expected Outcomes | Means of Assessment | Assessment Results
add one section in behavioral science, history, and humanities | existing schedule | added behavioral science and history. Humanities slides now being digitized, should make transition to online easier
One section in behavioral science; one section in history; one section in humanities. None yet in those areas, but adding in other areas.

**Use of Results**

Need to pursue further.

**Objective**

1. Increase enrollment of non-CASS students in the A.S. courses by at least 3% per year.

**Status**

In progress.

**Expected Outcomes**

At least 3% per year increase in enrollment in the business and technology A.S. program courses.

**Means of Assessment**

CSAR Report

**Assessment Results**

Comparing Fall 05 to Fall 04, enrollments in AS courses dropped by 0.5%.

SP 05-06, enrollment down 8.6%; SU 05-06, enrollment down 33.7%; FA 05-06, enrollment up 8.8%...for the year, down 5.2%.

**Use of Results**

Increase coordination and recruitment activities with Enrollment Development Coordinators; update program brochures; increase involvement of program managers in student recruitment.

**Objective**

2. Explore viability of new A.S./certificate programs in the areas of gaming, biotechnology, nanotechnology, medical instrumentation, medical lab tech, accounting technology, and supervisory management.

**Status**

In progress.

**Expected Outcomes**

Faculty still working on development of Security program. Two sections of CAP 1023, Intro to Game Development, offered in FA 06 with total of 41 students enrolled.

Identification of new program(s) to be added to HCC-Brandon A.S. offerings.

Feasibility studies based on business and industry needs (high need/high wage), student interest.

Informal market studies resulted in faculty design of 2 new courses in Game Development (Computer Science) and the initial development of an AS degree and/or certificate in Security.

**Use of Results**

Program managers, faculty and Cluster will continue to explore programmatic needs and opportunities.
Objective 3. To provide oversight for existing and potential grant projects.

Status Accomplished

Expected Outcomes
Successful management of existing grant projects.

Means of Assessment
Deliverables accomplished per grant objectives and timelines.

Assessment Results
Completion of CASS, HSTI, EPC, Biotechnology grants with all deliverables met; deliverables for FL-ATE are on schedule.

Securing of at least one new grant project during the 2005-2007 planning cycle.

Means of Assessment
Grant award.

Assessment Results
Submitted grant proposals for CASS, NSF Leadership Toolkit, Dept of Labor Workforce Development.

New grants awarded: CASS Cycle 2006 (20 students from Mexico, Haiti and Central America to HCC for 2-year program of study); WFI Florida Banner Center grant

Use of Results
Will continue participation in the submission of grant proposals.

Objective Increase the average class size in targeted AS division classes by target date.

Status Accomplished

Expected Outcomes
Increase student enrollment capacity in course offerings by 3% in 2006/07

Means of Assessment
College’s CSAR report (Section Availability Report)

Assessment Results
Enrollment results compared from Fall 04, Fall 05 and Fall 06. Successful increase achieved in Fall 06 as follows: Fall 04 AS division enrollment was 5,488; Fall 05 AS division enrollment was 5,417; Fall 06 AS division enrollment is 5,719. 9% increase

Use of Results
* Additional courses were added to the division's schedule for the Fall 2005 and Spring 2006 to affect an enrollment increase. Also, additional courses were offered at the off-campus site of Gaither High School.
* New online business courses were added to the instructional delivery mode

Objective Investigate the feasibility of developing a new Credit Union Financial Services College Credit Certificate program to meet the community’s needs.
**Objective**

**Investigate the feasibility of developing a new Dietetic Technician Associate in Science degree program to meet the community’s need**

**Status**

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create new Dietetic Technician AS degree program by target date contingent on the outcome of the needs assessment.</td>
<td>Approval by the HCC Board of</td>
<td>Program approved by BOT 2/06 for 0607 implementation.</td>
</tr>
</tbody>
</table>

**Use of Results**

- Advisory Committee created and has been meeting regularly since Dec 2004
- Needs Assessment requested
- Lead FT faculty member designated and program requirements created
- Academic Affairs Committee forms developed and submitted to cluster, AAC, & BOT for approval and transmittal to FDOE
- Program Implemented for 06/SP and courses scheduled for Spring term 2006

**Objective**

1. Develop a PSAV Certificate program in Gerontology which will annually produce a minimum of 20 highly skilled workers for the healthcare industry

**Status**

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create new Gerontology PSAV Certificate program by target date contingent on the outcome of the needs assessment.</td>
<td>Approval by the HCC Board of</td>
<td></td>
</tr>
</tbody>
</table>

**Use of Results**

- Hospitality Advisory Committee approved creation of new program
- Needs Assessment requested & community dietitians on board
- Community support & articulation agreements discussed (Tech Prep on board)
- Academic Affairs Committee forms developed to create program and courses for Fall 2006 implementation
- Cluster approved program. Academic Affairs approved the program. The Board of Trustees approved the program in Feb. 2006.
- The program is now official and the College is seeking American Dietetic Association programmatic accreditation.
On an annual basis, a minimum of 20 students will be certified as skilled gerontology healthcare workers. An annual record of student completion rates within the program will be maintained and reviewed by the Program Coordinator. Not applicable at this time.

Use of Results
Assessment data not yet available due to delay in program implementation. However, the curriculum has been approved and an advisory committee formed. Objective will be pursued.

Objective
Establish a PSAV Certificate Program in Automotive Service and Technology which will annually increase by a minimum of 35 the number of individuals in Hillsborough county who are certified as Automotive Technicians and Mechanics.

Status
Partially accomplished

Expected Outcomes
- Annually, a minimum of 35 students will be certified as Automotive Service Technicians.

Means of Assessment
- An annual record of student completion rates for the program will be maintained and reviewed by the Program Coordinator.

Assessment Results
- Not applicable at this time. Program will begin in January of 2007.

Use of Results
Assessment data not available due to delay in implementation of program. However, the curriculum has been approved and a new facility to house the program has been purchased.

Objective
Transform the current public service training programs and facilities into a state-of-the-art Public Safety Training Center to support the first-responder needs of ten local law enforcement and fire rescue agencies.

Status
Partially accomplished

Expected Outcomes
- Graduates of program will achieve a pass rate on licensing exams that exceeds state averages.
- Curriculum will address State licensing requirements for public safety personnel.

Means of Assessment
- Monitor student Pass Rates on state licensing exams.
- Annually review overall implementation of State-mandated curriculum to ensure effective program delivery strategies.

Assessment Results
- Data is being compiled at the College level and a formal tracking system is being implemented. Discussions with the State are occurring in terms of acquiring State-level data.
- Review indicates that we are in compliance with State requirements.

Use of Results
A new (or reconstructed) facility will be in place by August 2007. Physical location will be established. HCC has purchased property and land for a new facility.

Graduates of program will achieve a pass rate on licensing exams that exceeds state averages.

Data is being compiled at the College level and a formal tracking system is being implemented. Discussions with the State are occurring in terms of acquiring State-level data.

A new (or reconstructed) facility will be in place by August 2007. Physical location will be established. HCC has purchased property and land for a new facility.
Use of Results  
Assessment results provide feedback into the planning process as we evaluate the effectiveness of our curriculum and/or instructors. This information serves as the basis for justifying programmatic and/or personnel changes.

Objective  
1. Implement a new non-credit program in “high ropes” team building.

Status  
Accomplished

Expected Outcomes  
A non-credit course in high ropes/team building will be approved and classes scheduled by Fall Term 2005.

Means of Assessment  
BOT approval will be obtained and the HCC non-credit course schedule for Fall Term 2005 will include scheduled classes.

Assessment Results  
Staff has received training in high ropes/tree climbing and this objective has been included in the ESC self-supporting, reallocation plan. Selected classes have been offered.

Use of Results  
This objective will be used to offer a continuous selection of courses that will assist staff in meeting the objectives of the ESC Reallocation Plan.

Objective  
2. Develop a plan for renovation/new construction of facilities for the Environmental Studies Center at Cockroach Bay. Plans will also evaluate the possibility of the development of a joint estuarine education and research center.

Status  
Deferred

Expected Outcomes  
1. A plan will be developed by January 1, 2007.

2. In addition, a conceptual plan for the development of a joint estuarine education and research center will be developed by November 1, 2005.

Means of Assessment  
1. The plan will be submitted to the Plant City Campus President for submission to the College Cabinet.

2. The conceptual plan will be submitted to the Plant City Campus President for consideration as to its feasibility for implementation. If acceptable it will be forwarded to the College Cabinet.

Assessment Results  
The plan is in progress but is not due until 2007.

This plan has discontinued due to the fact that the Center will be hosting classes from the apprenticeship program at this site and due to the need of implementing the ESC reallocation plan.

Use of Results  
Due to the opportunity of providing apprenticeship programs at the C. Bay site this objective has been modified. A classroom building at the center has been modified to accommodate the apprenticeship programs starting Fall Term 2006.

Objective  
3. Implement a new AS degree program in Veterinary Technology, and a PSAV program in Advanced Water Technology.

Status  
Accomplished

Expected Outcomes

Means of Assessment

Assessment Results
2. A PSAV Certificate program in Advanced Water Technology will be approved and classes scheduled for Fall Term 2005.

1. An AS degree program in Veterinary Technology will be approved and classes scheduled for Fall Term 2005.

**Objective**

4. **Increase Division student enrollment.**

**Status**

In progress

**Expected Outcomes**

1. Enrollment will increase by 10% from Academic Year 2003-2004.

**Means of Assessment**

1. College Plant City Campus enrollment reports will show a 10% per year growth.

**Assessment Results**

The goal 10% goal was not achieved during this initial report period; however, this goal has been partially accomplished and plans continue to reach 10% growth.

**Use of Results**

Techniques identified and utilized to address this objective will be used in subsequent years.

5. **Assist in the development of a plan containing multiple strategies to decrease the Plant City Campus budget to a level designated by Dr. G. Stephenson.**

**Status**

Accomplished

**Expected Outcomes**

1. The plan will be developed by June 30, 2005.
2. The plan will be implemented for approval by June 30, 2008

**Means of Assessment**

1. The plan will be developed and submitted to College Cabinet for approval.
2. Official college end-of-year accounting statements.

**Assessment Results**

A plan to make the Institute of Florida Studies self supporting has been developed, approved by Dr. Stephenson and is being implemented. The Dean has participated in developing a budget reduction plan which has been submitted for approval.

**Use of Results**

The plan has been approved and implemented. Therefore, this objective has been achieved. However, the plan is a multi-year plan and it will not be concluded for several years.
Objective

Build enrollment (in mathematics courses) in the dual enrollment program to match District Administrative Office average. Improve student success in Mat 1033 (intermediate algebra), identified as a barrier course, to match District levels.

Status

Partially accomplished

Expected Outcomes

Match District levels

Means of Assessment

Data generated by the Department of Planning, Research and Evaluation

Assessment Results

Efforts to build enrollment in the dual enrollment were made, but were not successful. Data for MAT 1033 are satisfactory 63.90 % passing but could improve.

Use of Results

Regarding the dual enrollment, we need to meet with faculty of other disciplines and see if the problem is only one in mathematics. Regarding MAT 1033’s success, the effort should be to make it part of the Quality Enhancement Plan

Objective

Use the Journal Club as a forum for debriefing of information and knowledge acquired through FSPD funds

Status

Partially accomplished

Expected Outcomes

At least 50% of all FSPD approved requests

Means of Assessment

Use evaluation form

Assessment Results

Due to timing, only 1% was achieved. Our Journal Club coordinator will be involved in the process of scheduling the presentations in order to achieve the target percentage.

Use of Results

Results have not reached target yet. Only two faculty members showed interest in presenting but only one could find time to present. The results assure the dissemination of current information obtained at conferences and workshops.

Objective

Complete a seamless transition of staff and functions to the new student services building.

Status

In progress

Expected Outcomes

All student services functions will be accessible, functional and effective for the students.

Means of Assessment

Feedback from students and staff via focus groups and satisfaction surveys.

Assessment Results

In progress. An online student feedback vehicle is being explored.

Use of Results

Results will be reviewed for appropriateness and feasibility then subsequent changes in how student services is delivered would be made. Continue pursuing objective.

Objective

Continue enrollment increase at the Brandon Campus.
<table>
<thead>
<tr>
<th>Status</th>
<th>Accomplished</th>
</tr>
</thead>
</table>

**Expected Outcomes**
Enrollment will increase 1-2%.

**Means of Assessment**
Enrollment/registration reports generated by DAO.

**Assessment Results**
Enrollment increase realized as verified by district enrollment report for Fall 2006.

**Use of Results**
Increase in enrollment will result in altering the delivery of services to be more efficient. Focus on how we may be more efficient/expedient in serving students due to higher enrollment using technology and manpower.

**Objective**
Cross train student services staff enabling them to assist students immediately thereby eliminating excessive referrals to other departments.

<table>
<thead>
<tr>
<th>Status</th>
<th>In progress</th>
</tr>
</thead>
</table>

**Expected Outcomes**
Students will be able to access consistent information from varying student services departments.

**Means of Assessment**
Student satisfaction surveys; self assessment of student services staff.

**Assessment Results**
In progress.

**Use of Results**
Cross training in progress as the hiring and re-classification of key personnel has been completed, giving way to thorough cross-training.

**Objective**
Improve recruitment and retention of low-income and/or racial/ethnic minorities.

<table>
<thead>
<tr>
<th>Status</th>
<th>In progress</th>
</tr>
</thead>
</table>

**Expected Outcomes**
Completion of a two-year degree that transfers to the university.

**Means of Assessment**
Graduation statistics acquired through college registrar.

**Assessment Results**
Awaiting results from registrar.

**Use of Results**
Efforts of grant programs and Enrollment Development Coordinators ongoing.

**Objective**
Increase the number of students utilizing HCC’s technology resources which in turn reduces wait times for on campus student services.

<table>
<thead>
<tr>
<th>Status</th>
<th>Accomplished</th>
</tr>
</thead>
</table>

**Expected Outcomes**

---

Friday, August 24, 2007  Page 47 of 126
The number of eligible students using HawkNet will increase each term. Significant decrease in on-campus registrations as evidenced by fewer students seeking on campus registration assistance by Academic Advisors. This enables Advisors to further assist students with their education plans.

**Use of Results**
61% of student utilized online resources for Fall 2006; student services noted via statistics fewer students requesting registration assistance by Advisors allowing them to provide more in-depth advising and education plan formulation.

**Objective**
Increase Plant City enrollment at a rate of 10 percent per year.

**Status**
Accomplished

**Expected Outcomes**
Beginning with spring semester, 2005, increase Plant City enrollment by ten percent

**Means of Assessment**
HCC enrollment reports

**Assessment Results**
Fall Semester 2005 projected enrollment was exceeded by 101 percent.

**Use of Results**
The results will serve as a basis for additional recruitment and hiring of a proposed Assistant Dean - Student Recruitment. Yes, after consultation with the expected Assistant Dean - Student Recruitment. There is a mandate by the Campus President via the College President to continue the pursuit of this objective.

**Objective**
Develop a Child Care facility to serve the demands of our primary constituents--the students

**Status**
Aborted

**Expected Outcomes**
(1) Needs Assessment Survey
(2) Increase enrollment of students with families
(3) Generate revenue
(4) Purchase modular units

**Means of Assessment**
(1) Analyze assessment survey data
(2) Utilize student data collected from use of child care center
(3) Check budget Line for funds generated
(4) Check budget line for decrease in funding

**Assessment Results**
The Child Care Objective has been aborted and replaced by an Evening and Weekend Nursing initiative.

**Use of Results**
Not Applicable.

**Objective**
Reduce the budget for the Student Services division to meet the campus reallocation standard determined by the College President.

**Status**
Accomplished

**Expected Outcomes**

**Means of Assessment**

**Assessment Results**
Develop a spending reduction plan to 6/30/05. Plan submitted. A plan was completed and submitted to the Campus President in October 2005. We are awaiting a response.

Meet reduced spending level by College end of year accounting statements. Awaiting end of year accounting statements.

Use of Results

Objective Reorganize and renovate the Student Services Unit internal services, staff, and building physical structure, respectively, to more efficiently serve the increasing demands of our primary constituents—the students.

Status Accomplished

Expected Outcomes
- Decrease students’ complaints
- Increase students’ satisfaction
- Decrease student’s wait-time for advising
- Provide clear and feasible recommendations to the architect.

Means of Assessment
- Analyze Point of Service survey data
- Utilize Point of Service survey
- Analyze comment cards
- Written architectural documents

Assessment Results
- Student complaints have been reduced due to increase in customer service.
- Student have expressed satisfaction in certain service area.
- Students’ wait-time has been decreased due to group advising and appointment scheduling.
- In progress.

Use of Results

(1, 2 and 3) Inform key personnel in the respective service units of the need to continue customer service. Yes! There is a need to continue pursuit of this objective in order to keep balance and provide effective service to students.

(4) In progress until the renovation and remodeling project is complete.

Objective Increase the number of Ybor students’ using on-line Student Services resources, thus enhancing the convenience of access for students and reducing the student to staff contact ratio (On-Line Registration, TIPS, FAFSA, ETC.).

Status In progress

Expected Outcomes

Assessment Results

By Fall 2007, it is expected that 90% of the students will use the on-line system.

Each term following Fall 2005, the number of students using the on-line registration system will be determined to monitor progress.

Assessment Pending
Each term, the number of students using the on-line registration resources should increase. Tracking the student utilization of the Cyber Space Café and Computer Work Stations will begin once it opens.

By Fall 2006, it is expected that 75% of students will use the on-line system. Completion date the number of students using the on-line registration system will be identified in Fall 2005 to establish baseline data.

**Use of Results**

The assessment results will be used to enhance the overall effectiveness of operation. The changes will be made accordingly. It is desirable to pursue the objectives, however the specific criterias may be modified.

**Objective**

Increase Ybor student’s ability to gain access to computers on Campus, thus enhancing their ability to gain greater access to an assortment of valuable student services offered on-line (On-Line Registration/Hawknet, TIPS, FAFSA, etc).

