## Fall 2005 Progress Report: 2005-07 Institutional Effectiveness Plan

<table>
<thead>
<tr>
<th>UnitTitle</th>
<th>Accounting (academic program)</th>
</tr>
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</table>

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

### Status
In progress

<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</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.

### UnitTitle | Administrative Technology

### 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.
<table>
<thead>
<tr>
<th>Status</th>
<th>In progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>Project Plan is established for college-wide implementation</td>
<td>Plan is prepared, presented and approved.</td>
</tr>
<tr>
<td>Date TDB depending upon approval of purchase.</td>
<td></td>
</tr>
<tr>
<td>System is approved - February 2006</td>
<td>Cabinet authorizes purchase</td>
</tr>
<tr>
<td>System is selected - November 2005</td>
<td>Presentation/recommendation is made.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>As these are initial approval gates, positive assessment results will enable software acquisition and project launch in 1Q06.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Create a network support infrastructure (DNS, DHCP, File/Print servers) and email system that is redundant and reliable</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>All network support servers are redundant and are converted to Linux</td>
<td>All servers are converted</td>
</tr>
<tr>
<td>Configure an Exchange cluster</td>
<td>Completion of the Exchange cluster</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Expand the web services for HawkNet registration system to accommodate the increased load created by increased numbers of students using web registration</td>
</tr>
<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>Design new load balanced front end for web registration system</td>
<td>completion of design phase</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Place new hardware into production</td>
<td>new hardware in production use</td>
</tr>
<tr>
<td>Purchase and install hardware</td>
<td>completion of hardware/software installation</td>
</tr>
<tr>
<td>Complete system testing and load test system</td>
<td>load testing completed</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.

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

**Status**
In progress

**Expected Outcomes**

<table>
<thead>
<tr>
<th>Software is acquired - 1Q06 (or date of commercial availability)</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>software in use by ultimate users</td>
<td>still analyzing different vendor's software</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plan established for implementation</th>
<th>implementation planning completed</th>
<th>Implementation completed</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Operating hardware is acquired</th>
<th>selection of hardware complete</th>
<th>hardware/software installed and fully functional</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Training of OIT technical resources</th>
<th>training completed and in use by OIT</th>
<th>full functionality and use of selected software</th>
</tr>
</thead>
</table>

**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**
In progress

**Expected Outcomes**

<table>
<thead>
<tr>
<th>Tools purchased and implemented - April 2006</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation completed</td>
<td>tools in use by end users</td>
<td></td>
</tr>
</tbody>
</table>
Tools and governance processes identified - January 2006
Processes written and published - February 2006

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.

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

Unit Title | Apprenticeship

Objective
Dale Mabry - Allow the current contract enrollment capacities to be met by the target date

Status
Accomplished

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

<table>
<thead>
<tr>
<th>Unit/Title</th>
<th>Aquaculture</th>
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</thead>
</table>

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

**Status**  
Deferred

**Expected Outcomes**  
Revised courses for Aquaculture I and Aquaculture II will be implemented for Spring 2006.

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

**Assessment Results**  
New faculty did not join HCC until 11/17/05, resulting in deferral of planned program revisions.

**Use of Results**  
Pursuit of objective will continue with new faculty/program manager.

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

**Status**  
Deferred

**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**  
Pursuit of objective will continue with new faculty/program manager.

**Objective**  
3. Increase enrollment of non-CASS students by at least 5% per year.
<table>
<thead>
<tr>
<th>Status</th>
<th>Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>At least 5% per year increase in enrollment in the Aquaculture courses.</td>
<td>CSAR Report.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Pursuit of objective will continue with new faculty/program manager.</td>
</tr>
</tbody>
</table>

**Unit Title** | Architectural Design & Con. Tech. |
<table>
<thead>
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<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Revise degree and courses from the state curriculum frameworks for the Architectural &amp; Building Construction program and courses.</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
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</table>

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<tr>
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<th><strong>Means of Assessment</strong></th>
<th><strong>Assessment Results</strong></th>
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</thead>
<tbody>
<tr>
<td>College programs will be revised by target date contingent on the outcomes of the review of the curriculum frameworks</td>
<td>Approval by the College's Board of program revisions.</td>
<td>Program updated to match State Frameworks.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Course content for TAR 1120 and TAR 1122C revised for SP/06 term.</td>
<td></td>
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</table>

**Unit Title** | Associate of Arts |
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<thead>
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<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Identify and assess general education outcomes in order to provide evidence that graduates have achieved the competencies within the general education core.</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Partially accomplished</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th><strong>Means of Assessment</strong></th>
<th><strong>Assessment Results</strong></th>
</tr>
</thead>
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<tr>
<td>Initially, accomplishment of strategies. Subsequent success criteria will include target goals for increased success in transfer performance and other measurable areas.</td>
<td>Initially, verification that strategies have been accomplished. Subsequently, transfer performance and possibly other measurable areas to be identified.</td>
<td>Outcomes have been identified, the IDS Connections process has been refined, and an evaluation mechanism conducted to directly assess outcomes quantitatively. The annual report will be prepared in spring 2006.</td>
</tr>
</tbody>
</table>
Use of Results

Initial results from the rubric indicate that that students are demonstrating achievement of general education outcomes 1, 2, 4, and 5, and 6. For 7, information literacy is cited as a weakness. The faculty librarians have developed additional information literacy worksheets and activities for students.

Fall 2005 rubric data will provide a more comprehensive assessment of the general education program, and will include assessments for each outcome. Results will be shared with the clusters during the spring 2006 in-service. The director will continue to work with the gen ed assessment committee to develop additional assessments of the gen ed program.

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

Status Partially accomplished

Expected Outcomes Means of Assessment Assessment Results
Increased enrollment by 10% FTE by 5/30/06. FTE reports. Fall 2005 off-campus enrollment is 10 FTE below Fall 2004. However, on-campus enrollment has increased.

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.

Based on the growth in on-campus dual enrollment, the marketing campaign will continue for the 2006-2007 academic year.