**Status**

Partially accomplished

<table>
<thead>
<tr>
<th><strong>Expected Outcomes</strong></th>
<th><strong>Means of Assessment</strong></th>
<th><strong>Assessment Results</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Cyber Space Café and the Computer Work Stations on Campus.</td>
<td>Verify existence of such resources on Campus.</td>
<td>Planning of CyberCafe complete. Construction to begin 10/06. Est. complete 01/07. Once CyberCafe is complete, the # of PCs will be increased as it is equipped. 4 computer workstations installed in the Advising area.</td>
</tr>
<tr>
<td>The number of computers available for student access should increase.</td>
<td>Document increase in the number of computers</td>
<td>Planning of CyberCafe is complete. Construction to begin Oct. 2006; estimated completion date = Jan. 1, 2007. Once CyberCafe is complete, the number of PCs will be increased as it is equipped.</td>
</tr>
</tbody>
</table>

**Use of Results**

The assessment results will be used to enhance the overall effectiveness of Student Services. Changes will be made accordingly. There is still a need to pursue the expressed objectives.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Encourage the completion of an employer survey to improve the educational standards of the Dental Assisting Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>The Dental Assisting Program will encourage 83% of the employers to complete a survey.</td>
<td>Completed Survey</td>
</tr>
</tbody>
</table>

| Use of Results | Hand carry the survey to the offices to get more competed. |

<table>
<thead>
<tr>
<th>Objective</th>
<th>The Dental Assisting Program curriculum will prepare students to complete all of the Florida Expanded Functions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>100% of the graduates will graduate with all of the Expanded Functions.</td>
<td>Expanded Functions Course completers</td>
</tr>
</tbody>
</table>

| Use of Results | The program will try to get more clinical competency to the students |

<table>
<thead>
<tr>
<th>Objective</th>
<th>The dental assisting program will accept students who will successfully complete the program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>More than 83% of students admitted to the Dental Assisting Program will successfully complete the program and graduate with a certificate</td>
<td>Graduate rolls</td>
</tr>
</tbody>
</table>

| Use of Results | Due to the 50% increase from Spring 2004 to Fall 2004 the outcome has been met. We can assume the college will continue to use the same admission criteria. |

<table>
<thead>
<tr>
<th>Objective</th>
<th>The Dental Assisting Program will improve the program with the use of a graduate completer questionnaire.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
83 % of the students will complete the graduate student survey.

**Use of Results**

We need additional surveys completed. The survey will be completed on the last day of classes instead of mailed out this next year.

**Objective**

The Dental Assisting Program will place all graduates in college courses or in field employment within six months of graduation.

**Status**

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 % of the graduates of the Dental Assisting Program will be placed in-field or in college courses within six months of graduation</td>
<td>Employment records and college rolls</td>
<td>90% of the graduates are in college or employed as a dental assistant.</td>
</tr>
</tbody>
</table>

**Use of Results**

This objective has not had the six months to complete the assessment.

**Objective**

The Dental Assisting Program will successfully prepare students to pass the Dental Assisting National Board.

**Status**

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 83% of the Dental Assisting students who take the Dental Assisting National Board will pass</td>
<td>National Board Results</td>
<td>90% of the students have passed the DANB.</td>
</tr>
</tbody>
</table>

**Use of Results**

We hope to have a higher pass rate with taking the DANB in sections.

**Objective**

1. Maintain national board pass rate of 80% of dental hygiene students passing the examination for the first time.

**Status**

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% or above pass rate annually expected outcome</td>
<td>National Board Exam scores</td>
<td>100% pass rate, exceeded.</td>
</tr>
</tbody>
</table>

**Use of Results**

We will continue to assess the pass rate annually to determine our student success rate. This will assist the department in revising the curriculum if necessary.

**Objective**

2. Maintain a clinical board exam of 90% of dental hygiene students passing the state clinical board exam for the first time.
<table>
<thead>
<tr>
<th>Status</th>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accomplished</td>
<td>90% or above pass rate annually</td>
<td>State board Exam scores</td>
<td>100% pass rate</td>
</tr>
</tbody>
</table>

**Use of Results**
Utilize results to make revisions in clinical courses and improve student performance on the clinical board exam

**Objective**
3. 90% of returned employer surveys will indicate satisfaction with education preparation of graduates

**Status**
In progress

**Expected Outcomes**
90% employer satisfaction survey results

**Means of Assessment**
Employer survey

**Assessment Results**
Not complete.

**Use of Results**
First survey to be conducted and currently in the process of identifying employers to be surveyed based on graduate survey results providing employer contact information. This objective will assist the program in determining strengths/weaknesses of our students as they enter the workforce and revise program standards to improve student competencies.

**Objective**
4. 90% of patient satisfaction surveys will indicate satisfaction with services provided by dental hygiene students.

**Status**
In progress

**Expected Outcomes**
90% of patients will report satisfaction with dental hygiene services provided in the dental clinic.

**Means of Assessment**
Patient Satisfaction Survey

**Assessment Results**
Most current results reveal above average to very high satisfaction with dental hygiene services provided in the dental clinic.

**Use of Results**
Patient satisfaction survey results are compiled twice annually. Survey results are important in determining if patients are satisfied with student performance and thus, utilize results to improve the program in areas that do not meet patient expectations.

**Objective**
5. 100% of all courses in dental hygiene curriculum will be reviewed to assess course content and revise to reflect current educational trends.

**Status**
In progress

**Expected Outcomes**
Annual revision and update of the curriculum

**Means of Assessment**
Course evaluation forms

**Assessment Results**
In progress......curriculum review is done annually....last review conducted 12/2004. Review of curriculum by Accreditation site visit team February 2005 found curriculum complete and meeting accreditation standards.
Use of Results

Updating curriculum is an ongoing process. We use the course evaluation forms to determine what processes and materials need to changed and updated to keep the curriculum current and above standards set by the accreditation commission.

Objective

Improve the response rate of students, graduates, and employers surveys

Status

Partially accomplished

Expected Outcomes

Means of Assessment

Assessment Results

Increase the response rate of graduates and employers from 30-40% to 50-60%

Annual surveys

Response rate of graduate survey is 47%

Use of Results

Adjustments has been made in the clinical and didactic areas to reflect recommendations from graduates of this program

Objective

Increase rate of graduates taking the Obstetrics and Gynecology examination board.

Status

In progress

Expected Outcomes

Means of Assessment

Assessment Results

Next 1-2 years, gradual increase of graduates taking the OB/Gyn board exam from 27% (currently) to 50%

ARDMS examination board annual report

The ratio of graduates taking the OB/GYN board exam has increased to 67%

Use of Results

Continue to encourage graduates to take the OB/Gyn board.

Objective

Increasing the passing rate of the ARDMS examination board.

Status

Accomplished

Expected Outcomes

Means of Assessment

Assessment Results

Increase the passing rate for ARDMS exams from 80-82% to reach 88-90%

ARDMS exams annual report

The passing rate for the ARDMS exams is now at 97%

Use of Results

Continue to encourage graduates to take the board exam as soon they leave school.

Objective

Foster participation in the College-wide Computer Science advisory committee

Status

Accomplished

Expected Outcomes

Means of Assessment

Assessment Results

Friday, August 24, 2007
Increase number of advisory committee meetings and participants at the meetings. Committee was reestablished in April -05; committee meetings and committee meeting agendas and participant sign-in sheets. Computer Science advisory committee met three times; assisting faculty with new program development and internship site.

**Use of Results**  
Replicate plan for future needs; No; No, the objective is accomplished

**Objective**  
Review the AS/AAS state frameworks for possible course or program requirement changes to the Digital Media/Multimedia degrees and certificates

**Status**  
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS programs must be revised if the review indicate that changes are required</td>
<td>Approval by the College's Board of Trustees</td>
<td>Program changes approved by College's BOT in April 06 for 0607 implementation</td>
</tr>
</tbody>
</table>

**Use of Results**  
Course and program requirements must change to meet the technological needs of the community.

**Objective**  
Expand the courses required to allow students to complete an AA degree online.

**Status**  
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage faculty to create and approve a two semester science course and the corresponding laboratory material</td>
<td>The successful completion of a section of on-line science course with an on-line lab</td>
<td>BSC1005C has a full time faculty sponsor that will present a proposal for approval to cluster. We have also identified a faculty member that wants to move forward with the proposal and development of GYL1010 and 1010L in the near future.</td>
</tr>
</tbody>
</table>

Encourage faculty to create and approve an on-line humanities course.  
The Humanities area has 3 courses taught online; A.A. requirements can be met through online coursework.

Encourage faculty to create and approve an on-line speech course.  
SPC 1600 was approved in Fall 06 for Distance Learning. The course will be offered in a pilot stage in Spring 07.

**Use of Results**  
The results will be used to provide valuable information on how to proceed with this objective. Results will provide baseline information for further planning and implementation strategies.
Objective: Build enrollment in the dual enrollment program by 10% FTE to allow greater access to this accelerated mechanism by eligible students.

Status: Partially accomplished

Expected Outcomes: Increased enrollment by 10% FTE by 5/30/06.

Means of Assessment: FTE reports.

Assessment Results: Enrollment has not met the objective.

Use of Results: The challenge continues in increasing dual enrollment offerings at the high school sites, and the director, dual enrollment coordinator, and deans will continue to work with the school district and high school administrators to overcome resistance to dual enrollment. Additional marketing materials are being developed, and the campuses will offer sections on campus that are designed to attract dual enrollment students. This objective has been funded, and a comprehensive report will be prepared in spring 2007.

Objective: To build a community reputation for excellence in education and quality care for children ages 0-8

Status: Accomplished

Expected Outcomes: By January 2007, the program will obtain accreditation from at least one major nationally recognized agency.

Means of Assessment: Monitor the number and quality of accreditations, awards, and recognitions given by organizations affiliated with early childhood education.

Assessment Results: The Child Development Lab School did obtain NAEYC accreditation. Other accreditation agencies are also being explored for the Credit program.

By September 2006, the Program Director and faculty will be actively involved in a collective minimum of six local, state, and national organizations.

Means of Assessment: Monitor the number of boards, committees, and partnerships involving members of the program.

Assessment Results: Partnership opportunities continue to expand and existing relationships have been enhanced with full-time faculty member named to new area Boards.

Use of Results: This objective is complete. The assessment results indicate that our program and faculty are growing in stature both locally and nationally.

Objective: To build capacity for the Early Childhood workforce by providing exemplary in-service training, certification courses, and education for the profession

Status: Deferred

Expected Outcomes: Monitor the number of boards, committees, and partnerships involving members of the program.

Means of Assessment: Evaluate the quality of the contributions made by participants.

Assessment Results: Partnership opportunities continue to expand and existing relationships have been enhanced with full-time faculty member named to new area Boards.

Use of Results: This objective is complete. The assessment results indicate that our program and faculty are growing in stature both locally and nationally.
By September 2007, overall course offerings in the Early Childhood program will increase by 5%.

Monitor course offerings, enrollment figures, and trends. Assessment data indicate that course enrollment patterns will deliver the 5% increase by the target date.

By January 2007, develop at least one new cohort, with a minimum of 15 students, in the NorthWest sector of Hillsborough county.

Monitor enrollment figures for courses offered through the Northwest facility. Outcome has been deferred until facility opens in 2006.

By May 2007, the summer "Teacher's College" will enroll a minimum of 15 students.

Monitor enrollment figures for the Teacher's College. Assessment data not yet available. Faculty are researching course requirements for educators through the Hillsborough County school district.

Use of Results: This objective is being pursued with target dates occurring primarily in 2007. However, overall enrollment continues to grow indicating that demand, and the visibility of the program are on the rise.

---

**Objective:** Foster increased participation in the college-wide Electronics Engineering Advisory committee

**Status:** Accomplished

**Expected Outcomes**
Increase membership participation in meetings by 3% by target date

**Means of Assessment**
Electronics Engineering Committee meeting sign in sheets approved for 0607 year with meeting already scheduled for 10/20/06

**Assessment Results**
Electronics Engineering advisory committee

**Use of Results**
Objective accomplished under the direction of the new Electronics Engineering faculty member

---

**Objective:** Increase student enrollment in programs

**Status:** Accomplished

**Expected Outcomes**
College enrollment in this program will increase by 3% by target date

**Means of Assessment**
State Database Report AA-1A Verification Report on enrollments and completers

**Assessment Results**
Baseline student counts start with Fall 2005. Fall 05 student count in EET, CET, EST courses equaled 144. Fall 06 student count in EET, CET, EST courses equaled 154. Positive enrollment increased realized for Fall 06. This is a 9% increase.

**Use of Results**
*Baseline data obtained for enrollment process: Fall 2005 = 144 students. Fall 06 enrollment is 154 (A 9% increase from previous year). Future enrollment increase determinations will be determined from this count. Fall 2004 data couldn't be used to establish a previous baseline due to lack of full-time instructor and reduction of course offerings.*
Objective
Due to increased need of first responders post 9/11 and the expansion of local EMS providers there has been a large increased demand for EMT and paramedic training. This increased need requires additional resources.

Status
In progress

Expected Outcomes
By 7/1/05 - increase full time faculty by one to allow the program to increase the number sections per year.

Means of Assessment
Increase EMT sections by 1 per semester and paramedic by 2

Assessment Results
Addition of faculty has not been approved to date

Use of Results
This objective has not been met to date

Objective
EMS graduates will meet or exceed the state pass rate for the Florida certification exam.

Status
Partially accomplished

Expected Outcomes
Greater than 80% of our graduates achieve a passing score on the State certification exam.

Means of Assessment
The state certification exam is administered and developed by the Department of Medical Quality Assurance. MQA provides feedback on our graduate performance.

Assessment Results
While pass rates exceed national levels, they are below the desired outcomes.

Use of Results
Development of a comprehensive review as part of the Assessment Based Management course has improved student performance on the state exam.

Objective
EMT graduates will demonstrate the ability to comprehend, apply, and evaluate information relative to the role of an entry level EMT provider

Status
In progress

Expected Outcomes
90% of the EMT students will achieve a passing score of 70 on the Comprehensive final written exam.

Means of Assessment
Items for the final exam are based on the most current DOT curriculum and the FL Dept. of Education Curriculum Frameworks and approved by faculty and medical director.

Assessment Results
While results are higher than the national level they are below expectations.

Use of Results
Changes have been made to the EMT program comprehensive final written exam to raise the cut score from 75% to 80%.

Objective
Graduates will demonstrate personal behaviors consistent with professional and employer expectations of an entry level employee
<table>
<thead>
<tr>
<th>Status</th>
<th>Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Outcomes</td>
<td>Evaluations indicate a greater than 90% positive satisfaction rating on graduate personal behaviors.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Employer surveys.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Results from surveys continue to show that our graduates can demonstrate personal and professional behaviors that meet employer expectations</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Continue to monitor.</td>
</tr>
<tr>
<td>Objective</td>
<td>Graduates will demonstrate technical proficiency in all skills necessary to fulfill the role of an entry level EMS Provider.</td>
</tr>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Greater than 99% of graduates who attempt the comprehensive final practical exam pass with an 80% or better and no critical errors.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Scenarios are developed by the faculty and approved by the medical director. All practical exams are videotaped for review.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Practical evaluations indicate that our graduates can demonstrate technical abilities that are needed to fulfill their role.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Continue to monitor.</td>
</tr>
<tr>
<td>Objective</td>
<td>Graduates will rate program satisfaction with a &gt; 90% satisfaction rating.</td>
</tr>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Greater than 90% of graduate surveys returned indicate that students are satisfied with their instruction.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Graduate surveys are mailed out approximately 6 months after program completion.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Surveys indicate that students are satisfied with instruction received as part of the program.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>While surveys indicate overall satisfaction the faculty and staff are trying to develop additional methods of instruction delivery that would increase satisfaction.</td>
</tr>
<tr>
<td>Objective</td>
<td>Increase EMT pass rate on the national certification exam for Airway and Airway Management.</td>
</tr>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>HCC EMS Programs EMT students will exceed the national average pass rate for the Airway section.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Results indicate that our EMT students show slight improvement on airway and airway management.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Faculty and staff continue to work towards improvement of comprehension and understanding in the area of airway and airway management for EMTs.</td>
</tr>
</tbody>
</table>
Objective
Increase joint use facilities with the state universities to allow upper level students to take their program classes on our campuses

Status
Deferred

Expected Outcomes
Enrollment in state university system (SUS) classes taught at HCC campuses

Means of Assessment
SUS report on successful enrollment

Assessment Results
New FT Electronics Engineering instructor will be tapped with determining the success of this objective. Instructor will continue this objective to secure transition for his students.

Use of Results
* New full-time instructor of Electronics Engineering will be hired as of January 2006. So, all articulations and joint use decisions have been postponed until after the new instructor assumes his position.

Objective
Review the state of Florida Common Prerequisite Manual and revise program and course requirements, if necessary

Status
Accomplished

Expected Outcomes
College programs must be revised to meet state requirements according to the Common Prerequisite Manual

Means of Assessment
Approval by the College's BOT

Assessment Results
Program review was accomplished and course/program changes were approved by the Cluster in November 2005.

Use of Results
* Review of pre-requisites for transfer by CC graduates to SUS program in "General Engineering" was completed.
* Change has been requested to eliminate the COP 2210, PASCAL Language, and replace it with MAC 2313.
* Cluster 12 is reviewing

Objective
1. Prepare a plan for the improvement of the EST laboratory.

Status
In progress

Expected Outcomes
2. A request for state funding to fund these improvements will be submitted to the College Cabinet for approval.

Means of Assessment
2. The request will be submitted to the College Cabinet by August 1, 2005.

Assessment Results
See above.
1. A plan describing the equipment and improvements needed to upgrade the EST lab will be developed. A plan will be submitted to the Plant City Campus President by July 1, 2005. A plan has not yet been completed. The submission of this plan will be delayed until the return of the lead faculty person who is currently on leave.

**Use of Results**
The key faculty person required for the development of this plan has been on leave for the past academic year. This plan will be completed upon her return.

**Objective**
2. Implement new courses in GIS that will support a new certificate in GIS or will expand the program electives in GIS for the EST program.

**Status**
Accomplished

**Expected Outcomes**
1. Three new courses in GIS will be approved and scheduled for Fall Term 2005
2. If required, state frameworks will be developed and submitted to the Florida Dept. of Education for approval.

**Means of Assessment**
1. BOT approval will be obtained and the HCC credit course schedule will include these new courses.
2. Copies of the request for approval packet and a letter of transmittal to the Dept. of Education will be provided.

**Assessment Results**
The new courses have been approved and scheduled.

**Use of Results**
The courses developed are being used to expand the GIS course offerings of the program and will allow the examination of developing a certificate or program option in GIS.

---

**Objective**
1. Implement new certificate programs in Pest Control Management and Irrigation Technology.

**Status**
Accomplished

**Expected Outcomes**
Certificate programs in Pest Control Management and Irrigation Technology will be approved and classes scheduled for Fall Term 2005.

**Means of Assessment**
BOT approval will be obtained and the HCC credit course schedule will include these new courses.

**Assessment Results**
These programs have been developed, approved and implemented.

**Use of Results**
These courses will expand the program options in the Landscape and Horticulture program.

---

**Objective**
2. Implement new certificate programs in Landscape and Horticulture (LH) Professional, LH Specialist, and LH Technician which are compatible with new Dept. of Education frameworks and the Florida Nursery Growers and Landscape Association Certification.
Status  | Accomplished
---|---

**Expected Outcomes**  | **Means of Assessment**  | **Assessment Results**
Certificate programs in LH Professional, LH Specialist, and LH Technician will be approved and the HCC credit course schedule will include the new and classes scheduled for Spring Term 2006.  | BOT approval will be obtained and the HCC credit course courses for these certificates.  | Approvals have been obtained and course have been offered starting Spring Term 2006.

**Use of Results**
These courses will expand the program options in the Landscape and Horticulture program.

---

**Objective**
Direct the preparation and submission of HCC Equity Plans/Reports and set goals

**Status**  | Accomplished
---|---

**Expected Outcomes**  | **Means of Assessment**  | **Assessment Results**
Completion and submission of the Annual Equity Report to FDOE by 06/30/2006.  | Feedback from FDOE.  | Submitted report to FDOE timely and presented summary of the contents of the report at HCC Bd of Trustees meeting (July 2006).

**Use of Results**
Utilize FDOE feedback to explore and build new strategies for improving workforce diversity.

---

**Objective**
Recommend HCC programs on Equity and Diversity to create and maintain an equitable distribution of all faculty, staff, and students.

**Status**  | In progress
---|---

**Expected Outcomes**  | **Means of Assessment**  | **Assessment Results**
1. Increased diversity in HCC faculty, staff, and students.  | Review and monitor HR and EO reports that track diversity in recruiting, hiring, and enrollment.  | Prepared faculty/staff stats comparing HCC to Hillsborough County census stats; met and discussed this info with Cabinet. EO and HR staff collaborated on expanding advertisement of position vacancies to more diverse publications.

2. Increased college-wide participation (i.e., attendance) in diversity and equity trainings and programs.  | Attendance count and evaluation forms for any training or program presented.  | Updated sexual harassment software (tracking built into software).

**Use of Results**
Need to continue to pursue this objective: Review/discussion of this information resulted in recognition of the need to brainstorm strategies to continue to increase diversity in HCC faculty, staff, and students.

---

Friday, August 24, 2007
**Objective**

Increase the understanding, educational staff involvement, and quality of strategic input into the Educational Plant Survey process by assimilating verified maintenance data and using data based educational planning.

**Status**

Accomplished

**Expected Outcomes**

100% of all academic deans at each College Campus have submitted programmatic inputs for Facility new construction, remodeling, renovation needs for the Educational Plant Survey process.

**Means of Assessment**

Review and validation of formal input submissions

**Assessment Results**

Input incorporated into the five year Educational Plant Survey. Survey submitted to State Division of Community Colleges for validation in May 2005.

**Use of Results**

The Colleges' Survey is the primary document used to request capital funds from the State via the annual update of the Capital Improvement Plan that is submitted to the Office of Community Colleges.

---

**Objective**

Decrease the volume of Auditors’ findings by 50% for the processing of the Return of Title IV Program.

**Status**

Accomplished

**Expected Outcomes**

2. Process the Official Withdrawals within the 30 days from the last day of classes and forward the appropriate funds to the USDOE or SALLIE MAE.

1. Process the Return of Title IV Calculations and forward the appropriate funds to the USDOE or SALLIE MAE within 30 days from the last date of classes for the Unofficial Withdrawal that are known by the Financial Aid Office.

**Means of Assessment**

2. Lower or no Audit findings for the Official Withdrawals Return of Title IV Calculations and Notifications.

1. Lower or no Audit findings for the Unofficial Withdrawal for the Return of Title IV Calculations and Notifications.

**Assessment Results**

Accomplished. The college lowered the Official Return of Title IV Funds Audit findings from 7 in 03/04 to 4 in 04/05.

Accomplished. The 2005-2006 audit results are not complete. However, the college did not receive any audit findings for the Unofficial Return of Title IV Funds program in 04/05 whereas the had 11 audit findings in 03/04.

**Use of Results**

The audit results will identify the Return of Title IV program adjustments needed. Once the audit results are submitted, at that point it will be decided if this objective needs further action.
### Objective

**Improve and increase communications to students regarding Financial Aid Application processes and the availability of financial aid resources.**

**Status**

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Plan for a college wide financial aid seminar to be held in June or July 2005.</td>
<td>2. A Financial Aid Seminar planning committee will be established and evaluations will be completed to determine the success of the event.</td>
<td>At the college wide Open House, the Financial Aid Office participated and presented information on how to apply for financial aid to students and parents. This objective will continue into 2006 through the college’s participation in College Goal Sunday.</td>
</tr>
<tr>
<td>1. Once the student E-Mail (Campus Cruiser) is purchased, District Financial Aid Office will utilize the system to notify students to apply early for financial aid, financial aid file status, awarding and disbursement dates.</td>
<td>1. District FAO will request reports that will identify the success of students receiving financial aid information electronically.</td>
<td>The Campus Cruiser product does not provide reports of successful receipt of electric documents. Furthermore, due to technical difficulties, District FAO is unable to utilize Campus Cruiser for sending financial aid status notifications to students.</td>
</tr>
<tr>
<td>3. Modify information provided on the FA Webpage and Web Advisor systems.</td>
<td>3. District Financial Aid Office will request a report that will analyze the volume of students accessing the financial aid screens, forms, and data retrieval.</td>
<td>The college does not have a process in place to track the volume of students accessing the department’s webpage.</td>
</tr>
<tr>
<td>4. Provide updated information for revisions to the college’s publications.</td>
<td>4. District FAO will review the current status and submit modifications of financial aid information for Student Services, Marketing, and Financial Aid publications for students.</td>
<td>Completed.</td>
</tr>
</tbody>
</table>

**Use of Results**

The results will assist with identifying if current criteria requires modifications or if new initiatives are needed. The results should reflect on the increase volume of students receiving financial aid along with the anticipated increase amount of financial aid funds issued.

### Objective

**Increase Financial Aid Awards to students by 3%.**

**Status**

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. By the end of Spring 2006, it is anticipated that an additional 5% of students will receive financial aid awards for enrollment in eligible College Credit Certificate and PSAV programs.

3. Create reports that will identify the volume of students receiving financial aid awards in 04/05 and 05/06.

As the result of the decrease of enrollment, this objective was not obtained. Students receiving the Federal Pell Grant in 2005-2006 decreased by 268 from last year's awards.

1. As the College continues to project enrollment growth, students seeking financial aid awards will increase accordingly.

1. Comparison of the college's 05/06 Enrollment Statistics to the data provided in the 05/06 Annual Financial Aid Report.

The college's total number of students enrolled decreased by 7%. Consequently, the total 2005-2006 financial aid awards issued decreased by 3.44%

2. Request increase of Federal Campus-based funds.

2. Director of Financial Aid will analyze the college's Federal Allocations for 05/06 Campus-based programs to determine if an increase of funds are needed.

Completed. Requested additional Federal Supplemental Educational Grant for 2006-07 academic year for which the college received an increase allocation of $35,000.

Use of Results: The statistical results will confirm that the college is indeed awarding more students financial aid awards. The results will be used to identify staffing and technological needs to address the growth of financial aid services to students.

Objective

1. Enhance the accounts receivable Aging Report to provide meaningful information for management, identify delinquent accounts, and improve collections.

Status: Partially accomplished

Expected Outcomes

An Aging Report will be produced on a monthly basis.

Means of Assessment

A copy of the report will be reviewed by the Financial Services Manager on a monthly basis.

Assessment Results

Continue to work closely with the Financial Aid Dept. in identifying accounts that are to be de-registered for non-payment vs. true accounts receivable.

Increase in percentage of revenue collected on annual basis.

Annual Financial Report; decreased accounts receivable.

The Financial Aid Dept. has implemented controls in the issuance of deferments. This will favorably impact the level of accounts receivable.

Use of Results

Continue to work with the Financial Aid and IT Departments to ensure the accuracy of the accounts receivable balances. Recommend best business practice to reduce accounts receivable.

Objective

2. Create a web page for the Bursar operation to inform students and staff of important information pertaining to payments and other financial / registration matters.
### Status
Accomplished

### Expected Outcomes
A web page for the Bursar Office will be put online and connected with the College's website.

### Means of Assessment
The web page will be accessible via the world wide web.

### Assessment Results
The web page for the Bursar Office has been developed.

### Use of Results
The web site provides pertinent information for students regarding Bursar Office services.

### Objective
3. Enhance the bank reconciliation to provide a more meaningful format for management.

### Status
Accomplished

### Expected Outcomes
A bank reconciliation will be completed on a monthly basis that will provide meaningful information for management.

### Means of Assessment
The reconciliation will be reviewed by the Financial Services Manager, on a monthly basis.

### Assessment Results
The Financial Services Manager for Banking has revised the format for the monthly bank reconciliation.

### Use of Results
The revised format allows for timely and efficient reporting.

### Objective
Transform the current fire safety training programs and facilities into a state-of-the-art Public Safety Training Center to support the first-responder needs of local fire safety organizations

### Status
Partially accomplished

### Expected Outcomes
Graduates of program will achieve a pass rate on licensing exams that exceeds state averages

### Means of Assessment
Monitor student Pass Rates on state licensing exams

### Assessment Results
Data is available at the College level and we are working with the State to acquire State-level data.

Curriculum will address State licensing requirements for public safety personnel

### Means of Assessment
Annually review implementation and delivery of curriculum to ensure compliance with state and federal guidelines

### Assessment Results
Annual review indicates compliance with State mandated training guidelines

A new (or reconstructed) facility will be in place by August 2007

### Means of Assessment
Establishment of the new facility.

### Assessment Results
HCC has purchased land and building for the purpose of establishing a new facility.
Facilities and curriculum will incorporate federal domestic preparedness guidelines.

Annually review implementation and delivery of associated learning objectives/outcomes to ensure compliance with federal curriculum guidelines.

Data not available at this time

Use of Results

Results will impact decision-making in the areas of budget allocations, staffing, and curriculum. This is a priority for the Fire Science program. The objective will be pursued.

Objective

Analyze and interpret pending/implemented federal and state policy.

Status

In progress

Expected Outcomes

Issuance of reports/updates to the President, President's Cabinet, and other HCC staff regarding legislation/policies under discussion or review by governing entities.

Means of Assessment

Post-2005 Legislative Report presented to President, President's Cabinet, and Board of Trustees. Distributed materials from monthly FACC Council of Presidents to President and President's Cabinet. Transmitted email alerts, reports, updates on issues.

Assessment Results

HCC remains well informed and timely informed regarding legislation, regulations, and policies that impact the College.

Use of Results

Will continue to pursue the objective and make adjustments if necessary.

Objective

Build/increase working relationships with local, state, and federal education community leaders in order to advance HCC’s visibility as a premier educational institution.

Status

In progress

Expected Outcomes

Meetings with/work with Hillsborough County elected and appointed leadership

Means of Assessment

Tracking number of meetings/networking events and subject matter discussed.

Assessment Results

Coordinated the hosting of Hillsborough Legislative Delegation Public Hearing. Met with all members of Hillsborough Legislative Delegation in Tallahassee to discuss HCC legislative priorities.

Use of Results

Improved access and working relations with elected and appointed leaders. Met additional FACC governance and policy makers. Will continue to pursue this objective expanding it to include regional elected and appointed leaders.
Objective: Develops college-wide legislative agenda including advocacy at the local, state and federal levels.

Status: In progress

Expected Outcomes
- Increase in HCC's budget allocation from FL Legislature.
- Increased HCC presence in legislative and other policy-making arenas.

Means of Assessment
- Review of budget/appropriations documents reflecting completed legislative action on budget items.
- Review/monitor HCC participation in various policy-making arenas at the local, state, federal, and community level.

Assessment Results
- HCC received a funding increase of $5.4 million during the 2006 FL legislative session.
- HCC Brandon Campus was selected as the site for the 2006 Hillsborough Legislative Delegation Public Hearing in January 2006.
- HCC Dale Mabry campus selected as the site of a FL Senate meeting "Seniors in FL" on aging issues in September 2006.

Use of Results: Will continue to pursue this objective in order to keep a strong and positive HCC image, and to keep funding support flowing to the College.

Objective: 1. Increase private donations

Status: Partially accomplished

Expected Outcomes
- Develop donor recognition system and naming opportunities by 6/30/06
- Record gifts in Blackbaud and utilize reports to view trends and identify prospects to upgrade gifts
- Increase in-kind donations (record with financial statements)
- Increase donations by 10% from prior year by 6/30/05
- Increase the number of prospects identified by Directors and Cabinet

Means of Assessment
- Board of Trustees meeting minutes.
- Blackbaud reports
- Financial statements
- Year-end financial statement
- Mailing and invitations, donor gift reports

Assessment Results
- Completed for PC Campaign; in progress for District
- in progress
- unable to determine, many non-cash donations do not have accurate market value
- FY '03-04 $367K to FY 04-05 $643K = 75% increase; FY 05-06 = $1.37M = 100% increase
- unable to determine
Select a campaign steering committee for South County

Meeting minutes

In progress

Increase the number of donors to Internal and External/December campaigns

Donor gift reports

03-04 451 to 04-05 431 = 4% decrease, however total gift amount and average gift size increased.

Select a campaign steering committee for Plant City

Meeting minutes

Established

Use of Results

Successful fundraising outcomes will assist us to set higher goals for future (particularly donations and events). Less successful outcomes will create opportunity to revisit strategies for effectiveness and perhaps, find new ways to achieve success.

Objective

2. Continue and enhance fundraising events

Status

Partially accomplished

Expected Outcomes

Means of Assessment

Assessment Results

Publicize and promote events in local media

Media coverage, ticket sales and attendance

Utilized e-vites to both events; and news releases to major media outlets(print and radio) in community.

Enhance the image of HCC

Media coverage

Coverage for HCC events included in SPT, Trib, TBBJ, La Gaceta, Sentinel Bulleitn, Cultural Affairs, TB Metro Mag and other social and business publications.

Increase proceeds by 20% for Presidential Showcase from prior year (FY 03-04 = $77K)

April and May financial statements

FY ’04-05 proceeds of $105K = 36% increase; FY 05-06 = $74,000 = 30% decrease (Sunday evening not as well attended).

Utilize fundraising events to introduce HCC administrators and staff and students

Attendance reports, media coverage

Good attendance at Golf Classic and Presidential Showcase; excellent media coverage for both events. Many were able to learn more about HCC programs and meet HCC staff.

Introduce new Golf Classic by November 2004 to raise $15K.

November and December financial statements

FY 05 Raised $18K in proceeds; FY 06 raised $22K or 22% increase from prior year.

Use of Results

Successful events will help create friends for HCC, enhance the institution's image in the community and raise unrestricted funds. Selecting the appropriate place and date are important for continued growth.

Objective

3. Plan for capital campaign

Status

In progress

Expected Outcomes

Means of Assessment

Assessment Results
Enhance HCC image in community

Engage more alumni in HCC activities and Foundation events

Develop list of college priorities for programs, equipment and other items needing funding

Use of Results

Objective

Use of Results

Objective

Status

Expected Outcomes

Means of Assessment

Assessment Results

Expected Outcomes

Means of Assessment

Assessment Results

Expected Outcomes

Means of Assessment

Assessment Results

Expected Outcomes

Means of Assessment

Assessment Results

Expected Outcomes

Means of Assessment

Assessment Results

As the Foundation raises more private funds and increases scholarship awards and college support more individuals, corporations and foundations will learn about its activities and outcomes. The enhanced image as a successful fundraising organization will encourage other prospects to give and donors to give more.
Increase gifts and sponsorships from Directors and their companies Year-end financial statements Unable to determine as individuals and corporations are participating as donors, sponsors and in-kind contributors.

Involves Directors in Board Committees Committee minutes, each director assigned to one or more of 4 committees. Scholarship and Development committees met twice during past 3 years; Finance met 3, 2 and 3 times respectively and the Nominating Committee met 3, 4 and 3 times, respectively.

Establish quorum and improve attendance at BOD and Ex Committee meetings Meeting Minutes and By-laws FY 03-04 avg attendance = 13/22; FY 04-05 avg attendance = 12/23. Modified by-laws quorum requirement from 50%+ to 33%+; FY 06 avg att = 11/23.

Identify more prospects from Directors Lists submitted for mailings, appeals and events Unable to determine.

Use of Results
As new community volunteers join the Foundation Board, the Nominating Committee and Foundation leadership orient them to their role and expected participation. Each year the Directors are more engaged and involved and create a more active Board that attracts and solicits other enthusiastic community leaders to join them and their successful fundraising efforts.

Objective
6. Increase private support provided through the HCC Foundation, to award additional scholarship dollars to students, build endowment and fund faculty and institutional projects (HCC Board of Trustees Goal).

Status Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase amount of Foundation scholarships awarded to students</td>
<td>Annual Report</td>
<td>03-04 $95K to 04-05 $99K = 4% increase; FY 06 $247K = 150% increase</td>
</tr>
<tr>
<td>Build Endowed Funds for scholarships and college support</td>
<td>Year-End Financial Statement</td>
<td>03-04 $1.1M to 04-05 $1.3M = 18% increase; FY 06 $1.6 = 23% increase</td>
</tr>
<tr>
<td>Increase support for college projects and institutional priorities</td>
<td>Annual Report</td>
<td>03-04 $239K to 04-05 $253K = 6% increase; FY 05-06 $539K = 113% increase.</td>
</tr>
<tr>
<td>Increase revenues by 10% over prior year</td>
<td>Year-end Financial Statement</td>
<td>FY 03-04 $1.125M to FY 04-05 $1.814M = 61% increase; FY 06 $2.4M = 33% increase.</td>
</tr>
</tbody>
</table>

Use of Results
Annually the Foundation needs to be more successful raising private funds to award more scholarships and increase college support. Continually, we will strive to assess our outcomes and strategies to insure the most effective and efficient means are utilized to maximize results.