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." State accountability measures. Data elements provided by PRE. Workshop/development evaluations. 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 Results for 2005 are not known, so this will remain an objective, and the strategies identified with this objective will continue to be implemented.

Unit Title Auxiliary Services

Objective 1. Implement a District-wide parking program.

Status In progress

Expected Outcomes Means of Assessment Assessment Results
District-wide illegal parking fine system implemented.
College is able to issue parking decals and collect parking fines.
Currently reviewing proposals/quotes from 3 vendors.

District-wide illegal parking fine system implemented by August 1, 2006.
A system instituted to issue parking decals to students, issue parking citations and a system to allow for appeals and the collection of parking fines.
Results not available. Process is in initial data gathering phase.

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

Means of Assessment
FY04/05 End of Year Financial Statement.

Assessment Results
Increased net revenue by 10 %, increased used textbook sales by 25.72 %. Increased textbook rentals by 290 %

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

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

Reviewed system proposals from 3 vendors. The Bookstore Manager has identified the a vendor who will meet the College’s requirements. Bookstore manager will work with VP on a justification to proceed with purchase of new POS system.

Use of Results
There is a need to continue pursuit of this objective.

Objective
3. Provide state-of-the-art print-for-pay systems for all open use labs.

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 at their workstations in all open use labs at the beginning of Summer Term 1 2006.

Assessment Results
Vendor identified to provide print-for-pay system. Currently awaiting final revised proposal from vendor.

Use of Results
There is a need to continue pursuit of this objective.

Unit Title
Business Administration

Objective
Develop an intern program
Status: Aborted

### Expected Outcomes: 
Increase student enrollment in business intern programs by 3% by target date

### Means of Assessment: 
The 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: 
The 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: 
Approved Tech Prep Articulation Agreements w/business programs approved by HCC and HCPS Boards by target date

### Means of Assessment: 
The College's Board Approval

### Assessment Results: 
Final decisions on credit articulation have not yet been determined.

### 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.

### Unit Title: 
Campus Facilities Maintenance & Plant Operations

### 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: Planning process will be finalized and project carried out according to plan.

Unit Title: Campus President - Brandon

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.

Use of Results: We will continue to pursue this goal for at least 3 more years, with an emphasis on retention. While we have increase minority student enrollments on campus for the past four years, our retention data, specific to these students is not adequate enough at this time to indicate success rates. We will continue to refine our efforts and retention and determining success based on actual numbers of student graduating from programs.

Objective: Continue development of the master Plan for South County Center (Campus)
Status: Accomplished

Expected Outcomes: Contractor has provided a comprehensive master plan that is acceptable to the President and Board of Trustees
Means of Assessment: Master Plan found acceptable
Assessment Results: The master plan for Southshore has been accepted by the BOT, May 2005.

Use of Results: The Master Plan will be used as the guide toward the development of the Southshore campus. The data contained in the report will guide the hiring of the architect/engineer hired to design the first building. Follow up will take place in 06-07 on the actual construction of the first set of buildings and campus.

Objective: Implement the Florida Advance Technology Education Center Project
### Status

**Expected Outcomes**
First year project objectives completed per grant applications, including the hiring of staff

**Means of Assessment**
Staff hired. First year project objectives completed and signed off on by project executive director

**Assessment Results**
First year project reports have been submitted and accepted by the Fed which list project objectives completed for year one.

**Use of Results**
FL-ATE is a four year project and will require additional time in effort for the next three years. Progress reports and acceptance by the Fed will determine success.

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### Objective
Implement in conjunction with the dean of student services, the unit reorganization plan

**Status**
In progress

**Expected Outcomes**
Student services unit review shows improved service to students from previous year assessment in select CESSE areas of assessment

**Means of Assessment**
CESSE Assessment reports

**Assessment Results**
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.

**Use of Results**
Results of our assessments has 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.

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### Objective
Involve 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 till June of 2006 and ready for price bidding on construction. This was anticipated.

**Use of Results**
We will continue to use the college process in the selection of a constructions 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.

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### Objective
LUMINA Achieving the Dream Project Grant
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 opportunities for students from disadvantaged communities to receive direct assistance and support for academic success</td>
<td>Project evaluation standards developed and accepted by project funding source</td>
<td>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.</td>
</tr>
</tbody>
</table>

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.

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**Campus President - Dale Mabry**

**Objective**

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

**Status**

In progress

**Expected Outcomes**

The enrollment growth (as expressed in F.T.E.) will be equal to or greater than that established.

**Means of Assessment**

As determined by the College's Department of Research, Evaluation and Planning.

**Assessment Results**

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.

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**Objective**

To increase the enrollment of Hispanic students.

**Status**

Accomplished

**Expected Outcomes**

For the enrollment of Hispanic students to constitute 25% of total Campus enrollment.

**Means of Assessment**

As determined by the College's Department of Research, Evaluation and Planning.

**Assessment Results**

As of 9/28/2005, 25% goal reached.

**Use of Results**

Will monitor when end-of-term fall enrollment is tabulated in March 2006.

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**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

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Wednesday, July 19, 2006
Two select public and/or private businesses will be established by 8/15/07. Approval of binding agreements between the select public and/or private businesses by the College President and District Board of Trustees. In progress

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

<table>
<thead>
<tr>
<th>UnitTitle</th>
<th>Campus President - Plant City</th>
</tr>
</thead>
</table>

**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

**Expected Outcomes**
Plan developed.

**Means of Assessment**
Plan finished and submitted.

**Assessment Results**
Objective accomplished

Plan developed by June 30, 2005.
Designated level of campus funding met by June 30, 2008

Plan adopted by College Cabinet.
FY08 final accounting statements

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.

Use of Results
Monitor implementation of freeze/cut plan.

**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**
In progress

**Expected Outcomes**
Equipment purchased by 12/1/05.

**Means of Assessment**
Plan adopted. Money or pledges in hand. Equipment purchased.

**Assessment Results**
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
Lessons learned in fund raising campaign will be followed in the future as the campaign completes its goal.