Friday, August 24, 2007 Page 71 of 126
<table>
<thead>
<tr>
<th>Objective</th>
<th>Address the needs of Faculty, staff and local professional development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Support participation in professional organizations.</td>
<td>Number of faculty able to go to professional meetings or host professional meeting on campus.</td>
</tr>
<tr>
<td>Increase the use of the facilities for continuing education.</td>
<td>Number of programs provided each year that helps the faculty, staff and local communities of interest.</td>
</tr>
</tbody>
</table>

| Use of Results | Increased the number of programs from the two last year to five this year. Hope to have a total of ten next year. Any faculty who requested travel was given it either through FSPD or Department funds. Will continue to do the same as long as money is available. |

<table>
<thead>
<tr>
<th>Objective</th>
<th>Address the needs of students and the local community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Convert classrooms to smart classrooms to facilitate use of technology.</td>
<td>12 classrooms converted with two years.</td>
</tr>
<tr>
<td>When fiscally sound, support new initiatives for the local community that include innovative methods for student and public interaction.</td>
<td>Number of new and innovative programs developed.</td>
</tr>
</tbody>
</table>

| Use of Results | Have researched three new programs: Dental management, Tennis Instructor, and Dosimetry. At this point, one is fiscally possible - Dental Management. Accomplished - Converted 12 classrooms. Continued up grade with 7 ELMO document cameras for use by faculty. |

<table>
<thead>
<tr>
<th>Objective</th>
<th>Maintain national accreditation standards for all applicable programs in the division.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
</tbody>
</table>

Friday, August 24, 2007
Encourage strategies to increase graduate credentialing scores to achieve 100% of the unit plans that cite credentialling scores.

Assess that all credentialing scores achieve the various unit plan criteria.

HESI testing instituted in Nursing program and other health programs used variety of method such as on campus reviews and in class reviews.

Ensure all self studies and site visits are successful.

All programs evaluated will achieve full accreditation.

Site visits for Opticianry, Dental Hygiene, National EMT/Paramedic, Nuclear Medicine and State EMT/Paramedic. Developed checklist for accreditation site visits to help ensure smooth process. All received full accreditation with commendations

Use of Results

All programs who had site visits this year have passed with commendations. Will continue to use developed checklist to ensure continued success. HESI testing in nursing as well as curriculum changes increase the pass rate dramatically. Other programs are still doing well and improving.

Objective

Manage human, fiscal and physical resources for the whole division.

Status

Accomplished

Expected Outcomes

Encourage outside resources for division initiatives.

Recruit and retain faculty.

Keep the division within budget for the fiscal year.

Means of Assessment

Number of grants or funding initiatives successfully obtained

Number of vacancies and success in filling vacancies.

Assessing budget spending for each term.

Assessment Results

Successful grant for nursing program for almost $250,000. Have continuation of grant for 2006-07.


At midterm assessment, most program are within personnel budget and all within operational budget.

Use of Results

Division is with in budget, will continue to monitor - looks good for next year. Division is fully staffed with faculty. Added director of dental clinic, dental clinic coordinator and grant funded nursing faculty for 2006-07. Successful in grant for nursing program 2005 - will continue to look for funding opportunities.

Objective

Develop student helpdesk and consolidate student and staff helpdesks

Status

Accomplished

Expected Outcomes

Consolidate staff and student helpdesk staff

Means of Assessment

complete consolidation

Assessment Results

consolidation completed 7/05
Train students in use of the software and customer service complete training and monitor staff performance student employees trained 8/05

Establish the student helpdesk Configure Footprints helpdesk software for student use configured and in use

Hire adequate student staff to provide 6 days and 14 hrs/day service creation of position descriptions and hiring documents students hired and hours expanded 8/05

**Use of Results**

All results will be used to continually improve the quality of services offered and delivered by the helpdesk. Changes will be made as deemed necessary.

---

**Objective**

To enhance the transfer process so that Honors students transfer by a 10% increase to college/universities outside Hillsborough County

**Status**

In progress

**Expected Outcomes** | **Means of Assessment** | **Assessment Results**
--- | --- | ---
Student focus groups | design university road trip evaluations for students (spring 2005; administer fall 2005 and each fall thereafter) | New Enrollment Development Coordinator has developed a clearly defined informational packet for the students attending the tour. The trip will be conducted fall 2006 to the University of West Florida.

Student focus groups | design university road trip evaluations for students (spring 2005; administer fall 2005 and each fall thereafter) | When the past Enrollment Development Coordinator (separated) failed to develop an adequate university evaluation, the director took over the project and traveled with the students on the University Tour to Florida Atlantic University.

Students will transfer into universities more smoothly, and students will be more timely in the transfer process | utilize alumni survey for questions pertaining to transfer | Alumni contact information is continuing to be updated. Corrected alumni survey will be conducted spring 2007.

Students will transfer into universities more smoothly, and students will be more timely in the transfer process. | design exit survey for Honors students (fall 2005; administer survey spring 2006) | Director has asked for input from the Honors ambassadors, alumni, and sociology professor and her class. Spring 2006; the survey sampling was inadequate.

**Use of Results**

Beginning in the fall 2005, the results of the assessment suggest that we have made the necessary improvements by addressing these strategies. We will continue to address the strategies through spring 2007.
### Objective
To promote student-faculty interaction for academic growth for the students and professional development for the faculty with a 75% faculty participation.

### Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student focus groups and evaluations will be analyzed to determine an increase in the students' and professors' perceptions of their academic and professional growth.</td>
<td>Re-format CCSSE Survey (administer spring 2005)</td>
<td>The re-formatted CCSSE Survey administered spring 2005 was extremely positive. Responses were well above average.</td>
</tr>
<tr>
<td>Student focus groups and evaluations will be analyzed to determine an increase in the students' and professors' perceptions of their academic and professional growth.</td>
<td>Implementing evaluations and recommendations for the Teaching in Honors Workshop</td>
<td>Teaching in Honors Workshop faculty participation increased by 25%; we had a 75% faculty participation in the workshop.</td>
</tr>
<tr>
<td>Student focus groups and evaluations will be analyzed to determine an increase in the students' and professors' perceptions of their academic and professional growth.</td>
<td>Design student/faculty evaluation for colloquium (spring 2005; administer fall 2005)</td>
<td>The novel's subject matter reflected no general consensus in the colloquium's evaluation. Nevertheless, faculty participation nearly tripled.</td>
</tr>
</tbody>
</table>

### Use of Results
We have addressed and completed all strategies; one of the strategies will continue to be addressed through spring 2007.

### Objective
Improve the productivity of the advisory board for the Hospitality program

### Status
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of participants to the Hospitality advisory board.</td>
<td>Hospitality Management advisory committee meeting agendas and participant sign-in sheets</td>
<td>Two new members were added to the advisory committee and attended the October 2005 meeting. More industry professionals became members for the 0607 year.</td>
</tr>
</tbody>
</table>
Use of Results
* Two (2) new advisory committee members were added to the membership as a result of community interaction with the local hotels (Hyatt & Hilton)
* Internships with these two hotels via our committee members were discussed for immediate action

Objective
Increase enrollment in the hospitality courses taught

Status
Accomplished

Expected Outcomes
Increase student enrollment in hospitality management courses by 3% by target date

Means of Assessment
College's FTE reports

Assessment Results
Enrollment has increased dramatically from Fall 04 to Fall 05 with realized results of 290 to 372 respectfully. Capturing a 7% enrollment increase.

Use of Results
* With the hiring of the second FT Hospitality Instructor, the enrollment in the program has increased dramatically.
* Alternate delivery methods for HFT classes have been discussed for implementation in 2006/07

Objective
Revise degree and courses from the state curriculum frameworks for the Hospitality Management program, if needed

Status
Accomplished

Expected Outcomes
College programs must be revised to meet the outcomes mandated by the state of Florida's curriculum frameworks for vocational programs

Means of Assessment
Approval by the College's Board of Trustees

Assessment Results
Course prerequisite changes were approved by the College BOT in April 2005

Use of Results
* State curriculum frameworks reviewed by Dean and Program Manager
* Determination made to secure funding to purchase required POS/PMS computerized hospitality system
* Perkins Federal Grant monies used to purchase POS/PMS system in June 2006
* System installed in August 2005 for use with 2005/06 classes

Objective
Complete and publish HR Rules and administrative procedures.

Status
Partially accomplished

Expected Outcomes
Rules/procedures are completed and published by June 30, 2005.

Means of Assessment
Rules/procedures are in Public Folders.

Assessment Results
All Rules are in Public Folders; not Procedures

Use of Results
We will complete the procedures by November 2006 and post them in Public Folders and with a link on the HR Website
**Objective**
Develop and implement an Employee Recognition Program incorporating Service Awards.

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>improved morale</td>
<td>survey</td>
<td>Survey will be accomplished in November 2006.</td>
</tr>
<tr>
<td>Positive feedback</td>
<td>survey</td>
<td>Employee Recognition Program has been implemented for in 2006; slated for completion on October 6, 2006, All college Day.</td>
</tr>
</tbody>
</table>

**Use of Results**
We will need to conduct a survey in November 2006.

**Objective**
In preparation for SACS re-accreditation and for general administrative efficiency, insure the personnel files are up-to-date and in proper order for viewing by the SACS team.

**Status**
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>All documents committed to personnel records will be filed by close of business the next business day except for mass projects and employee pay change notices will be done by the close of business the 3rd business day.</td>
<td>Standard met.</td>
<td>Standard met.</td>
</tr>
</tbody>
</table>

**Use of Results**
We need to continue pursuit of the objective to maintain for the following years.

**Objective**
With the assistance of Mercer Consulting, develop merit pay program for Administrators.

**Status**
Aborted

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of Administrators with results</td>
<td>survey</td>
<td>In discussion with the Cabinet and the President, it was decided not to pursue this objective.</td>
</tr>
<tr>
<td>Improved morale</td>
<td>survey</td>
<td>In discussion with the Cabinet and the President, it was decided not to pursue this objective.</td>
</tr>
</tbody>
</table>

**Use of Results**
We will need to change the objective to training Administrators on proper appraisal methods.
| Objective | Promote HCC as a Single College District  
| Board Strategic Interest/All College Day |
| Status | In progress |
| Expected Outcomes | Means of Assessment | Assessment Results |
| Over 75% satisfaction by the presenters with the presentation process and their workshop(s). | The means of assessment for this outcome will be a comment sheet given to each presenter that will ask questions concerning presenter assessment of components of All College Day relevant to their participation. | The abbreviated version of the day also make this outcome difficult to assess. Verbal and e-mail feedback from some presenters were positive. Not enough feedback to make clear assessment. |
| Over 50% satisfaction by attendees with the events and workshops for All College Day, October 2005. | The means of assessment for this outcome will be the evaluations from attendees and the All College Day Committee Critique. | There was an abbreviated All College Day program due to the threat of Hurricane Wilma. A small amount of evaluations were received. Written comments sent via e-mail & in the evaluations received appeared positive. Unable to make a clear assessment. |
| Written comments were accepted by attendees. Comments were not measurable, because of the lack of questionnaires. | The 2005 All College Day Program was unable to be fully evaluated by attendees because of an abbreviated day due to a hurricane threat. | The assessments results were not measurable, although most comments regarding the Day and the Objective of promoting HCC as a single college district were positive. |
| Presenter feedback was going to be measured by over 75% satisfaction with the All College Day Program and Participants. | Written feedback/evaluation instrument was not used by presenters because one was not developed. | Inconclusive results because of weather and acceptable evaluation instruments. |

**Use of Results**

Next year the Advancement Office will attempt to complete the expected outcomes, weather permitting. There is a need to pursue this objective if the college continues with All College Day. A better way to evaluate or assess outcomes will be developed and sent to attendees and presenters. The time frame to do accomplish this will be extended.

| Objective | To develop an initiative that will increase the number of volunteers working with the College on Advancement Programs |
| Status | In progress |
| Expected Outcomes | Means of Assessment | Assessment Results |

Friday, August 24, 2007
More volunteers participated in the graduation ceremony, All College Day, and the Baseball League Exhibit than last. The office has names, however, the list was not formalized. The group includes both in-house and community volunteers.

A pool of volunteers will be developed from alumni, retirees, college staff, faculty, and the community to assist with college programs and activities needing volunteer assistance. The goal will be to have a list of 100 - 150 people to select from.

The evaluation will be development of the list and in what areas volunteers wish to be used in.

A larger pool of volunteers was developed this year to assist with All College Day, Graduation, and the yearly Art Exhibit done in consort with the Tampa Bay Black Heritage Committee. This list needs to be formalized and expanded.

Use of Results

There is still a need to continue to pursue this objective as long as the Advancement Office is involved in college/community projects. The completed list will prove helpful in planning programs, additional resources and manpower and in promotion of HCC to the community and for in-house programs.

Objective

To develop partnerships with community groups to advance College goals

Status

In progress

Expected Outcomes

Increase the number of community groups involved with the college through the Advancement Office. A total of three would be the goal.

Means of Assessment

Adding three groups within the next year.

Assessment Results

There is an indication that another group will partner with us in the production of the 07 Blues Exhibit. Details will need to be worked out.

The Tampa Bay Black Heritage Committee has been brought on as a partner in the production of a yearly exhibit designed for community awareness.

Use of Results

There is a need to continue the pursuit of the objective. Once this objective is completed, the Advancement Office will use the partnerships to involve community organizations in relevant ways with the institution. The strategies for doing so are outlined above.

The group to assist with the Blues Exhibit will be the first community group. Internally, the Advancement Office is partnering with the Dale Mabry SGA to bring this exhibit to the College.

Objective

To Expand the Offerings and Quality of workshops for All College Day 2005.
Status: In progress

Expected Outcomes

All College Day October 2005 will have expanded workshops from the community and inside presenters. A More diverse and expanded database of workshop presenters than in previous years.

Assessment Results

All College Day 2005 resulted in more workshops than in previous years. This year there was a total of 125 workshops scheduled before the weather cancellation, 72 in-house presenters and approximately 46 guest presenters. Total presenters for 05 was 118.

Unfortunately, half the day was cancelled due to the threat of a hurricane. All of the workshops were not held. Sixty-five out of 125 were conducted.

Native American presentations, increased faculty presentations, more travel programs and physical activities added to the diversity of the total program.

Means of Assessment

Assessment Results

Use of Results

The results will be used to improve workshops for the next All College Day as well as to bring in new workshops that would enhance the program. As long as there is an All College Day, the pursuit of the objective should be ongoing.

Objective

To restructure the College’s Alumni Program to meet institutional goals and generate alumni interest, involvement and investment.

Status: In progress

Expected Outcomes

An alumni leadership group has been formed and is meeting monthly to assist with forming a general association group. The leadership group will be asked to participate in the plans for the general association.

The firechief is part of the alumni leadership group. He will be asked to assist with the formation of the fire-science, emt group.

Means of Assessment

Assessment Results

Have a general Alumni Survey Instrument developed by June 2005. The survey will be sent out to 3,000 Alumni in the current data base. Assessment will be from the survey results in the returned information.

The College has participated in a national survey conducted by the Council for Resource Development to determine best practices for 2 year alumni association’s nation wide. This information will be used to survey 3,00 alumni in the current data base.
Over 4,000 alumni were sent an alumni interest post-card. Names were obtained from updated records. The response was average, however, it assisted with e-mail contact addresses to alumni. It is planned to update 3,000 - 5,000 more this fall semester.

Send an Interest letter to a targeted group of Firement/EMT graduates who have expressed interest in forming an HCC Alumni Club. The goal is to target graduate names given to the College by the District Firechiefs. Letter will be sent to the College by the District Firechiefs. Letter will be sent March 2005.

Assessment results will be used to refine the letter of interest that will be developed for these graduates and from surveys that will be developed once interest in an FireScience/EMT Alumni Club is determined.

This portion of the alumni plan has not yet been implemented. The goal is to target graduate names given to the College by the District Firechiefs. Letter will be sent March 2005.

Use of Results: The program will need to be continued to be implemented, however, because of activities being implemented when it is advantageous rather than in the order originally planned, they will be implemented out of the sequence described above.

Objective: Continue to assert HCC leadership in consortia to develop teaching and study abroad opportunities in other countries.

Status: Accomplished

Expected Outcomes: Facilitate eight teaching opportunities abroad for faculty. Achieve participation by 20 students in study abroad programs.

Means of Assessment: Database tracking student and faculty development.

Assessment Results: During summers 2005 and 2006, four and seven faculty, respectively, taught abroad. Since July 2005, a total of 30 students studied abroad on programs earning academic credit; thus exceeding number projected.

Objective: Create Center for International Education to integrate and promote faculty-driven process to internationalize the College.

Status: Partially accomplished

Expected Outcomes: Student evaluations and post-program evaluations performed by faculty and staff identified strengths and weaknesses. These findings are informing the planning process for future programs.

Means of Assessment: Database tracking student and faculty development.

Assessment Results: During summers 2005 and 2006, four and seven faculty, respectively, taught abroad. Since July 2005, a total of 30 students studied abroad on programs earning academic credit; thus exceeding number projected.
Center faculty ensure participation by 25 faculty members in curricular transformation and 25% of full-time faculty in all four campus-based, faculty development workshops.

Center faculty create international education committees on their campuses to improve intra and inter campus communication on international education activities. Center faculty report on committee membership and activities, produce one communication tool (i.e. newsletter), and submit one article per semester for external or college-wide publications.

Faculty associates assigned specialized functions to advance curricular and faculty development priorities of the Center.

Appointment of four faculty associates and one faculty emeritus to the Center. Director and faculty associates set objectives on annual basis. Director evaluates faculty associates' performance based on the objectives.

Each faculty associate represents College to one external, international education organization. Membership, conference attendance.

Use of Results
Faculty will reshape Center concept and determine whether expected outcomes/success criteria are realistic.

Objective
Enhance expertise of faculty to infuse global perspectives into the curriculum and accelerate the internationalization process.

Status
Partially accomplished

Expected Outcomes
Means of Assessment
Assessment Results

Program Review Task Force recommended moving forward with Center concept; however, College leadership did not endorse providing supplemental compensation to faculty associates; therefore, concept requires re-thinking.