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

**Status**
In progress

**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** | Develop new strategies. Focus more staff on objective. Continue to pursue objective. |  |
| **Objective** | Increase Plant City Campus enrollment by at least 10 percent per year. |  |
| **Status** | In progress |  |
| **Expected Outcomes** | Increase campus enrollment each year by 10 percent beginning spring semester, 2005. | **Means of Assessment** | College enrollment reports | **Assessment Results** | 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** | Continue effort to increase enrollment. |  |

| **Unit Title** | Campus President - Ybor |  |
| **Objective** | The ultimate goal of HCC's physical department is to bring the entire facility in to a proactive maintenance mode and maintain it proactively henceforth in first-class condition. |  |
| **Status** | In progress |  |
| **Expected Outcomes** | 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. | **Means of Assessment** | Monitor operating cost of the PSTB HVAC System. Monitor Indoor Air Quality for PSTB and ADM buildings. | **Assessment Results** | Assessment not yet possible |  |

| **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. |  |

<p>| <strong>Objective</strong> | The Ybor Campus would like to clearly identify our campus buildings. |  |
| <strong>Status</strong> | In progress |  |
| <strong>Expected Outcomes</strong> |  | <strong>Means of Assessment</strong> |  | <strong>Assessment Results</strong> |  |</p>
<table>
<thead>
<tr>
<th>Objective</th>
<th>Assist in the implementation of providing uniformed law enforcement presence on college campuses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Provide a more safe and secure college environment for the college community by the detection and deterrence of criminal activities.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>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.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>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.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Will continue to improve security services though feedback, patrols, reporting, and proper staffing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Implement the enforcement part of the college's District-wide parking program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>College wide parking enforcement system with monetary fines implemented by August, 2005</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>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.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Three (3) parking services consultant proposals received and undergoing review.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Consultant to be hired 1/06 and program implementation fall '06.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Recommend the upgrade of District wide CCTV system</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>----------------</td>
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</tbody>
</table>

Wednesday, July 19, 2006
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 or 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.

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

<table>
<thead>
<tr>
<th>Unit Title</th>
<th>College Attorney</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>Assist campus and district administration on renovation/remodeling/new construction for current and a new campus location</td>
</tr>
<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>Completion of projects within budget and on time</td>
<td>quality of services provided in timely manner</td>
<td>Assigned projects completed as assigned. Ongoing projects on schedule.</td>
</tr>
</tbody>
</table>

| 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 |

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop private sector partners/increase student interaction in private sector/increase enrollment and implement a workforce training center.</td>
<td>Commitment by the private sector and funding to develop plans for workforce training center.</td>
<td>The administration is finalizing the first of several private sector projects that will benefit students and increase enrollment.</td>
</tr>
</tbody>
</table>
### Use of Results
The administration is continuing to pursue other public/private partners for the remaining vacant parcels. The administration's approach was reviewed with the Board and modified with a new approach to accomplishing this objective.

### 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**
### Status

Accomplished

### Expected Outcomes | Means of Assessment | Assessment Results
--- | --- | ---
new/amended legislation if adopted by the legislature; addressing concerns/issues of the state board of Education and all community Colleges. | success of legislation being approved/rules/policies being adopted | This department works on statewide legislative efforts to better ensure that the impact is fully reviewed prior to the approval by the Department of Education and/or the legislature.

### Use of Results

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

---

**Unit Title**: College Preparatory

**Objective**: Increase the retention and success rates of students entering into the preparatory curriculum and subsequently taking a college-level course by 2%.

**Status**: In progress

### Expected Outcomes | Means of Assessment | Assessment Results
--- | --- | ---
Student retention and success in the preparatory curriculum and subsequently taking a college-level course will increase by 2%. | State accountability reports and Planning, Research, and Evaluation data reports. | The most recent state data reports on 2004. Retention rates dropped 2%, and success rates decreased in reading but increased in writing and in math. Overall success rates increased by 7%.

### Use of Results

There is a definite need to continue pursuit of this objective. For example, one of the major prep strategies - reducing the number of hours - was not implemented until Fall 2005. A comprehensive preparatory status report will be produced during spring 2006.

---

**Unit Title**: Community Services/Continuing Education

**Objective**: Increase the community's access to the Continuing Education programs and services available at Hillsborough Community College.

**Status**: In progress

### Expected Outcomes | Means of Assessment | Assessment Results
--- | --- | ---
The ability for students to register and pay on-line for Continuing Education courses. | A business plan in conjunction with an implementation plan at the end of 2004-05. | Continuing Education has worked with the IT Department to research, evaluate and purchase an on-line Datatel registration product. Testing is scheduled for January 2006.
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.

<table>
<thead>
<tr>
<th>Unit Title</th>
<th>Computer Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>Brandon: Develop 10 new Distance Learning courses.</td>
</tr>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
</tbody>
</table>

**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

6 DL courses have been developed, 5 or 6 more are under development.

Use of Results

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Brandon: Develop college credit certificate based on A+, Net+, Security+ coursework organized around Comp-TIA content and standards.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
</tbody>
</table>

**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 has approved the course objectives and will be pursuing the approvals for a 2-year degree organized around A+, Security+ and Net+ coursework, rather than the college credit certificate.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------</td>
</tr>
</tbody>
</table>

### Expected Outcomes
- Create a new E-Business Technology AAS Degree, E-Business Ventures
- Technical, E-Business
- Technology Technical, E-Business and E-Business Security Technical
- Certificates contingent on the outcome of the needs assessment

### Means of Assessment

### Assessment Results
- Curriculum is developed, reviewed by the Computer Science Advisory Committee and pending return of needs assessment from the District Office prior to processing to Cluster 12.