Although faculty associates are not yet appointed, five faculty attended CCID Troika Study Abroad Workshop in October 2005; and two will attend in October 2006. Six faculty presented at March 2006 ICEED conference and three at July 2006 COBEC conference.

Friday, August 24, 2007
Offer four faculty development workshops each year on a variety of topics such as globalization, internationalizing curricula and creating language courses for professionals. Database tracking faculty participation. Faculty Workshop Evaluation Surveys administered after each workshop. Workshops have been limited to Faculty In Service and All College Day presentations; Center concept to encourage faculty-driven process is being re-shaped.

Facilitate opportunities for nine faculty members to teach and study overseas. Database tracking faculty participation. Participant questionnaires and focus group interviews. In July 2005, four faculty taught and one studied overseas. During 2005-06 academic year, seven faculty taught and five studied or presented papers in other countries.

Develop opportunities for eight faculty members each year to attend conferences/workshops organized by leading international education organizations. Database tracking faculty participation. Five faculty participated in CCID Troika Study Abroad Workshop in October 2005; six presented at March 2006 ICEED conference and three presented at July 2006 COBEC conference.

Use of Results
US Dept of Education did NOT award Title VIA grant submitted in Fall 2004 and did NOT award Title VIB grant submitted in Fall 2005. High level of faculty interest coupled with Program Review Task Force findings sustain an ongoing conversation about curriculum priorities.

Objective
Expand Spanish language courses to respond to student demand and meet regional workforce needs.

Status
Partially accomplished

Expected Outcomes
Develop three Conversational Spanish for Professions courses; specifically, Healthcare, Business and Law Enforcement.
Develop a faculty-led, Spanish-language study abroad opportunity for students.

Means of Assessment
Courses will be listed in College catalog.
Course will be listed in College catalog.

Assessment Results

Use of Results
Low enrollment in pilot Healthcare Spanish course due to scheduling, financial aid and other factors requires Dean, et al to re-think marketing approach. Exploring alternatives to grant funding for development of Spanish language study abroad.

Objective
Infuse international perspectives into the transfer and workforce program curricula.

Status
In progress

Expected Outcomes

Means of Assessment

Assessment Results
Develop five internationalized, connections (capstone) courses. Courses will carry international or "I" designation in College Catalog. No assessment at this time.

Internationalize 16 core general education courses. Courses will carry international or "I" designation in College catalog. No assessment at this time.

Create two gateway, international courses for Associate in Arts degree track in International Studies. Courses will appear in College catalog. No assessment at this time.

**Use of Results**

U.S. Dept of Education did NOT award Title VIA grant submitted in fall 2004 and did NOT award Title VIB grant submitted in fall 2005; however, two USAID awards (CASS Cycle 2006 and HED 2006-09) do have curricular components.

**Objective**

To sustain the Trustee Initiative series that brings together governing board members from colleges in different nations to promote effective governance, improve access to education, and promote economic development.

**Status**

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Belizean governing board member participation in Trustee Initiative activities by 30% (or 5 new members)</td>
<td>Database tracking governing board member participation.</td>
<td>One new governing board member from Sacred Heart JC contributed to ACCT panel presentation.</td>
</tr>
<tr>
<td>Work with newly established Belize Higher Education Trustee Association to identify BHETA their goals and objectives.</td>
<td>Report and minutes of BHETA</td>
<td>BHETA still in development stages.</td>
</tr>
<tr>
<td>Engage one new external institutional partner in Trustee Initiative activities.</td>
<td>Contributions of expertise and/or resources by external partner.</td>
<td>Two governing board members from newly established Thai community colleges contributed to ACCT panel presentation. Dean from Eastern Iowa CC District contributed to presentation as well.</td>
</tr>
<tr>
<td>Facilitate participation of six U.S. governing board members in Trustee Initiative activities.</td>
<td>Database tracking governing board member participation.</td>
<td>One HCC board member joined four international colleagues to present Trustee Initiative at ACCT conference in September 2005. Fifteen US board members attended the presentation.</td>
</tr>
</tbody>
</table>
Use of Results
Still working with Belizean colleagues to identify a champion among Belizean governing board members to grow BHETA into active organization. In partnership with CEO of ACCT, planning trustee track for CCID conferences; and trustee involvement in Advisory & Educational Council included as part of CCID proposal to administer USDOS/ECA Community College Summit Initiative Program (award notification scheduled for November 1, 2006).

Objective
Foster participation in the College-wide Computer Science advisory committee by the target date

Status
Accomplished

Expected Outcomes
Increase number of advisory committee meetings and participants at the meetings

Means of Assessment
Computer Science advisory committee meeting agendas and participant sign-in sheets

Assessment Results
Committee was reestablished in April -05; met three times; assisting faculty with new program development and internship site

Use of Results
Replicate plan for future needs; No; No, the objective is accomplished

Objective
Meet community needs by reviewing and revising the degree and certificate curriculum, if necessary

Status
Accomplished

Expected Outcomes
New program requirements will be revised by target date contingent on the curriculum review

Means of Assessment
Approval by the College Board of Trustees

Assessment Results
Reviews completed and paperwork submitted through the academic channels Approved at April 06 BOT meeting for 0607 implementation.

Use of Results
Program updates must match state frameworks and outcomes

Objective
Increase information literacy among students and faculty to enhance student success and faculty professional development

Status
Accomplished

Expected Outcomes
Satisfaction surveys will include a question to target satisfaction regarding information literacy, including tutorials and handbooks.

Means of Assessment
The question will be included for the first time during the next administration of the survey and will provide a benchmark to establish goals against.

Assessment Results
For students, campus results indicated a range of 70% to 90% being very satisfied or satisfied with library instruction. Faculty results ranged from 63% to 70%. Additional questions will target tutorials and handbooks in spring 2006.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Increase student access to technological and other library resources to improve academic and student support systems and, subsequently, to enhance student success in these arenas.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction surveys will indicate higher levels of satisfaction with resources and staff support.</td>
<td>Satisfaction surveys.</td>
<td>For students, campus results ranged from 87% to 97% satisfied or very satisfied with staff support. Faculty responses: 94% to 97%. For resources, student responses: 66% to 80%; faculty responses: 67% to 73%. Both reported at least 16% &quot;unknown.&quot;</td>
</tr>
<tr>
<td>Students will have greater access to technological resources.</td>
<td>Additional resources will be purchased.</td>
<td>The resources identified in the plan include long-term requests. 100 new computers were purchased for student use in the libraries.</td>
</tr>
<tr>
<td>Students will have increased success in information literacy.</td>
<td>Pre- and post-tests of information literacy.</td>
<td>In lieu of a formal instrument, the librarians conduct informal surveys and open-ended assessments at the end of instruction sessions. Students consistently indicate increased awareness and understanding of library resources.</td>
</tr>
</tbody>
</table>
Use of Results
The librarians will continue to utilize and refine assessment instruments to capture student and faculty satisfaction data in these areas. The purchase of 100 new computers was a boon and definitely improved student access to technology. An unexpected bonus was the funding of CCLA databases by the state - this freed up college funds for other resources, such as periodicals.

Objective
Market library services to the HCC internal community.

Status
Accomplished

Expected Outcomes
Satisfaction surveys already indicate that users are satisfied with the library. Findings will continue to reflect satisfaction at the same or higher levels.

Means of Assessment
Satisfaction surveys.

Assessment Results
Satisfaction surveys continue to include high levels of satisfaction with the library.

Use of Results
Although considered "accomplished," marketing the library is an ongoing process. The librarians will continue to provide in-service development opportunities, collaborative programs with faculty, information literacy exercises with students, and other learning resources/library services. General education outcome data indicates that students continue to need to be educated about the library, and faculty should continue to be encouraged to utilize this resource.

Objective
Review and revise the library collections specific to the disciplines undergoing program review for each academic year.

Status
Accomplished

Expected Outcomes
Library resources will align with discipline needs, and usage of specific collections will increase by 2%.

Means of Assessment
Collections assessment process.

Assessment Results
Usage of specific collections data are not available; however, overall usage increased by 6%. Collection assessments have proceeded on schedule and materials have been purchased for the disciplines and programs under review.

Use of Results
Usage of collections overall has increased by 6%, and this objective is considered accomplished. The collections assessment process is proceeding according to plan. Although there is no need to continue to pursue this objective as such, the librarians and director of associate in arts will continue to monitor usage and the librarians will continue to provide collection assessments reports.

Objective
Establish a more competitive position for the paralegal program within the local higher education market
## Overall Program Enrollment

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall program enrollment will increase by 2% annually</td>
<td>Monitor overall enrollment statistics on an annual basis</td>
<td>Enrollment statistics indicate that enrollment levels have flattened out over the past year.</td>
</tr>
<tr>
<td>New web-based courses will enroll a minimum of 10 students each semester</td>
<td>Monitor enrollment statistics for each semester</td>
<td>Enrollment statistics indicate an average of 30 students per web class.</td>
</tr>
<tr>
<td>By Fall 2006, a minimum of two new web-based courses will be developed.</td>
<td>Approval by Academic Affairs will determine if these courses will be put into place.</td>
<td>There are four(4) web-based courses now offered in the paralegal program. Two of the courses are required core courses and two are specified electives for the program.</td>
</tr>
</tbody>
</table>

### Use of Results

Assessment results indicate a high demand for web-based courses and, thus these will become part of a regular course rotation sequence. To boost enrollment trends, a new Advanced Technical Certificate program has been implemented.

## Objective 1. To develop a college credit certificate specifically targeted for manufacturing incumbent workers.

### Status

Deferred

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved college credit certificate.</td>
<td>Approval granted by cluster, Academic Review committee, Cabinet, Board of Trustees, and the State.</td>
<td>Program manager is working with FL-ATE and colleges statewide to revise the curriculum for the AS degree, will move forward based on statewide consensus.</td>
</tr>
</tbody>
</table>

### Use of Results

Focus is on the redesign of the degree program, to align statewide. Will re-visit the need for a certificate in the future.

## Objective 2. To increase enrollment of non-CASS students by at least 5% per year.

### Status

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 5% per year increase in enrollment in the Manufacturing Technology courses.</td>
<td>CSAR Report</td>
<td>Enrollment (non-CASS) has increased 450%.</td>
</tr>
</tbody>
</table>

### Use of Results

Recruitment efforts will continue.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Complete Alumni Database</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Verify two years of data transfer from Colleague to Blackbaud</td>
<td>Produce a mailing list and address verification piece</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Mail verification of alumni is on-going in mailings of the publication Inside At HCC. Address will continuously be updated and more data sent for newer graduates.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Enhance the College’s Visibility to key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Improve depth of knowledge and value of the institution</td>
<td>Survey of community to assess value and depth of knowledge</td>
</tr>
<tr>
<td>Use of Results</td>
<td>With a change in emphasis from Imaging and Branding to Recruitment, data received will be reviewed to drive marketing and advertising to the recruitment markets rather than image markets.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Monitor and improve customer service of printed material</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>On a given frequency, satisfaction surveys will be given to internal sources requesting material to benchmark their satisfaction with the final outcome and services offered.</td>
<td>Surveys will be designed to measure customer satisfaction.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>A survey instrument has been used for the past fiscal year ('05-'06). Survey data is being analyzed to improve areas identified for improvement.</td>
</tr>
</tbody>
</table>

| Objective | Create a network operations center (NOC) |

Friday, August 24, 2007
## Status

**Accomplished**

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a physical site for help desk operations, network security and network monitoring tools</td>
<td>Completion of the design and implementation of a network operations center</td>
<td>This has been completed. The site has been established and is up and running.</td>
</tr>
<tr>
<td>Incorporate the existing tools (Cisco Works, IP monitor, MRTG, Multiping, Lightstream) hardware and software into the NOC</td>
<td>Installation of the existing hardware and software into the NOC</td>
<td>All technology is installed and the NOC is functioning at 100%</td>
</tr>
<tr>
<td>Hire additional permanent and students to staff the NOC 6x14</td>
<td>Initially use the funding provided by SGA and the Collegis contract to hire the staff necessary to provide help desk and NOC support six days per week 14 hours per day but ultimately convert to in house funding.</td>
<td>The NOC is fully staffed using SGA funds for salaries. It will be necessary to convert the salaries to college funded in order to maintain consistency and efficiency in operation.</td>
</tr>
</tbody>
</table>

### Use of Results

The results will be used to compare existing need with current effort to ensure the NOC, Help Desk and transitioned staff are operating optimally. Periodically monitoring tools will be looked at and verified for accuracy and correct functionality.

### Objective

**Expand the network monitoring and help desk services to 6 days per week and 12 hrs/day (Mon-Thur) and 8 hrs/day (Fri/Sat)**

### Status

**Partially accomplished**

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand NOC and help desk service hours</td>
<td>hiring and staffing of NOC for the stated hours of operation</td>
<td>services hours expanded and staff hired</td>
</tr>
<tr>
<td>Expand the network monitoring tools and software</td>
<td>complete the NOC and train staff on new software</td>
<td>network monitoring tools selected and put in place.</td>
</tr>
<tr>
<td>Create internship programs with network and A+ programs</td>
<td>15 students/year serve as interns</td>
<td>By using one full time staff member to monitor the helpdesk staff the number of students was reduced to 8. An internship program has not been created yet.</td>
</tr>
</tbody>
</table>

### Use of Results

Reports will be generated on network activities and this data can be used for network forensics.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Facilitate and foster increased participation in the college-wide computer science advisory committee.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Increase number of advisory committee meetings and participants at the meetings</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Computer Science advisory committee meeting agendas and participant sign-in sheets</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Committee was reestablished in April -05; met three times; assisting faculty with new program development and internship site</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Replicate plan for future needs; No; No, the objective is accomplished</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Revise degree and course requirements from the state curriculum frameworks for the Network Services Technology degree and certificates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>College programs will be revised by target date contingent on the outcomes of the review of the state curriculum frameworks</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Approval by the College's Board of Trustees of program revisions</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Program reviews are in the pipeline for requirement revisions. Documentation was submitted through the academic channels and approved by the College's BOT on April 06.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Program requirements must meet future technological needs and training expectations of the community.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>1. Increase the NMT Program national certification examination pass rate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partly accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>NMT Program graduates will exceed the national certification exam pass rate.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Annual Certification Examination Report.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Class of 2005- exceeded the national exam pass rate. Results pending: Awaiting 2006 exam results on several students, and the 2006 Annual Certification Exam Report.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>The results of this assessment will be used to modify the NMT Program curriculum based on exam performance in each of four exam categories. Objective requires ongoing assessment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>2. Increase the NMT Program student retention rate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partly accomplished</td>
</tr>
</tbody>
</table>

Friday, August 24, 2007
NMT Program student retention rate will increase from 85% to 90%. Check against NMT Program student retention rate from previous year.

Progress report: (1.) Class of 2006 began 8/04 with 20 students- all 20 students completed the program (2.) Class of 2007 began 8/05 with 20 students- 19 are currently attending.(3.) Class of 2008 began with 20 students- all 20 are currently attending.

Use of Results
The results of this assessment can be used to monitor the effectiveness of NMT program pre-admission information sessions. This objective should remain on-going.

Objective

Status
In progress

Expected Outcomes
NMT Program post graduate "Program Evaluation Survey" response rate will increase from 25% to 50%

Means of Assessment
Check against previous years "Program Evaluation Survey" response rate.

Assessment Results
2005 results remained below the 50% mark. Results for 2006 pending: Graduate and Employer surveys will be sent out in the near future. Number of responses pending.

Use of Results
The results of this objective assessment will provide valuable feedback to be used to improve the quality of the NMT Program. This objective is an on-going.

Objective
4. Obtain a full-time NMT Program faculty/ Clinical Coordinator position.

Status
Deferred

Expected Outcomes
1. Increase student enrollment by adding new clinical training sites.  
2. Increase student enrollment by adding a one-year certificate program to our existing two-year program.

Means of Assessment
Annual Program Review

Assessment Results
Position not approved for 2005 or 2006 budget year. Pending approval in 2007 budget.

Use of Results
Will continue pursuit of this objective.

Objective
1. Increase the NCLEX-RN pass rate of graduates to 80%
<table>
<thead>
<tr>
<th>Status</th>
<th>Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>NCLEX-RN increase to 80% with the next graduating class</td>
<td>FL Board of Nursing sends results of testing</td>
</tr>
</tbody>
</table>

**Use of Results**
We must analyze the reasons for the improvement in pass rate so that it will continue.

**Objective**
2. Increase completion rate from 85% to 90%

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased completion rate from 85% to 90%</td>
<td>A/R/R</td>
<td>No change as yet</td>
</tr>
</tbody>
</table>

**Use of Results**
Full implementation of the new curriculum should lead to success with this expected outcome.
Changes in student orientation should lead to greater student success.

**Objective**
3. Increase enrollment to 600

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing enrollment will reach 600 by 8/30/05</td>
<td>Data from A/R/R</td>
<td>Not achieved as yet. Appropriation of grant money in 2006 will allow an additional evening/wee-end program that will increase enrollment numbers.</td>
</tr>
</tbody>
</table>

**Use of Results**
Grant monies were used to bring in a class of 30 summer 2006.
Planning for an additionnal admission opportunity each summer will make this objective achievable. Target for implementation is summer 2008.

**Objective**
Increase by 3-5% the retention rate for students in the Office Administration Program

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The student retention rate will increase by a minimum of 3% between academic years 2005-06 and 2006-07</td>
<td>Record of student retention rates will be maintained and monitored as part of the regular Program Review and Evaluation process</td>
<td>Data not yet available. Our last Program Review was 2003-04. We do not have one scheduled on the 5-year cycle until 2008.</td>
</tr>
</tbody>
</table>
**Use of Results**

Results will be used to enhance existing tools and strategies used in recruiting and retaining students. The data will also help us identify the need for new methods of recruitment and retention.

**Objective**

Improve opticianry student clinical site experience.

**Status**

In progress

**Expected Outcomes**

- Students will grade their clinical site experience as an 8 or higher on a scale of 0-10.

**Means of Assessment**

- Student survey at the end of the semester.

**Assessment Results**

- Student surveys at the end of fall and spring semesters indicate an experience of 8 or higher on a scale of 1-10.

**Use of Results**

Students will be surveyed at the end of the fall 2006 semester. The strategy may be revised based on the survey results.