### Use of Results
- Monitor the progress of the needs assessment; No; Yes, continue to pursue objective

---

### Objective
**Dale Mabry Campus: Purchase new classroom desks to provide students with an optimal learning environment.**

### Status
Accomplished

### Expected Outcomes
- Purchase 40 classroom computer desks

### Means of Assessment
- Approval of the HCC Board to purchase 40 new computer desks

### Assessment Results
- BOT approval received; computers purchased and installed

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

---

### Objective
**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.**

### Status
Accomplished

### Expected Outcomes
- 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

### Means of Assessment
- 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

### Assessment Results
- 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

---

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### 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

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Approval by HCC Board of a College Credit Certificate in Unix/Linux System Administrator</td>
<td>Certificate approved by the State Department of Education, approved by the College's BOT and now enrolling students</td>
</tr>
</tbody>
</table>

**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

<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</td>
<td>Computer Science advisory committee meeting agendas and sign-in sheets</td>
<td>Committee was reestablished in April 05; met three times; assisting faculty with new program development and internship site development</td>
</tr>
</tbody>
</table>

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

### Unit Title
Controller

### Objective
1. Develop Campus Funding Model

**Status**
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop an acceptable Campus Funding Model by January 2005.</td>
<td>Use of the Campus Funding Model to develop the 2005/2006 fiscal year budget.</td>
<td>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 comparision to State averages.</td>
</tr>
</tbody>
</table>

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

Status In progress


Means of Assessment 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 were 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


Means of Assessment 85% availability of electronic payroll earnings reports to College employees.

Assessment Results Direct Deposit payroll participation is now above 97%. The programming for electronic payroll earnings reports is pending programmers.

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 2006.

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

Means of Assessment

Assessment Results
Reaccreditation will be awarded for the maximum length of 5 years. Notification of reaccreditation by the Council for Standards in Human Service Education. Reaccreditation self-study will be completed during spring semester of 2006. Site visit is expected in August of 2006.

<table>
<thead>
<tr>
<th>Use of Results</th>
<th>Objective remains a priority.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>3. The new ATD, Family Health and Support Worker, will become a self-sustaining component of the Counseling &amp; Human Services Program after the termination of grant funding in December 2004.</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Partially accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>One class with a minimum of 15 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.</td>
<td>College enrollment data</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Objective remains important.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>4. Maintain the desirability of our program graduates as employees for local social service agencies.</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>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.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Objective remains a priority.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>5. Maintain graduates' satisfaction with the transferability of knowledge and skills learned in the program.</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>
</tbody>
</table>
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 of 2006.

Survey of Program Graduates will be conducted during spring semester of 2006 as part of reaccreditation self-study.

**Use of Results**

Objective remains important.

---

## Unit Title: Criminal Justice Institute

### 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**

In progress

---

## Expected Outcomes

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curriculum will address State licensing requirements for public safety personnel</td>
<td>Annually review overall curriculum and individual course objectives and learning outcomes to ensure compliance with state and federal guidelines</td>
<td>Annual review indicates compliance with State mandated training guidelines</td>
</tr>
<tr>
<td>Graduates of program will achieve a pass rate on licensing exams that exceeds state averages</td>
<td>Monitor student Pass Rates on state licensing exams</td>
<td>Data is being collected for analysis</td>
</tr>
<tr>
<td>Facilities and curriculum will incorporate federal domestic preparedness guidelines</td>
<td>Annually review each course and associated learning objectives/outcomes to ensure compliance with federal guidelines</td>
<td>Data not available at this time</td>
</tr>
<tr>
<td>A new (or reconstructed) facility will be in place by August 2007</td>
<td>Establishment of the new facility.</td>
<td>HCC has entered into a partnership with Hillsborough County for the purpose of acquiring land to build a new facility.</td>
</tr>
</tbody>
</table>

**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.

---

## Unit Title: Criminal Justice Technology
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

Partially accomplished

Expected Outcomes | Means of Assessment | Assessment Results
---|---|---
The Club will be actively involved with the criminal justice system. | An annual record of club activities will be reviewed by the Program Coordinator. | To be developed.
The Club will be actively involved with the workforce community. | An annual record of club activities will be reviewed by the Program Coordinator. | To be developed.
Club will be launched. | An annual record of student membership numbers will be reviewed by the Program Coordinator. | The interim Board is up and running.

Use of Results

With establishment of the interim Board, the objective is on schedule to complete the remaining strategies toward full implementation by the target date.

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 | Means of Assessment | Assessment Results
---|---|---
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. | Survey results will be used to guide changes in curriculum and/or skills
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
Course completion by students | An annual record of student attendance and completion of these courses will be reviewed by the Program Coordinator. | Report to be developed.

Use of Results

The first course has been submitted to the Academic Affairs Committee. The next step is to offer the course in fall 2006. 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 Partially accomplished

Expected Outcomes Means of Assessment Assessment Results
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. Data gathering will begin in Fall '06

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. Data gathering will begin in Fall '06

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.

Use of Results The objective is in progress toward full implementation by the target date of 5/1/2006.

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 Means of Assessment Assessment Results
Students taking the proper learning track based upon their intended careers and the workforce needs within their career choice. Satisfaction by workforce employers as established through workforce members of the Program Advisory Committee in the learning tracks and courses. Data gathering will begin in Fall '06

An accurate and complete listing of student degree and course requirements and schedules. Satisfaction by student users as established by Surveys, feedback from the Criminal Justice Student Association and from the Criminal Justice Advisory Committee. The site is complete and accurate.

A greater number of students registering for the proper degree. Survey by faculty of students each semester to determine if they are in the proper degree program. On-going; Data collected again in Fall '06
Use of Results
A student assessment of the web site will be developed to determine its usefulness to students.

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.

Status
Partially accomplished

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
To be developed

Certificate or Credential completion by students

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

Assessment Results
To be developed

Course completion by students

Means of Assessment
An annual record of student attendance and completion of these courses will be reviewed by the Program Coordinator.

Assessment Results
To be developed

Use of Results
The first two courses have been proposed and approved. The objective is on track toward full implementation by the target date.

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

Expected Outcomes
Certificate or Credential completion by students

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

Assessment Results
To be developed

Course completion by students

Means of Assessment
An annual record of student attendance and completion of these courses will be reviewed by the Program Coordinator.

Assessment Results
To be developed.
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.

To be developed

**Use of Results**
The first course has been proposed to the Academic Affairs Committee and received approval. The objective is on track toward full implementation by the target date of 5/1/2007.