**Objective**

Improve Program and Services at Edison College and Future Remote Sites.

**Status**

Partially accomplished

**Expected Outcomes**

- Hire Full Time Edison Coordinator. Increase Edison Opticianry Clinic Hours for campus-based and internet students. Increase Edison Clinic inventory.

**Means of Assessment**

- Compare to present staffing and clinic services. Survey students at the end of the fall semester.

**Assessment Results**

- Student survey indicates improvement in clinic inventory and services.

**Use of Results**

Clinic Hours and inventory were increased slightly. Students will be surveyed at the end of the fall 2006 semester regarding their clinic experience.

**Objective**

Improve the quality of our on-line streaming video.

**Status**

Accomplished

**Expected Outcomes**

- We will upgrade 50% of course units from streaming video to “Tegrity Sessions” by 12/01/06.

**Means of Assessment**

- Student survey at the end of the fall semester.

**Assessment Results**

- Student survey indicated they prefer the Tegrity sessions.

**Use of Results**

The remaining streaming video session will be changed to tegrity sessions during the next planning period.

**Objective**

Increase B.S. Transfer Options for Opticianry Program Graduates.

**Status**

Partially accomplished

**Expected Outcomes**

- Student survey at the end of the fall semester.

**Means of Assessment**

- Student surveys at the end of fall and spring semesters indicate an experience of 8 or higher on a scale of 1-10.
Students will have a list of institutions accepting opticianry program graduates as transfer students to their B.S. degree. The information will detail number of transfer credits and degree requirements.

Use of Results
We still need to identify additional schools during the next planning period.

Objective
Prepare the students to pass the National Opticianry Competency Examination and the Contact Lens registry Examination

Status
Accomplished

Expected Outcomes
Students will have a pass rate that exceeds the national average by 10%.

Means of Assessment
Compare student pass rate to national average

Assessment Results
National pass rate on the American Board of Opticianry Exam was 57.7%. Pass rate on the National Contact Lens Exam was 56.9%. Initial results of the May 2005 Exams indicate that our pass rate will be between 90-100%.

Use of Results
The Fall 2005 and Spring 2006 results indicated a pass rate of 94%. We will revise the goal to a higher percentage for the next planning cycle.

Objective
Promote Awareness of Opticianry Program Distance Learning Option.

Status
In progress

Expected Outcomes
15% response to awareness mailing.

Means of Assessment
Count response cards returned.

Assessment Results
Target mailing date has been delayed to spring 2007 due to pending apprentice ruling by the Board of Opticianry

Use of Results
We increased awareness though a lecture at the Professional Opticians of Florida's annual conference and the International Vision Expo Conference. A pending change in the Apprenticeship Program may allow us to offer additional courses to Apprentices. Following final approval, we will proceed with the mailing.

Objective
Graduates will demonstrate personal behaviors consistent with professional and employer expectations of an entry level paramedic.

Status
Accomplished

Expected Outcomes

Means of Assessment

Assessment Results
Employer Surveys will rate HCC Employer surveys graduates as a 4 or better on a Lickert scale. Employer surveys show that our graduates continue to demonstrate personal and professional behaviors that meet employer expectations.

**Use of Results**
The program will continue to stress the importance of these behaviors to our students.

**Objective**
Paramedic certificate graduates will meet or exceed the state pass rate for the Florida certification exam.

**Status**
Partially accomplished

**Expected Outcomes**
80% of HCC graduates will achieve a passing score on the FL state certification exam.

**Means of Assessment**
Exam results are provided on a periodic basis.

**Assessment Results**
At this time results show a 70% pass rate on the state exam.

**Use of Results**
A comprehensive review of the curriculum was implemented that allows students to increase comprehension of learning objectives that were taught earlier in the program.

**Objective**
Paramedic graduates will demonstrate technical proficiency in all skills necessary to fulfill the role of an entry level paramedic.

**Status**
Accomplished

**Expected Outcomes**
80% of the students will pass the HCC practical final with no critical errors.

**Means of Assessment**
Scenarios used to evaluate student competencies are developed by faculty and approved by the medical director. All practical exams are videotaped for review.

**Assessment Results**
Greater than 80% of our graduates demonstrate technical proficiency during practical evaluation.

**Use of Results**
We will continue to monitor the results and make changes as needed.

**Objective**
Develop a PSAV Certificate program in Gerontology which will annually produce a minimum of 20 highly skilled workers for the healthcare industry.

**Status**
Partially accomplished

**Expected Outcomes**
On an annual basis, a minimum of 20 students will be certified as skilled gerontology healthcare workers.

**Means of Assessment**
An annual record of student completion rates within the program will be maintained and reviewed by the Program Coordinator.

**Assessment Results**
Data not available at this time. Program to be implemented in Spring 2007.
Use of Results
Assessment data not yet available due to delay in program implementation. However, the curriculum has been approved and an advisory committee assembled. This objective will be pursued.

Objective
Establish a PSAV Certificate Program in Automotive Service and Technology which will annually increase by a minimum of 35 the number of individuals in Hillsborough county who are certified as Automotive Technicians and Mechanics

Status
Partially accomplished

Expected Outcomes
Anually, a minimum of 35 students will be certified as Automotive Service Technicians.

Means of Assessment
An annual record of student completion rates for the program will be maintained and reviewed by the Program Coordinator.

Assessment Results
Not applicable at this time. Program will begin in Spring 2007. However, a new facility to house the program has been purchased.

Use of Results
Assessment data not available due to delay in implementation of program. However, progress has been made in terms of having the curriculum approved and researching various locations to house the program.

Objective
1. Enhance solicitation processes

Status
Accomplished

Expected Outcomes

Means of Assessment
Software is in place, users trained and is being used.

Assessment Results
College has been using new software since May 2006.

Use of Results
Use of software has significantly reduced the time of document preparation and evaluation, as well as the reporting process and the chances for error in all of those processes.

Objective
2. Increase opportunities for W/MBE vendors

Status
In progress

Expected Outcomes
Increase in W/MBE vendors being solicited for projects between $5,000 and $25,000.

Means of Assessment
Count the number of W/MBE vendors being solicited for project between $5,000 and $25,000.

Assessment Results
Centralization of request for quote process in the Purchase Department (with a few exceptions) will make it easier to develop an accurate count of W/MBE vendors solicited.

Use of Results
Staff realized changes in process were required to accurately reflect the work being done in soliciting quotes from W/MBE vendors.
Objective
3. Training of department staff on new software and professional development to keep up with procurement related trends and new developments in procurement

Status
Accomplished

Expected Outcomes
During each year, all staff will attend in-house training, procurement-related training and training to increase their knowledge and skills and apprise them of market trends and cutting edge developments in their areas of responsibilities.

Means of Assessment
All staff has attended training each year.

Assessment Results
All staff have completed training this year.

Use of Results
Staff training is a never ending process in the life of a department. Goals must be established and met every year for the benefit of the Department and the College.

Objective
Conduct Employer and Graduate surveys on an annual basis.

Status
Partially accomplished

Expected Outcomes
Return of 75% of surveys results for analysis.

Means of Assessment
Employer Survey
Graduate Survey

Assessment Results
Employer and Graduate Surveys have been received at the rate of approximately 60%. Will continue to monitor for increased return of 75%.

Use of Results
Surveys are an integral part of the outcome assessment. Will continue to pursue the timely return of completed surveys.

Objective
Conduct evaluations of every program course in the Radiation Therapy Curriculum each semester to assess and revise curriculum changes as needed.

Status
Accomplished

Expected Outcomes
100% of all courses evaluated each year with annual revisions and updates in curriculum.

Means of Assessment
Course evaluation form

Assessment Results
Courses were evaluated for each semester Fall, Spring and Summer. Will continue to evaluate each course each semester.

Use of Results
Course evaluations will be analyzed to make changes as needed in curriculum. Course evaluations will continue as a permanent part of the program yearly assessment.
Objective  Increase Radiation Therapy Program Pass Rate on the ARRT exam to 85% for first time examinees.

Status  Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the Radiation Therapy Program pass rate for first time examinees to 85% by January 2006.</td>
<td>ARRT yearly report of examinations.</td>
<td>86.5% of program graduates for the class of 2005 passed the exam on the first attempt. ARRT yearly report was analyzed to show content areas that need to be reinforced with students. An exam study guide was created to help students prepare for the exam.</td>
</tr>
</tbody>
</table>

Use of Results  ARRT yearly report will continued to be analyzed for areas of the test that students appear weak. Continue with indepth reviews in seminar class and computer practice testing, test taking strategies. Review of pass rates will continue as part of the yearly program assessment. The program will continue to strive to increase pass rates on the first attempt.

Objective  Maintain graduation rate in the Radiation Therapy Program at 90% of those students accepted into the program, producing qualified entry level Radiation Therapists.

Status  Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain 90% graduation rate</td>
<td>Test scores Clinical competencies scores Semester and Final competency scores Portfolio and case study scores Simulation lab scores Successful completion of all program core courses;</td>
<td>The graduation rate for the class of 2006 is 96%.</td>
</tr>
</tbody>
</table>

Use of Results  Will continue to assess graduation rates as part of yearly program assessment.

Objective  Increase student enrollment in the RTV Broadcast Program

Status  Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>By June 2006, 80% of local high school students will be aware of HCC's RTV broadcast program</td>
<td>Monitor the # of campus visits made by the Program Coordinator, the coverage of promotional mailings, the # of student inquiries</td>
<td>Data not available yet. In progress.</td>
</tr>
</tbody>
</table>
By September 2006, the RTV broadcast curriculum will include 2 new courses in digital media.

By September 2005, a full-time faculty member will be hired to assist in directing expansion of the program.

By September 2006, the RTV Monitor enrollment figures and trends across the entire broadcast curriculum will be available before Academic Affairs and will be offered in Spring 2007.

By September 2007, enrollment in the RTV program will have increased by 25%

By September 2007, HCC will have purchased a new station and/or broadcast frequency.

By January 2006, a news/public affairs team will be in place and working throughout the campus and local community.

Use of Results

Monitoring enrollment trends will enable us to determine where demand is greatest thereby allowing us to allocate resources more efficiently and to implement curriculum changes. This objective is a priority for the program and will be pursued.

Objective

To establish Hawknet Radio as the flagship media source for HCC and the surrounding community

Status

In progress

Expected Outcomes

By September 2006, a comprehensive feasibility study relative to a sports broadcasting operation will have been completed.

Means of Assessment

Conduct a survey of student interest and the degree of support from local broadcasters.

Assessment Results

Data not available. Data delayed due to pending transfer of frequency.

By September 2007, HCC will have acquired a new broadcast license on an enhanced frequency.

By January 2006, a news/public affairs team will be in place and working throughout the campus and local community.

Use of Results

Results are to inform curriculum revisions and the allocation of resources. This is an important priority for the program, and thus it will be pursued.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Maintain ARRT national board rate passage above 80% which allows for licensure in the state of Florida.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>80% pass rate of national ARRT board exam assessed annually.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Self reported data from the graduates after taking the exam and checking licenses issued.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Over a five year period the average pass rate was 89%</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Keep it the same -no action required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Obtain satisfactory or above on all employer surveys of graduates.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Aggregate score of employer surveys will equal satisfactory or above.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Surveys sent out to employers after three months of student graduating assessing skills.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>100% satisfaction on survey results from the past five years.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Changed the survey to evaluate more specifically the skills of the Radiography graduates - surveys are sent out one year post graduation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Obtain satisfactory or above on all graduate surveys.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Aggregate score of graduate surveys will be satisfactory or above.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Surveys sent out to graduates after three months of graduation.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>97.63% returned surveys (over the past 5 years) rated as satisfactory or above.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>The surveys were also changed to better assess the effectiveness of the program-surveys are sent out 6 months post graduation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>#1: To prepare safe, effective and competent entry-level respiratory therapists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</td>
</tr>
</tbody>
</table>

Friday, August 24, 2007
All graduates who take the entry level exam at least 85% will pass the NBRC Entry Level Exam by 12/31/2005.

Use of Results
We surpassed our goals in percent pass rate and in time of accomplishment. We will continue to look for weak areas but our emphasis will be on ascertaining what we do here that differs from the average program. We believe it is building camaraderie among students and the extensive use of practice exams as learning tools.

Objective
#2. To prepare safe, effective and competent advanced-practice respiratory therapists.

Status
Accomplished

### Expected Outcomes
All graduates who attempt the NBRC Clinical Simulation Exams exceeded our (CSE) at least 70% will pass it by the second attempt.

### Means of Assessment
National Board for Respiratory Care score report.

### Assessment Results
Six of seven passed the Clinical Simulation Care score report. Again we exceeded our expectations. 4 of the 4 graduates, class of 2006 passed the CSE. This is positive but students are cautious in attempting this exam so more time is needed to evaluate data.

All graduates who attempt the Written Registry exam at least 80% will pass it by the second attempt.

### Means of Assessment
National Board for Respiratory Care score report.

### Assessment Results
Currently half of the last graduating cohort passed the written registry, only one required a second attempt. Again, we exceeded our goals.

Use of Results
We exceeded our goals in percentage pass rate and time of accomplishment. We will continue to look for weak areas but our emphasis will be on ascertaining what we do here that differs from the average program. We believe it is building camaraderie among students and the extensive use of practice exams as learning tools. We will revisit the data periodically (about quarterly) to see how many more graduates passed/failed the CSE. Grads of 2005 delayed taking the RRT because it is not mandatory for job. Will partner with hospitals to encourage attempting it.

Objective
#3. To ensure that the students’ investment of time is well spent in the attainment of employment in their chosen field of study and are satisfied with the program.

Status
Accomplished

### Expected Outcomes
Part B: At least an aggregate score of three on a likert scale of 1 to 5 on COARC student satisfaction survey.

### Means of Assessment
Six months after graduating we survey our graduates via mail.

### Assessment Results
Surveys are mailed out to graduates every January. Graduates of 2005 stated they were satisfied. Preliminary reports from graduating class of 2006 indicates satisfaction also.
Part A: 100% job placement by our graduates who seek employment. Six months after graduating we survey our graduates via mail. 100% job placement to the best of our knowledge. Even the one student who failed the CRT exam was kept on by employer.

Use of Results

Part A: We will send out surveys but we already know that we have excellent job placement and we expect this to continue. National and local forecasts suggest that a labor shortage will continue to propel us to near 100% job placement. Nevertheless, we will continue to monitor this area.

Part B: Re surveys back > Jan. 06:100% job placement. No action required.

Objective

#4 To ensure employer satisfaction with graduate practitioners.

Status

In progress

Expected Outcomes

At least an aggregate score of three on a likert scale of 1 to 5 on COARC employer satisfaction survey.

Means of Assessment

Six months after graduation, survey is mailed to all identified employers.

Assessment Results

Regarding Graduating class of 2005, all reports were satisfactory. Employers were satisfied. Next surveys go out in January 2007.

Use of Results

Employers were satisfied. This data does not mandate a change but we continue to move toward improvement.

Objective

#5 Ensure retention of qualified students in the program.

Status

Accomplished

Expected Outcomes

Ensure that there is less than 30% attrition from the program.

Means of Assessment

Admissions and Registration numbers.

Assessment Results

We lost 3 out of a starting group of 17. However since the new PM and DCE have been here we have did not loose any of the remaining 14 students. Also we lost only 1 of 17 from the next cohort of students who started with us and are still in progress.

Use of Results

The loss of the 7/21 occurred prior to the present faculty. Since the present faculty have been here we lost only one student. Update: 14/14 students graduated June 28, 2006.

Objective

Increase the technological needs of the program

Status

Accomplished

Expected Outcomes

Determine the technological resources needed

Means of Assessment

Survey results of program needs

Assessment Results

Data Projector, laptop, sound system, and new lab related classroom have been secured and purchased.
Use of Results

* Committee members met and submitted to Dean the list of technological needs for the future.
* Committee members determined that a computerized instructor station and ceiling installed data projector would meet the minimum needs of the classroom instruction in this program.
* Other technological needs were specified and sent to the Dean for inclusion in budgetary consideration over the next year or two.

Objective

Revise degree and courses from the state curriculum frameworks for the Restaurant Management program, if needed

Status

Accomplished

Expected Outcomes

College programs will be revised by target date contingent on the outcomes of the review of the curriculum frameworks and the American Culinary Federation re-accreditation process.

Means of Assessment

Approval by the College’s Board of Trustees and Re-accreditation by the American Culinary Federation.

Assessment Results

The review of the state program frameworks identified the need for a new POS/PMS touch screen computerized ordering and inventory system. The College purchased it in April 2005 for the programs and dining room effective with the 05/06 year.

Use of Results

* Frameworks indicated that a new POS/PMS touch screen system needed to be purchased to assist students with computerized ordering in a restaurant.
* POS/PMS system purchased via Perkins Federal Grant ($18,000) for 2005/06 year.

Objective

Continue efforts to obtain earmarked funding for several projects, and monitor the progress of the Dale Mabry Workforce Development Center project.

Status

In progress

Expected Outcomes

Last year, approximately $250,000 received for the Vet Tech Program.

The Senior Vice President was advised by consultants Alcalde & Fay that the college will receive $100,000 in federal earmarked funding this year.

Means of Assessment

FY 06-07 Federal Budget U.S. Senate request is for $200,000 for Vet Tech.

Partial Funding received Project on schedule.

Assessment Results

Awaiting committee meetings in Washington, DC.

A letter was sent to our Congressional delegation 9-21-06 requesting $520,000 for our Dale Mabry Dental Clinic. Additionally, we are actively working on receiving $400,000 for the COPS Training Program for Public Safety, and $200,000 is in a Federal
The Dale Mabry Workforce Development project is on schedule.

Use of Results

Development of the Dale Mabry project will continue for approximately 36 months. Therefore, changes and adjustments are inevitable. Additionally, federal funds were directly impacted by numerous hurricanes. A new strategy is being developed to obtain outside funding.

Objective

Continue efforts with the Ybor Campus staff to obtain funding for the Public Safety Training Center and land for the facility.

Status

In progress

Expected Outcomes

The federal earmark of $100,000 is for the Public Safety Training Center. Proposal made to build the PSTC on County-owned property and establish a partnership with HC Fire/Rescue

Means of Assessment

Receipt of the partial funding Partnership with the County

Assessment Results

The College has acquired 22 acres adjacent to I-4 where the PSTC will be developed as well as additional Workforce Development programs will be housed. The land was purchased for $5 million. Also, we are working on the plans for a $500,000 burn tower.