<table>
<thead>
<tr>
<th><strong>Unit Title</strong></th>
<th><strong>Culinary Management</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th><strong>Improve the productivity of the advisory board for the Culinary program</strong></th>
</tr>
</thead>
</table>

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

<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>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.

<table>
<thead>
<tr>
<th><strong>Unit Title</strong></th>
<th><strong>Database Technology</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th><strong>Increase the number and variety of culinary courses offered</strong></th>
</tr>
</thead>
</table>

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

<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>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
<table>
<thead>
<tr>
<th>Objective</th>
<th>Foster 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 courses from the state curriculum frameworks for the Database Technology degree program and courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</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 curriculum frameworks</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Approval by the College's Board of Trustees</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Program updated to match state of Florida curriculum frameworks</td>
</tr>
<tr>
<td>Use of Results</td>
<td>Course content and program content must change, if required, to meet the needs of the community</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Dean of Academic Affairs - Brandon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>1. To assist the Core Team in laying a firm foundation for the educational project, “Achieving the Dream,” at Brandon Campus.</td>
</tr>
<tr>
<td>Status</td>
<td>Partially accomplished</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Same as above.</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>'05-06 Reports are submitted to AtD Coordinator each term detailing progress.</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>All aspects of program are in place after one year.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>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.</td>
</tr>
</tbody>
</table>

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

Wednesday, July 19, 2006
<table>
<thead>
<tr>
<th>Status</th>
<th>In progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>25% of Brandon adjuncts will attend and rate as satisfactory at least one workshop during the 2004-05 academic year.</td>
<td>Attendance records and evaluation forms.</td>
</tr>
<tr>
<td>same as above.</td>
<td>same as above.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>3. To assist in planning facilities and curriculum for RCC's new campus in south county.</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>Master Plan will be completed by end of '05.</td>
<td>Board of Trustees will approve Master Plan.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>NA</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>4. To increase FTE's by 5% at Brandon Campus.</td>
</tr>
<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 enrollment expected to grow by 1-2% 2005-06.</td>
<td>FTE reports from District.</td>
</tr>
<tr>
<td>06-07 growth expected to be 1-2%.</td>
<td>FTE reports from District.</td>
</tr>
<tr>
<td>Student enrollment in AA classes and prep programs will increase by 5%.</td>
<td>FTE reports from District.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>'05-'06 Offer compressed classes when new rooms open. Add 3 faculty positions in critical disciplines. Rooms did not open '05-'06. '06-'07 - Recruitment efforts will be increased. Course sections will be increased as new rooms open. One additional faculty position has been added.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>To facilitate the adoption of college-wide changes in the college preparatory program at Brandon Campus.</td>
</tr>
</tbody>
</table>
Status

Partially accomplished

Expected Outcomes

Means of Assessment

Assessment Results

Same as above.

Same as above.

'06-07 Conversion of prep Writing and Reading to 4 credits is in place for fall term.

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

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

'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

Means of Assessment

Assessment Results

AA Program Review complete, 9/05. Work with college-wide team to insure that recommendations are adopted.

Review by AA team will reflect adoption of recommendations.

'06-07-Follow-up Reports (12/05 & 4/06): Reports outline strategies devised by Director and AA Deans to address program weaknesses.

Recommendations made in program reviews will be prioritized for adoption.

Strategic plans and budget will reflect recommendations made in program reviews.

'05-'06 - New program review model adopted. AA program review completed 9/05.

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.

Unit Title

Dean of Academic Affairs - Ybor

Objective

1. Development of associate in arts degree program with an emphasis in film studies.

Status

In progress

Expected Outcomes

Means of Assessment

Assessment Results

Wednesday, July 19, 2006

Page 31 of 116
As a new initiative, an initial benchmark will be established for HCC students transferring and being accepted into upper-division film studies programs. Articulation with transfer receiving universities. A preliminary review of undergraduate film programs in Florida is underway. Prof. Charles Lyman (film professor at USF) has agreed to assist in the development of a program of study in "Motion Media," including core requirements, syllabi and objectives.

**Use of Results**

Our goal is to present a new program of study in Motion Media to Cluster 2, and ultimately to Academic Affairs in Spring 06. It is anticipated the first course offerings will be in Fall 2006. A review of syllabi and objectives will take place after the initial offerings. Changes will be effected as necessary and development of the program will continue to be pursued. Those early offerings will establish the initial benchmarks for student/program evaluation and assessment.

**Objective**

2. Attain National Association of Schools of Music accreditation for the HCC music program.

**Status**

Accomplished

**Expected Outcomes**

Increased HCC student transfer and acceptance into state university music programs at the upper-division level.

**Means of Assessment**

Articulation, compilation and analysis of acceptance rates of HCC transferring students.

**Assessment Results**

Articulation meetings and discussions are ongoing, particularly with music faculty at USF, University of Tampa, Florida State University, University of Florida, and UCF. A method for data development needs to be formalized with Institutional Research.

**Use of Results**

A self-study and analysis of the Ybor City Campus music program was completed and submitted to the National Association of Schools of Music in support of our application for membership. 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 — was 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 might need 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><strong>Unit Title</strong></th>
<th><strong>Dean of Arts &amp; Sciences - Plant City</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Develop a plan to renovate PADM and PSCI</td>
</tr>
<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>
</tbody>
</table>

Wednesday, July 19, 2006
Provide clear and feasible recommendations to the architect.

Written architectural documents.

Architectural documents are in pre-construction stage. The construction phase of this project is projected to begin in October 2006.

Use of Results
Committees have begun lists of needs for implementation in the newly renovated spaces. The initial meeting with the architect has begun the formal process that will generate the formal architectural documents and ultimately see the project to completion.

Objective
Enrollment growth through expanded service to target markets

Status
In progress

Expected Outcomes
Increased FTE at a rate of 10% per year.

Means of Assessment
Annual Statistical reports from HCC PRE department.

Assessment Results
While there was a 9% increase in division FTE from the previous academic year, efforts should continue toward this FTE goal.

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.

Objective
Reorganize the division to support the campus reallocation figures as defined by the College President.

Status
In progress

Expected Outcomes
Reorganize support staff while supporting enrollment growth.

Means of Assessment
FTE reports and division staffing levels

Assessment Results
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.

Plan developed by June 30, 2005
Plan submitted and approved.

Plan partially implemented. Full implementation will come as staff member returns to work following illness.

Increase the number of full-time faculty positions by 2.

BOT action

Two new full-time faculty positions were filled.

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.

Unit Title
Dean of Associate of Arts - Dale Mabry

Objective
Build enrollment in the dual enrollment program to match District levels.
### Status

In progress

### Expected Outcomes

**Means of Assessment**
- Data elements provided by Planning, Research, and Evaluation

**Assessment Results**
- 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**
- College Institutional Research Dept. figures

**Assessment Results**
- figures still to be determined

### Use of Results

Currently piloting linked LIN 1670 with prep-to-ENC 1101 class. Will continue or eliminate, depending on results.

### Objective

Increase online class enrollment in areas other than English

### Status

In progress

### Expected Outcomes

**Means of Assessment**
- existing schedule

**Assessment Results**
- none yet in those areas, but adding in other areas

### Use of Results

Need to pursue further

---

### Unit Title

Dean of Associate of Sciences - Brandon

### Objective

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

### Status

In progress

### Expected Outcomes

**Means of Assessment**
- CSAR Report

**Assessment Results**
- Comparing Fall 05 to Fall 04, enrollments in AS courses dropped by 0.5%.
Use of Results  
Increase coordination and recruitment activities with Enrollment Development Coordinators; produced a TV commercial that should begin airing by 1/06.

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

Status  
In progress

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

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

Assessment Results  
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  
Partially 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.

Use of Results  
Will continue participation in the submission of grant proposals. Were not awarded CASS, DOL - waiting for results of NSF proposal.

Unit Title  
Dean of Associate of Sciences - Dale Mabry

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

Status  
In progress

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  
CSAR report compared Fall 04 to Fall 05 with preliminary results showing a deficit of 84 students.
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.

Status

Accomplished

Expected Outcomes

Create new Credit Union Financial Services Certificate program by target date contingent on the outcome of the needs assessment.

Means of Assessment

Approval by HCC Board of College Credit Certificate in Credit Union Financial Services

Assessment Results

Credit Union program approval at Nov. 05 Board of Trustees meeting

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

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

Status

Partially accomplished

Expected Outcomes

Create new Dietetic Technician AS degree program by target date contingent on the outcome of the needs assessment

Means of Assessment

Approval by the HCC Board of AS degree program in Dietetic Technician

Assessment Results

Program developed and submitted to the Academic Affairs committee for review at their next meeting

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 & forms submitted to AAC for review, approval and subsequent transmittal to BOT

Unit Title

Dean of Associate of Sciences - Ybor

Objective

1. Develop a PAV 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

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. 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

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

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

In progress

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 being compiled and formal tracking system implemented

Curriculum will address State licensing requirements for public safety personnel

Annually review overall implementation of State-mandated curriculum to ensure effective program delivery strategies

Review indicates that we are in compliance with State requirements
A new (or reconstructed) facility will be in place by August 2007. Physical location will be established. HCC has entered into a partnership with Hillsborough County to acquire property.

**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.

<table>
<thead>
<tr>
<th>Unit Title</th>
<th>Dean of Environmental/Technical Prog. - Plant City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>1. Implement a new non-credit program in “high ropes” team building.</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>In progress</td>
</tr>
</tbody>
</table>

**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. Staff is also working to arrange agreements with co-sponsors. Classes have been delayed to start 2006.

**Use of Results**

This objective will continue to be pursued. Changes to this objective have included the identification of partners/co-sponsors in helping to promote the program.

| **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** | In progress |

**Expected Outcomes**

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

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

**Means of Assessment**

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.

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

**Assessment Results**

This plan has been put on hold due to the fact that new plans have been discussed for housing part of the apprenticeship program at this site and due to the need of implementing the ESC reallocation plan.

**Use of Results**

Changes will be made to this objective. The opportunity exists for implementing needed apprenticeship programs at the C. Bay site. Therefore, the education/research center plans have been put on hold in order to accommodate this new opportunity.
Objective 3. Implement a new AS degree program in Veterinary Technology, and a PSAV program in Advanced Water Technology.

Status Accomplished

Expected Outcomes

<table>
<thead>
<tr>
<th>Means of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BOT approval will be obtained and the HCC PC course schedule will include program courses.</td>
</tr>
<tr>
<td>1. BOT approval will be obtained and the HCC PC course schedule will include program courses.</td>
</tr>
</tbody>
</table>

Assessment Results

<table>
<thead>
<tr>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>A PSAV program was implemented in Fall Term 2005.</td>
</tr>
<tr>
<td>The program began in Fall Term 2005.</td>
</tr>
</tbody>
</table>

Use of Results Both programs have been implemented; therefore, this objective has been achieved.

Objective 4. Increase Division student enrollment.

Status In progress

Expected Outcomes

<table>
<thead>
<tr>
<th>Means of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Enrollment will increase by 10% from Academic Year 2003-2004.</td>
</tr>
<tr>
<td>1. College Plant City Campus enrollment reports will show a 10% per year growth.</td>
</tr>
</tbody>
</table>

Assessment Results

<table>
<thead>
<tr>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

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

Objective 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 In progress

Expected Outcomes

<table>
<thead>
<tr>
<th>Means of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The plan will be developed and submitted to College Cabinet for approval.</td>
</tr>
<tr>
<td>2. Official college end-of-year accounting statements.</td>
</tr>
</tbody>
</table>

Assessment Results

<table>
<thead>
<tr>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
</tr>
</tbody>
</table>

Use of Results Tasks and objectives identified in the Institute plan are currently being implemented.
<table>
<thead>
<tr>
<th>UnitTitle</th>
<th>Dean of Math &amp; Sciences - Dale Mabry</th>
</tr>
</thead>
</table>

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

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Match District levels</td>
<td>Data generated by the Department of Planning, Research and Evaluation</td>
<td>Awaiting data from District</td>
</tr>
</tbody>
</table>

**Use of Results**
We are waiting for data to arrive regarding this objective.

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

**Status**
Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 50% of all FSPD approved requests</td>
<td>Use evaluation form</td>
<td>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.</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>UnitTitle</th>
<th>Dean of Student Services - Brandon</th>
</tr>
</thead>
</table>

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

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>All student services functions will be accessible, functional and effective for the students.</td>
<td>Feedback from students and staff via focus groups and satisfaction surveys.</td>
<td>In progress.</td>
</tr>
</tbody>
</table>

**Use of Results**
Results will be reviewed for appropriateness and feasibility then subsequent changes would be made. Continue pursuing objective.