Use of Results

Changes and adjustments are inevitable.

Objective

Continue to enhance the direction of The Corporate Training Center (TCTC) to reduce the Center’s reliance on College resources while expanding the delivery of services and a consistent revenue source to the College.

Status

Accomplished

Expected Outcomes

Reduced reliance on College resources Met or exceeded revenue goal Increased demand for TCTC training and programs

Means of Assessment

Last fiscal year, TCTC exceeded its revenue goal by $170,000. Comparison of service delivery

Assessment Results

For FY05-06, TCTC exceeded its revenue goal by $183,000.

Use of Results

There is a need to continue pursuit of this objective to ensure that TCTC continues increasing revenue, training options and students.

Objective

Expand efforts to directly impact the Tampa Bay region’s ability to attract corporate relocations and to further enhance the College’s ability to develop a trained workforce fully using the area’s educational resources.

Status

In progress

Expected Outcomes

Means of Assessment

Assessment Results

Friday, August 24, 2007
These efforts are ongoing, and the Senior Vice President was asked to sit on the Tampa Chamber's Financial Services Committee, which will actively recruit financial services industry companies to Tampa.

Increased corporate relocations The number of corporate relocations to the Tampa Bay region

The Senior Vice President has actively participated in the Committee of 100 corporate recruitment efforts; attracted several corporations to Tampa, such as the Depository Trust from New York.

Use of Results This objective is ongoing

Objective Increase the use of computer technology within the program curriculum.

Status Partially accomplished

Expected Outcomes Students will be able to complete 90% of the performance requirements for the interpreting classes with the computer technology by January 2006.

Means of Assessment The curriculum requirements will no longer be on video tape format

Assessment Results New equipment continues to be purchased and installed to reduce the use of VHS format. ASL students have the option of recording in a non-VHS format but interpreting students continue to need VHS for recording purposes.

Use of Results The computers and other equipment have been installed. Editing equipment for VHS conversion has been installed and new DVD cameras are being ordered to complete this objective.

Objective To expand the program and by offering some classes on line.

Status Accomplished

Expected Outcomes Students will be able obtain 3 credits (SLIP specific) through on-line instruction by January 2006.

Means of Assessment SLIP courses will be offered through on-line instruction.

Assessment Results A 4 credit program course is being offered on-line this semester, Fall 2006, and Spring 2007 another 3 credit program course will be offered on-line.

Use of Results New faculty came on board with on-line experience and put us ahead of our Spring 2007 goal. She designed and implemented a program course for on-line delivery and is teaching it this Fall 2006 semester.

Objective To maintain the current 90% pass rate of the state level Quality Assurance Performance Evaluation.

Friday, August 24, 2007
Status: Accomplished

Expected Outcomes
The pass rate for students taking the QA performance evaluation will remain at 90% or above.

Means of Assessment
Have student still in the program report to Program Manager upon passing the QA evaluation. Check state QA database to identify students passing after leaving the program.

Assessment Results
Performance results for 2005 have been reported and the pass rate for 2005 was 90%.

Use of Results
Not all results for students taking the QA in 2006 have been reported but for those that have been reported the pass rate is at 85%.

Objective 1. Expand application of program review to administrative areas.

Status: Accomplished

Expected Outcomes
2. Reviews will be completed by target date of 6/30/06.
1. All administrative reviews scheduled for 2005-06 will be completed.

Means of Assessment
2. Note target date of report completion.
1. Match reviews completed against the review schedule.

Assessment Results
All reviews were completed by May 2006. Administrative reviews for Human Resources and Controller/Financial Services were completed per schedule.

Use of Results
Continue implementation of the 5-year program review schedule approved by Cabinet in August 2005. Eight reviews are slated for 2006-07, half of which are administrative.

Objective 10. Develop user documentation for administrative systems.

Status: Partially accomplished

Expected Outcomes
1. Completion of student system documentation by target date.

Means of Assessment
1. Documentation on record.

Assessment Results
Documentation of Colleague-delivered reports has begun.

Use of Results
The documentation of the student system screens and processes in still in progress. Additional training tools have been added to the standard documentation format in the form of a 3x5 laminated index card referred to as "Q-tips" (quick tips). Documentation and online tutorials are posted on the IR/MIS website as well as in Public Folders. "Q-tips" are distributed to attendees at training sessions.

Two online tutorials and 20 training documents are posted on the IR/MIS website.
Objective 2. Post the Compliance Certification to the institution’s SACS web site.

Status: Accomplished

Expected Outcomes
1. A user-friendly, simple, easy to navigate electronic structure will be developed to host the Compliance Certification.
2. Reports for all SACS requirements, standards, and federal requirements will be posted to the web site.
3. All embedded, electronic links will operate correctly.
4. The compliance certificate will be archived to an electronic storage device for use by SACS evaluators.

Means of Assessment
1. Judged by a sample of individuals unfamiliar with the site.
2. Note target date for completion.
3. All links (100%) will operate.
4. Certificate and website is available on CD/DVD and copies made for mailing to SACS.

Assessment Results
A web site was developed as well as a DVD to host the Compliance Certificate. Users/authors have judged the site as easy to navigate.
The Certificate was archived to DVD and copies submitted to both the Off-Site and On-Site evaluation committees.
All links were checked for operation prior to submission to SACS in March 2006.

Objective 3. Complete the first Critical Success Factor document.

Status: Accomplished

Expected Outcomes
2. Disseminated in hard copy to select staff and posted to web.
3. Entails reports on key input, processes, outcome performance measures of the institution.
1. Document is completed by target date.

Means of Assessment
2. Note dissemination and posting to web.
1. Note target date.

Assessment Results
The document was posted to the web and distributed in hard copy to the Board, administrators, program managers, and the libraries.
Achieved. The report includes measures on 24 indicators subsumed within four critical factors.
The document was completed.

Use of Results
The Compliance Certificate was used by the SACS Off-Site Committee to evaluate the college. Subsequently a "Focused Report" was developed in response to their preliminary findings.
The Critical Success Factor report was used by both Cabinet officers and the Board in assisting establishment of the college's goals and strategic initiatives for 2007-09.
### Objective 4. Complete report of progress toward implementation of the college strategic plan.

**Status**
- Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. All units will report status of achievement of planning objectives.</td>
<td>1. Online planning system managerial report.</td>
<td>All units reported progress toward their planning objectives by the target date. This revealed that 48% of objectives had been accomplished or partially accomplished by fall 2005.</td>
</tr>
</tbody>
</table>

**Use of Results**
- To date, the college is now completing a second iteration of progress reporting on the 2005-07 Institutional Effectiveness Plan. For this year all progress reports are due 9/29/06.

### Objective 5. Develop and implement an environmental scan process integral to strategic planning.

**Status**
- Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A roster of planning assumptions organized by taxonomy.</td>
<td>1. Complete by target date.</td>
<td>An environmental scan was completed identifying ten trends/events likely to impact the college in 2007-09.</td>
</tr>
</tbody>
</table>

**Use of Results**
- The scanning results were used to inform development of the 2007-09 Goals and strategic initiatives.

### Objective 6. Completion of institutional reaffirmation of accreditation.

**Status**
- In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reaffirmation of decennial accreditation.</td>
<td>1. Letter of reaffirmation from the Executive Director of the Commission on Colleges, SACS.</td>
<td>The Off-Site evaluation has occurred resulting in 14 preliminary findings. Materials have been submitted to SACS for the On-Site evaluation scheduled in October.</td>
</tr>
</tbody>
</table>

**Use of Results**
- The college is on track with the SACS evaluation process. The preparation itself has led to institutional improvements in a wide spectrum of areas. The On-Site review is slated for October.

### Objective 7. Expand survey data collection to support institutional effectiveness.

---

Friday, August 24, 2007
### Status

**Expected Outcomes**

1. Annual program review will include survey results by 10/15/2005.

**Means of Assessment**

1. Program review web posted.

**Assessment Results**

The survey program has been expanded to Faculty/Staff, former students, and regular surveys of enrolled students. Survey results are used in the program reviews to the extent possible. Survey results, program reviews & follow-ups are posted to the IR web.

**Use of Results**

The phase-in of the complete survey program will be achieved in 2006-07 with the implementation of an assessment of employers' satisfaction with graduates.

### Objective

**Objective 8. Improve data access for end-users.**

**Status**

Partially accomplished

**Expected Outcomes**

1. Administration and faculty will report improved data access.

**Means of Assessment**

1. Annual IR survey of users.

**Assessment Results**

Survey not conducted.

**Use of Results**

Many efforts have been made to improve data access to end-users through new publications (e.g. Fact Book, Critical Success Factors) and in significant expansions to information provided on the IR/MIS web site. A customer satisfaction survey will be postponed until a new director of IR is hired and established in the position.

### Objective

**Objective 9. Develop queries and reports from administrative system in support of SACS requirements and College needs.**

**Status**

Partially accomplished

**Expected Outcomes**

1. Implementation of on-line custom report screens in administrative system.

2. XMIS mnemonic developed. MIS reports and listings menu screen developed. Course and section reports and listings have been developed.

3. Custom reports for local use (XFCR) (by campus, administrative department, etc.) and for the SACS roster of instructional faculty (XFCS) have been developed, tested and moved to the live account. Both reports are fully operational.

**Means of Assessment**

3. See above.

**Assessment Results**

See above.
Use of Results

The faculty credentials custom reports are used as a tool to verify that the faculty credentials have been entered into the online system correctly.

The XMIS Custom Reports menu provides users with the ability to create various course reports based on individual needs; the section saved list can be used to communicate with students via email (notify students that a section has been cancelled, for example).

Additional custom reports (low enrollment sections, student lists), are currently in development.

Objective

1. Increase student use of technology to accomplish routine registration processes and other services via technology.

Status

In progress

Expected Outcomes

1. The percentage of eligible students using the on-line registration system will increase each term.

Means of Assessment

1. Beginning Fall 2005, term by term reports will be developed tracking student use of on-line registration.

Assessment Results

As of Fall 2005, OIT has developed a report that tracks student registration activity by type (on-line, telephone, etc.) Baseline data has been established for Fall 2005 which be compared to future terms. Fall 06 usage was 61%, an increase from Fall 05

2. By Fall 2006, eligible student use of HawkNet will increase 5% above Fall 2005 usage.

2. By Fall 2006, each campus will develop a report of the number of peer assistants, their hours worked and an assessment of the effectiveness of the peer training initiative.

This strategy will be evaluated in Fall 2006. This has not been established to date.

3. By Fall 2007, eligible student use of HawkNet will increase 5% above Fall 2006 usage.

3. Beginning Fall 2006, biannual reports on the status of the E-Advising System will be provided.

This strategy will be evaluated in Fall 2006. A Datatel Webinar on E-Advising is scheduled for November 30th. Staff will begin evaluating the process for implementation at that time.

4. By Fall 2006, the E-Advising System will be available to students.

This outcome will be evaluated in Fall 2006. This system has not been implemented to date.

Use of Results

The results should have a two-fold effect. 1) Students should become more proficient in the use of technology which coincides with a College goal and a General Education requirement. 2) The Student Services staff should have more time to spend with students who have problems or major obstacles affecting their ability to be successful at the College. Our ability to provide better customer service will also improve as students access service in a self-service mode.

Objective

2. Improve communication to students by providing targeted, planned communication via CampusCruiser/email.
Status  
In progress

**Expected Outcomes**

1. The communications module will be used to send strategically targeted and planned emails to students informing them of pertinent information beginning Fall 2006.

2. OIT will provide technical assistance in implementation of the communications module as needed beginning Spring 2005.

3. Departments within Student Services will have an approved communication plan that will be executed by Fall 2006.

4. Staff within Student Services will be trained on the use of the communications module by Summer 2006.

**Means of Assessment**

1. Copies of student emails will be produced for the record.

2. OIT will provide periodic updates of their progress on the communications module implementation.

3. Copies of each department’s communication plan.

4. Attendance records of staff training sessions.

**Assessment Results**

Results will be evaluated in Fall 2006. Currently all registered HCC students have been assigned an email account in Campus Cruiser. Pilot tests are being conducted to work out any bugs in the software. Currently FA, ARR-YB & PC Advising are using this.

This strategy will be evaluated in Summer 2006. Some training has taken place and is ongoing.

This strategy will be evaluated in Fall 2006. Preliminary discussions have been held with Student Services Departments and an Operations Procedure for Student Email has been developed. Communications plans in development.

Use of Results  
Our ability to communicate with students will improve greatly; providing fast, efficient communication between students and staff of the college. Students will be given information in a very timely manner, thereby enabling them to react to deadlines and address their responsibilities. The College will save a considerable amount of money by eliminating postage and time and effort previously devoted to mailing correspondence.

**Objective**
3. Improve services to students by upgrading office technology, setting improved service benchmarks and enhancing the customer service skills of the student services staff.

**Status**
Partially accomplished

**Expected Outcomes**

3. Student Services staff members’ job skills will be enhanced following customer service workshops.

**Means of Assessment**

3. Pre and post workshop surveys will be used to document change in staff members’ skill/knowledge.

**Assessment Results**

Customer Service Training will be delivered in Spring 2006. The training manuals and the trainers have been selected. Assessment of skills gained will be documented at the end of train. prog. and should be reflected in student sat. surveys. Completed.
1. Student Services offices will provide more efficient services to students by use of imaging technology.

2. Services to students will be improved by the adoption of superior service benchmarks wherever possible.

If imaging is funded by the College, we will be able to determine the time and effort that has been saved by using the imaging system vs. regular filing system. Imaging has been funded and the process is in development to test and implement.

Use of Results

The Imaging Project will enable Student Services to streamline many processes and improve efficiency of operations. Without imaging, we will not be able to make the desired progress in service delivery and quality.

Objective

1. Develop and distribute clear and comprehensive career ladders for all technical programs that extend from high school to the workplace and/or baccalaureate degree for internal and external informational and marketing purposes.

Status

Accomplished

Expected Outcomes

The production of target student appealing graphic representation of the various career ladders, wide distribution of graphic representation, and eventually an increase in Technical Program enrollment.

Means of Assessment

Hard/electronic copy of marketing materials (implementation evaluation) and increased enrollment in targeted programs (outcome evaluation)

Assessment Results

All marketing materials have been developed and distributed.

Use of Results

Efforts to improve and distribute marketing materials and general message will continue. Additional marketing strategies will be developed.

Objective

2. Develop and implement internal and external marketing plan.

Status

Accomplished

Expected Outcomes

Means of Assessment

Assessment Results
1) More students applying for and granted interim certificates;
2) better prepared recruiters and advisors; 3) clear and concise marketing materials; 4) more presentations delivered to community; and 5) more student enrollments

Marketing Material developed and distributed. Advisors and recruiters have been consulted with and informed.

Use of Results
Continue to develop and disseminate marketing material and message to potential students, students, high schools, TBWA, and HCC recruiters, advisors, and counselors. Efforts to clean enrollment data continue.

Objective 3. Gather and analyze enrollment, economic, and demographic data to inform Technical Program decision making.

Status In progress

Expected Outcomes
Production of an annual report that will take into account enrollment, economic, student, and community data to inform decision making.

Means of Assessment
Hard copy of annual report (short term process evaluation) and higher student enrollments program decision making.

Assessment Results
All data needed to construct report has been gathered but has not been synthesized and the report has not been constructed. New director will be hired to pursue and accomplish this objective.

Use of Results
Data will continue to gathered and analyzed. The target date for construction of the first report will be academic year 06-07

Objective 4. Increase community involvement in and support of Technical Programs.

Status Accomplished

Expected Outcomes
Increase in the number of programs utilizing service learning/work study type techniques.

Means of Assessment
Office of Technical Program files

Assessment Results
Number of such initiatives have increased.

Increase in number of written articulation agreements with high schools and colleges and universities

Means of Assessment
Office of Technical Programs files

Assessment Results
Number of agreements have increased. Agreements have been catalogued and many updated. Critical agreement with USF allowing all AS degrees to transfer achieved.

Increase in the number of internship agreements with employers

Means of Assessment
Office of Technical Program files

Assessment Results
Number of internships have increased but a formal process needs to be established and active recruitment of sponsoring organizations needs to be done.
By establish a recording process for logging service learning/work study student experiences, career center process and techniques will utilize TBWA as a placement agency along with our College's Career Centers.

**Objective**

Create a technology training unit within the college

**Status**

Accomplished

**Expected Outcomes**

- Create a base training unit that takes advantage of existing technology training grant-funded resources
- Transitioning several staff from IT3 to permanent college positions

**Means of Assessment**

- Securing funding and
- Information Technology and College President

**Assessment Results**

- Transition plan submitted to VP for Information Technology and College President

**Use of Results**

Establish a permanent department focused on the professional development needs of faculty/staff. There is a need to continue pursuit of the objective as funding is not secured.

**Objective**

Create a set of specifications for a complete rewiring of the college-wide network

**Status**

In progress

**Expected Outcomes**

- Create a set of specifications and a complete RFP that will allow bidders to provide a quote for the network rewiring project
- Creation of a current network assessment that will outline punchlist of all network wiring, outlets and hardware in order to design a more scalable network.

**Means of Assessment**

- Completion of the specifications
- Completion of the punchlist

**Assessment Results**

- This is still in progress using the completed assessment and industry standards as a guide. The RFP for the entire college may be broken down to accommodate incremental funding.
- This has been completed. The results have been compiled in an assessment document.

**Use of Results**

These results will be used in order to construct a valid RFP for the enterprise network redesign. The network redesign will be the critical piece of data, voice, and video convergence.

**Objective**

To standardize computer hardware on all desktops and labs

**Status**

In progress
create a set of standard configurations for desktop and laptop computers

recommendation for approval of the specifications by the Technology Steering committee

configurations completed but not in place with Dell and not approved by Technology Steering committee

develop a procedure that addresses exceptions based on specific administrative or academic needs

recommendation for approval of the procedure by Technology Steering committee

no progress at this time

secure agreement with purchasing to identify purchases that do not meet the standard configurations

mechanism in place to identify non-standard equipment purchases

no progress yet

Use of Results N/A

Objective 1. Re-invent and re-structure the corporate training unit (formerly known as Vision) into a contemporary, responsive, business-to-business unit of the College

Status Accomplished

Expected Outcomes Means of Assessment Assessment Results
Add additional staff per TCTC Strategic Business Plan by 06/05 and 06/06 (ongoing and phased per plan). Date of Hire The potential growth and success of the center will determine the need for additional staff members in the future. TCTC realigned its organization structure to operate more efficiently.