**Objective**
Continue enrollment increase at the Brandon Campus.
<table>
<thead>
<tr>
<th>Status</th>
<th>In progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Enrollment will increase 1-2%.</td>
<td>Enrollment/registration reports generated by DAO.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Increase in enrollment will result in altering the delivery of services to be more efficient.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Cross train student services staff enabling them to assist students immediately thereby eliminating excessive referrals to other departments.</td>
</tr>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Students will be able to access consistent information from varying student services departments.</td>
<td>Student satisfaction surveys; self assessment of student services staff.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Cross training will be fully realized upon the hiring and re-classification of key personnel, in progress.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Improve recruitment and retention of low-income and/or racial/ethnic minorities.</td>
</tr>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Completion of a two-year degree that transfers to the university.</td>
<td>Graduation statistics acquired through college registrar.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Efforts of grant programs and Enrollment Development Coordinators ongoing.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Increase the number of students utilizing HCC's technology resources which in turn reduces wait times for on campus student services.</td>
</tr>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>The number of eligible students using HawkNet will increase each term.</td>
<td>Registrar or IT report indicating method of student registrations.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Improvements to online resources to result in easy access and functionality is ongoing.</td>
</tr>
</tbody>
</table>
Objective: Increase Plant City enrollment at a rate of 10 percent per year.

Status: In progress

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: Develop a spending reduction plan to 6/30/05.

Means of Assessment: Plan submitted.

Assessment Results: A plan was completed and submitted to the Campus President in October 2005. We are awaiting a response.

Use of Results: This objective was met by the reduction of the Student Services budget.
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

In progress

Expected Outcomes

(1) Decrease students' complaints
(2) Increase students' satisfaction
(3) Decrease student's wait-time for advising
(4) Provide clear and feasible recommendations to the architect.

Means of Assessment

(1) Analyze Point of Service survey data
(2) Utilize Point of Service survey
(3) Analyze comment cards
(4) Written architectural documents

Assessment Results

(1) Student complaints have been reduced due to increase in customer service.
(2) Student have expressed satisfaction in certain service area.
(3) Students' wait-time has been decreased due to group advising and appointment scheduling.
(4) 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.

Unit Title

Dean of Student Services - Ybor

Objective

Increase the number of Ybor student's 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

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

By Fall 2006, the E-Advising System will be available to students.

By Fall 2006, it is expected that 75% of students will use the on-line system.

Means of Assessment

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

Biannual status reports will be provided by the Ybor Campus on the status of the On-Line Advising System.

Completion date the number of students using the on-line registration system will be identified in Fall 2005 to establish baseline data.

Assessment Results

Assessment Pending
By Fall 2006, eligible student use of HawkNet will increase 5% above Fall 2005 usage.

By Fall 2006, each campus will develop a report of the number of student workers and their hours worked for registration periods; along with an assessment of the effectiveness of the initiative.

This strategy will be evaluated in Fall 2006.

Each term, the number of students using the on-line registration resources should increase.

Track the student utilization of the Cyber Space Café and Computer Work Stations

Assessment Pending

**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 criteria 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**

In progress

**Expected Outcomes**

The number of computers available for student access should increase.

**Means of Assessment**

Document increase in the number of computers

**Assessment Results**

Assessment Pending

Implement Cyber Space Café and the Computer Work Stations on Campus.

Verify existence of such resources on Campus.

Assessment Pending

**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.

**Unit Title**

Dental Assisting

**Objective**

Encourage the completion of an employer survey to improve the educational standards of the Dental Assisting Program
<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>The Dental Assisting Program will encourage 83% of the employers to complete a survey.</td>
<td>Completed Survey</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Hand carry the survey to the offices to get more competed.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td><strong>The Dental Assisting Program curriculum will prepare students to complete all of the Florida Expanded Functions.</strong></td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>100% of the graduates will graduate with all of the Expanded Functions.</td>
<td>Expanded Functions Course completers</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>The program will try to get more clinical competency to the students</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td><strong>The dental assisting program will accept student who will successfully complete the program</strong></td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></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>
<tr>
<td><strong>Use of Results</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>The Dental Assisting Program will improve the program with the use of a graduate completer questionnaire.</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td><strong>Means of Assessment</strong></td>
</tr>
<tr>
<td>83% of the students will complete the graduate student survey</td>
<td>Mail and evaluate survey</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>We need additional surveys completed. The survey will be completed on the last day of classes instead of mailed out this next year.</td>
</tr>
</tbody>
</table>

Wednesday, July 19, 2006
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.

Unit Title  
Dental Hygiene

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</td>
<td>National Board Exam scores</td>
<td>100% pass rate, expected outcome 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.  
Status  
Accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<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 | Means of Assessment | Assessment Results
--- | --- | ---
90% employer satisfaction survey results | Employer survey | 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 | Means of Assessment | Assessment Results
--- | --- | ---
90% of patients will report satisfaction with dental hygiene services provided in the dental clinic. | Patient Satisfaction Survey | 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

Accomplished

Expected Outcomes | Means of Assessment | Assessment Results
--- | --- | ---
Annual revision and update of the curriculum | Course evaluation forms | 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.