Performance Group Managers (Office Ops, Course Programming, Business Development [sales & marketing]) will develop area specific processes by 06/05 Date of Completion for specific process planning elements. The development of area specific processes is partially completed.

Use of Results The results will contribute to ongoing improvements in the unit and set reasonable goals to boost performance. Reasonable success criteria will be set yearly to initiate changes and/or improvements.

Objective 2. Enhance the physical work, training, and meeting environment through appropriate upgrades, renovations, remodeling, and supportive changes to the physical environment.

Status Accomplished

Expected Outcomes Means of Assessment Assessment Results
Reimage and/or remodel administrative office areas of TCTC’s Conference Center (front office, staff offices, new office) by 3/05.

Date of Completion
The purchase of new office furniture, projectors, screen, and IT equipment was completed by March 05.

Reimage and/or remodel major public spaces of TCTC Center (lobby, beverage center, etc.) by 3/05

Date of Completion
The purchase of tables, chairs, monitors, etc. was completed by March 05. The beverage center and additional storage space was completed, April 05.

Upgrade the north entrance to TCTC by 6/05.

Date of Completion
Facilities successfully completed adding a slab of concrete to the entrance of the building.

Upgrade the TCTC Parking Lot by 6/05.

Date of Completion
Due to TGH purchase of the Davis Islands Park this success criteria must be aborted. However, adequate consideration must be given to improve TCTC parking problems.

Reimage or remodel teaching areas of TCTC’s Conference Center (Auditorium, Labs 127-A, 127-B, 122, 110; Rooms 125) by 3/05. In computer labs, this requires the upgrade of equipment to industry standards (replacement cycle: one lab per year).

Date of Completion
The purchase of upgraded equipment and painting of each class room wall was completed by 8/05.

Add exterior signage to the building (at doors, above doors, and monument signage at southwest and northwest corners) by 6/05.

Date of Completion
Facilities has received the request to mount adequate signage to the building. Currently, only a few changes and outstanding projects remain. The request to erect a monument has been rescinded.

Create an additional office to house TCTC’s accountant by 3/05.

Date of Completion
Sr. VP and the new Executive Director determined that the need to build an additional office space will be aborted.

Use of Results
The results represents TCTC’s growth and the staff’s commitment to present a high polished professional image to our clients. Change is constant in this area, due to the cycle of upgrades needed in the computer labs. Additional improvements will be needed to better the look and feel of the facility; however, the results clearly show that the unit has succeed in completing the strategies outlined.

Objective
3. Reposition TCTC and increase its visibility to its many potential target audiences and publics

Status
Partially accomplished

Expected Outcomes
Means of Assessment
Assessment Results
Develop Marketing Plan by 03/05.  
Review & Revise by 06/05  
Implement by 09/05.  

<table>
<thead>
<tr>
<th>Date of Completion</th>
<th>Date of Completion</th>
<th>Date of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The development and review of the Marketing Plan was completed. Approximately 80% of the plan was implemented. The Marketing plan is currently being revised.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TCTC exceeded FY04-05 revenue goal by 206%; FY05-06 successfully exceeded its revenue goal in the 2nd quarter.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Build revenue (vis-à-vis increased: pooled & corporate enrollment, test center utilization, conference programming; building leasing activities; and business consultation services) to meet annual revenue goals by the end of each fiscal year.

<table>
<thead>
<tr>
<th>Date of Completion</th>
<th>Date of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compare annual actual revenue generated with annual revenue goal.</td>
<td></td>
</tr>
</tbody>
</table>

Create "Measures" for each performance group/management area (e.g. IT, Office Ops; Sales; Marketing; Programming)  

<table>
<thead>
<tr>
<th>Measurement Areas</th>
<th>Old vs new web traffic; Ops: calling volume; Sales: prospects, cold calls; proposals generated; actual sales; Marketing: Ad placements; memberships; events attended; etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Performance measures in the areas of Operations and Finance have been created. The other Performance area managers are currently working to develop quantifiable measures.</td>
<td></td>
</tr>
</tbody>
</table>

To streamline measurement reporting and support the strategic planning process (& goals), install office workflow integrated database management and sales tracking software systems and/or develop DataTel reporting support vis-à-vis HCC MIS by 12/05.

<table>
<thead>
<tr>
<th>Date of Completion</th>
<th>Date of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The purchase and implementation of an integrated database system is still in progress.</td>
<td></td>
</tr>
</tbody>
</table>

Objective  
4. Broaden service lines offered by TCTC to the business community.  

Status  
Partially accomplished  

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand service lines of business: Initiate regional/national Conference Programming by 12/06.</td>
<td>Date of Completion/Initiation</td>
<td>Can not be measured yet.</td>
</tr>
</tbody>
</table>

Use of Results  
The expansion of offering professional services in other states has enable the unit to successfully exceed its revenue goal in the 2nd quarter of the fiscal year. The results reflect the growth of TCTC and reinforces the strength of its business plan and practices.
Expand service lines of business:
Grow Test Center services/revenue by 12/05.

Date of Completion/Initiation: 12/05.

Test center has steadily increased in revenue. The growth in the Test center's revenue is reflected in the center's ability to exceed its revenue goal.

Expand service lines of business:
Initiate Business Consultation activities by 12/07.

Date of Completion/Initiation: 12/07.

TCTC sold business consultation services 2-years ahead on schedule, September 05.

Use of Results
The results will be used to help gage the elasticity of each specific line of business. If tracked accurately the intersect point of supply and demand can be determined. Change is necessary to further develop and improve lines of business.

Objective
5. Broaden and deepen corporate / contract training and pooled employee programming.

Status
In progress

Expected Outcomes
Initiate an environmental scanning process by 12/06.
Increase professional development program offerings - ongoing. Incremental increases may be forecast at 3% per year beginning in 04-05. First target date for assessment 12/05.

Means of Assessment
Date of Initiation
Position funded and staff hired.
Number of programs added to the professional development portfolio on an annual basis as a quantitative evaluation of value offered to clients. Qualitative measurement will be via learner survey.

Assessment Results
In the process of collaborating with Paul Nagy's staff to conduct an effective (external) environmental scanning process. The plan to hire additional staff members is being reconsidered.

Resource of competitive advantage. This objective is key to the development of updated and improved program offering and certifications.

Objective
6. Increase revenue in order that the Center may become a self-sustaining operating unit of the College in five years; and thereafter return a true revenue surplus to the College.

Status
Partially accomplished

Expected Outcomes
Initiate newly developed sales strategies by 12/05 and monitor annual progress toward revenue goals.

Means of Assessment
Have revenue goals and/or "Unit cost to the College" goals been met for the fiscal year? Compare goal -vs- revenue or examine actual Unit cost to the College.

Assessment Results
FY04-05 revenue goal was reached in the 2nd-quarter. Current Sales strategy is effective and successful; however, there is room for improvement.
Develop sales strategy for each line of business by 6/05.

Date of Completion

Sales strategic plan has been partially completed.

Develop list of new, retained, and win-back clients by 12/05 and thereafter annually.

Compare year to year statistics in each of six business lines from one fiscal year to the next to track trends.

Financial analysis comparing the six-lines of business revenue trends and corporate clients listing is track on a monthly basis.

**Use of Results**

Use results to draft a competitive analysis and set better sales strategies.

**Objective**

**7. Establish on-going corporate alliances and partnerships**

**Status**

Accomplished

**Expected Outcomes**

RELATIONSHIPS WITHIN TCTC

employee are committed to the (INTERNAL TO THE CENTER):

Review and improve relationships among all staff to ensure that our high level of esprit de corps is maintained.

Means of Assessment

internal to the Unit.

Nature of the topics discussed in Managers’ Meetings and Team Meetings.

Nature and outcomes of the planned retreats that will be held.

**Assessment Results**

Proxy relative to all relationships TCTC success of the mission set by the College.

The moral of the employees is high; the task to maintain high level of esprit de corps ongoing.

PARTNERSHIPS AND RELATIONSHIPS WITHIN HCC greatly under the direction of (INTERNAL TO HCC):

Review and establish or improve relationships with internal HCC departments (i.e. MIS, HR, OIT, Sr. V.P., Marketing, Admissions, Faculty, Cabinet, Deans, Dept. Chairs, faculty, et.al.) by 12/05

Qualitative and awareness

The relationship between TCTC and HCC dimensions by proxy. has improved

the Senior Vice President and the new Executive Director.

CORPORATE/ORGANIZATION/ASSOCIATION and Hillsborough County.

RELATIONSHIPS (INDIRECT/EXTERNAL RELATIONS):

Review all existing LOAs and MOUs that fall within this category by 12/06.

Assess strategies within TCTC and with partners annually. (e.g. TBWA, CESC, GTCC, et. al.)

Proxy and evaluation of the net results of each partnership/alliance.

Successfully established external partnerships with the local workforce agency (TBWA), New Horizons and institution partnerships agreements with out-of-region Community Colleges.

**Use of Results**

The objective and success criteria must be better defined.
Objective 8. Increase HCC campus awareness of a new and improved response to business-to-business intelligence needs.

Status Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop an HCC &quot;TCTC awareness campaign&quot; by 06/05</td>
<td>Date of Completion</td>
<td>Coordinated with outside consultants to develop a stronger presence in the community. Date of completion 6/05.</td>
</tr>
<tr>
<td>Implement the HCC &quot;TCTC awareness campaign&quot; by 12/05</td>
<td>Date of Completion and Proxy</td>
<td>Need to develop a more effective segmentation strategies for course promotional campaign. Completion date is pending.</td>
</tr>
</tbody>
</table>

Use of Results Once fully developed and implemented the assessment will clearly identify the strengths and weaknesses of TCTC awareness plan. The results will be used to develop programs that appeal to needs of the adult learner.

Objective 9. Improve TCTC Team support; develop a heightened esprit de corps among Team Members with a new organization in place and responsibilities appropriately re-distributed.

Status Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish regular and on-going Team Retreats to be held approximately every four to six months by 12/05.</td>
<td>Date of Implementation and Completion for each retreat. Estimation of esprit de corps via proxy. Were training objectives met? Was team or individual behavior positively modified?</td>
<td>Reevaluate success criteria. The need to conduct a Team retreat twice a year is not necessary.</td>
</tr>
<tr>
<td>Dedicated discussion about projects and updates by managers to be delivered during our Team and Managers' Meetings. This item will be addressed in weekly managerial meetings and bi-weekly team meetings, or as determined by the executive director.</td>
<td>Team Meeting and Managers' Meeting agendas and discussion during such meetings. Meeting minutes will capture Action Items and reflect Outcomes</td>
<td>TCTC maintain regularly scheduled monthly and bi-monthly Manager's and staff meetings.</td>
</tr>
<tr>
<td>Establish individual professional development plans for all TCTC team members by 12/05.</td>
<td>Date of Completion and the implementation of the individual professional development plans.</td>
<td>Thru the FSPD fund, the College supports staff members desire to further their education and professional development.</td>
</tr>
</tbody>
</table>
Establish rewards and recognition program for TCTC team members by 12/05.

Date of Completion and implementation thereafter. Comply with Human Resource compliance information.

Define and align job duties with the proper positions internal to TCTC by 3/05.

Date of Completion Job duties were aligned properly as of 3/05. Job duties since 3/05 have shifted and are not aligned as of today. This would be considered a success based on the completion date.

**Use of Results**
The results will be used to develop a stronger team building program and to better demonstrate the need to attract and retain capable employees.

**Objective** Build the SouthShore Center

**Status** In progress

**Expected Outcomes**
Design and build a 40 acre SouthShore Educational Center by December 2007 within budget.

**Means of Assessment**
Center complete, academic classes ongoing for Spring Semester 2008.

**Assessment Results**
This project continues to move forward on-time and within budget. Guaranteed Maximum Price to be taken to October 2006 Board of Trustees meeting. Groundbreaking scheduled for October 27, 2006.

**Use of Results**
The results will be used to plan future projects. We will evaluate the actual results compared to our plans to identify opportunities to improve estimates, save cost, improve scheduling and enhance the design of our facilities. This will be the College’s first LEED certified building, a certification of “green” design and construction techniques. This sustainable building will be evaluated as we plan future projects.

**Objective** Implement a Campus Funding model

**Status** Accomplished

**Expected Outcomes**
Create a Campus Funding model by January 2005 that is used in development of the District Budget development process.

**Means of Assessment**
Use Campus Funding model to develop the Campus FY 2005-2006 Budget.

**Assessment Results**
Campus Funding model was developed and used to compare the actual FY 2005-2006 Budget to the results using the Funding model.

**Use of Results**
New CFO is reviewing the Campus Funding model to determine how best to incorporate it into the next budget development cycle for 2007-08. There is a need to update the model annually using the current Cost Analysis Report. This objective needs to be pursued annually.

**Objective** Renovate/remodel a total of eight buildings on the Plant City Campus and Ybor Campus
Status: In progress

Expected Outcomes: Design and complete all renovations on the eight buildings by Fall 2008.

Means of Assessment: Renovations are complete within budget and classes are not cancelled during the renovation/remodeling.

Assessment Results: Renovation projects continue to move forward on time and within budget. New classrooms have been added to Ybor City campus classroom supply, and renovations are underway to completely renovate the Plant City Administration Building.

Use of Results: The results will be used to plan future projects. We will evaluate the actual results compared to our plan to identify opportunities to improve estimates, save cost, improve communication, improve scheduling and enhance the design of our facilities.

Objective: 1. Develop a process to increase financial aid awards to students at Hillsborough Community College by 3%.

Status: Accomplished

Expected Outcomes: Students will be able to receive more financial aid awards.

Means of Assessment: Review of the number and types of awards given each semester.

Assessment Results: Financial aid was increased by 3%.

Use of Results: The college funding for students has increased through financial aid fees and the fundraising activities of the HCC Foundation.

Objective: 2. Pursue and coordinate funds to increase student success and retention.

Status: Partially accomplished

Expected Outcomes: Increase student success in preparatory programs (in particular, reading).

Means of Assessment: At the end of each semester, the enrollment and the academic performance of students enrolled in the student success programs. In addition, an assessment will be made of the number of students who have successfully completed the preparatory program.

Assessment Results: During the 04-05 academic year, 1,024 students were successful in prep reading. The 05-06 review indicates that 1,166 students succeeded in rdg prep. This shows an increase in the number of students who successfully completed the rdg prep program.
Create an early academic warning system. Assessment will take place during the semester and at the end of the semester. The faculty members of the designated classes will be contacted to participate in the program. They will also be asked to review the strategies employed by the process.

Provide a list and evaluation system of student support programs at the college. Solicit information about programs across the college that offer support to students. Ask each program director the mission and goals of the project and their current method of assessment.

Use of Results Results were shared with deans, directors, and faculty. This allowed all groups an opportunity to review their participation and to review areas that may need to be modified. This information was shared at the regularly scheduled dean's meetings and at the inservice programs for faculty. In fall 2006, faculty were notified of the academic emphasis and progress for the year via the in-service letter and program. This objective is ongoing.

Objective 3. Improve Continuing Education’s ability to utilize the College’s resources to function in a flexible, yet responsive manner to address community needs.

Status Partially accomplished

Expected Outcomes

2. Review the financial sustainability of the Con Ed program. Perform an internal review of the budget for Con Ed. This review will observe not only current funding, but funds needed to enhance the program. The Director of Con Ed is developing a comprehensive budget for the viability and sustainability of the program. This should be completed by December 2006.

1. Report on programs and students served by Con Ed. Review of data from Institutional Research and data provided from program coordinators. Data provided by coordinators indicated that the number of students served by the programs increased based on the receipt of additional grants, including the National Service Learning project and the Educator Preparation Institute.

Assessment Results

Means of Assessment

Use of Results

The assessment of continuing education revealed the need for additional resources such as facilities and funding to maintain access for the community.

Friday, August 24, 2007
### Objective

**Transition from Collegis support services to an all HCC IT support staff**

**Status**

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring of new Director of Administrative Services and Director of Networking and Telecommunications</td>
<td>Hire both directors by 2/15/05</td>
<td>Directors hired in April '05 (Dir. Networking and Telecomm) and August '05 (Dir. Administrative Systems)</td>
</tr>
<tr>
<td>Development of a transition plan completion of plan by 2/15/05</td>
<td></td>
<td>Plan Completed in Feb 2005</td>
</tr>
<tr>
<td>Complete state reporting requirements for academic year 04-05</td>
<td>Submit report(s) by 8/1/05</td>
<td>State reporting completed prior to due date in August '05</td>
</tr>
<tr>
<td>Develop hiring plan for staff to replace current Collegis staff</td>
<td>Complete hiring of initial staff by 5/1/05</td>
<td>Staff hiring has taken more time than expected in the area of Datatel programming staff. At this time (Dec '05) there is only one unfilled position in the Administrative Computing area that is still open.</td>
</tr>
</tbody>
</table>

**Use of Results**

Full staffing of all areas is essential. The search for competent staff will continue until all planned positions are filled.

---

### Objective

**Foster participation in the College-wide Computer Science advisory committee**

**Status**

Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase number of advisory committee meetings and participants at the meetings</td>
<td>Computer Science advisory committee meeting agendas and participant sign in sheets</td>
<td>Committee was re-established in April 2005; met three times; assisting faculty with new program development and internship sites.</td>
</tr>
</tbody>
</table>

**Use of Results**

Replicate plan for future needs

---

### Objective

**Review the AS/AAS/Certificate state curriculum frameworks for possible course or program requirement changes to the Web Services Technology degrees**
<table>
<thead>
<tr>
<th>Status</th>
<th>Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>AS programs must be revised to meet the state curriculum frameworks and learning outcomes</td>
</tr>
<tr>
<td><strong>Means of Assessment</strong></td>
<td>Approval by the College's Board of Trustees of the program changes</td>
</tr>
<tr>
<td><strong>Assessment Results</strong></td>
<td>Program review is in progress - no changes are needed at this time.</td>
</tr>
</tbody>
</table>

**Use of Results**

Course and program requirements must change to meet the technological needs of the community and the training requirements of the industry.