Unit Title

Diagnostic Medical Sonography
### Objective
Improve the response rate of students, graduates, and employers surveys

### Status
In progress

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

### Means of Assessment
Annual surveys

### Assessment Results
Evaluation in progress, waiting 6-month after last class graduates to conduct next survey.

### Use of Results
Adjusting or corrections in curriculum and/or method to delivery instruction according with graduates and employers input.

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

### Status
In progress

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

### Means of Assessment
ARDMS examination board annual report

### Assessment Results
Waiting 6-month after last class graduated. ARDMS next statistic report in January.

### Use of Results
Continue to encourage graduates to take the OB/Gyn board.

### Objective
Increasing the passing rate of the ARDMS examination board.

### Status
In progress

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

### Means of Assessment
ARDMS exams annual report

### Assessment Results
Assessment in progress. New statistic report from ARDMS in January 2006

### Use of Results
Continue to encourage graduates to take board exam as soon they leave school.

### Unit Title
Digital Media/Multimedia

### Objective
Foster participation in the College-wide Computer Science advisory committee

### 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**

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

**Status**

In progress

<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 requirements recommended for change and submitted through the Academic channels beginning in October 2005</td>
</tr>
</tbody>
</table>

**Use of Results**

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

---

**Unit Title**

Distance Learning

**Objective**

Expand the courses required to allow students to complete an AA degree on-line.

**Status**

Partially accomplished

<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>2 Science courses were presented to Cluster but denied. Continuing to proceed with objective.</td>
</tr>
<tr>
<td>Encourage faculty to create and approve an on-line speech course</td>
<td>The successful completion of a section of on-line speech</td>
<td>A speech course will be offered Spring 06 which will be just 50% face-to-face, and the rest online using WebCT. The next step is for the faculty to get an approved proposal through Cluster, and begin development.</td>
</tr>
<tr>
<td>Encourage faculty to create and approve an on-line humanities course.</td>
<td>The successful completion of a section of on-line humanities course</td>
<td>The Humanities area has 3 courses taught online; A.A. requirements can be met through online coursework.</td>
</tr>
</tbody>
</table>

**Use of Results**

The results will be used to provide valuable information on how to proceed with this objective. Results will provide benchmark for continuous measurement.

---

**Unit Title**

Dual Enrollment

**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

**Means of Assessment**  
**Assessment Results**

- Increased enrollment by 10% FTE by 5/30/06.
- FTE reports.
  - Fall 2005 off-campus enrollment is 10 FTE below Fall 2004. However, on-campus enrollment has increased.

### 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.

Based on the growth in on-campus dual enrollment, the marketing campaign will continue for the 2006-2007 academic year.

---

### Objective

**To build a community reputation for excellence in education and quality care for children ages 0-3**

### Status

Partially accomplished

### Expected Outcomes

**Means of Assessment**  
**Assessment Results**

- By September 2006, the Program Director and faculty will be actively involved in a collective minimum of six local, state, and national organizations.
- Monitor the number of boards, committees, and partnerships involving members of the program.
- Evaluate the quality of the contributions made by participants.
- Partnership opportunities continue to expand and existing relationships have been enhanced with full-time faculty member named to new area Boards.

- By January 2007, the program will obtain accreditation from at least one major nationally recognized agency.
- Monitor the number and quality of accreditations, awards, and recognitions given by organizations affiliated with early childhood education.
- The Child Development Lab School will obtain NAEYC accreditation in 04/06. Other accreditation agencies are also being explored for the Credit program.

### Use of Results

This objective is partially complete, and we will continue to pursue it. 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

Partially accomplished

### Expected Outcomes

**Means of Assessment**  
**Assessment Results**

**Unit Title**

*Early Childhood Management*
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 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.

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.

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.

---

<table>
<thead>
<tr>
<th>Unit Title</th>
<th>Electronics Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>Foster increased participation in the college-wide Electronics Engineering Advisory committee</td>
</tr>
<tr>
<td>Status</td>
<td>Deferred</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Increase membership participation in meetings by 3% by target date</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>Electronics Engineering Committee meeting sign in sheets</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Not yet started due to hiring of a new FT permanent faculty member in the division. This new faculty member will spearhead the revision and re-activation of this advisory committee.</td>
</tr>
<tr>
<td>Use of Results</td>
<td>* New Full-time Instructor for Electronics program will be hired as of January 2006. So, all advisory committee decisions have been postponed until after the new instructor assumes his position.</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Objective</th>
<th>Increase student enrollment in programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>College enrollment in this program will increase by 3% by target date</td>
</tr>
<tr>
<td>Means of Assessment</td>
<td>State Database Report AA-1A Verification Report on enrollments and completers</td>
</tr>
<tr>
<td>Assessment Results</td>
<td>Baseline student counts start with Fall 2005. Fall 2006 will be calculated for success determination</td>
</tr>
<tr>
<td>Use of Results</td>
<td>*Baseline data obtained for enrollment process: Fall 2005 = 144 students. 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.</td>
</tr>
</tbody>
</table>

Wednesday, July 19, 2006
<table>
<thead>
<tr>
<th>Objective</th>
<th>Emergency Medical Services</th>
</tr>
</thead>
</table>

**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

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>By 7/1/05 - increase full time faculty by one to allow the program to increase the number of sections of EMT and Paramedic.</td>
<td>Increase EMT sections by 1 per semester and paramedic by 2 sections per year.</td>
<td>New Objective 2005-06</td>
</tr>
</tbody>
</table>

**Use of Results**
This is a new objective entered into the system fall 2005. Will be able to report on the outcome by fall 2006.

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

**Status**
Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 97% of our graduates achieve a passing score on the State certification exam.</td>
<td>The state certification exam is administered and developed by the Department of Medical Quality Assurance. MQA provides feedback on our graduate performance.</td>
<td>While pass rates exceed national levels, they are below the desired outcomes.</td>
</tr>
</tbody>
</table>

**Use of Results**
Faculty and staff have been meeting to address this issue and are working to develop strategies to improve outcomes.

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

**Status**
Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% of the EMT students will achieve a passing score of 70 on the Comprehensive final written exam.</td>
<td>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.</td>
<td>While results are higher than the national level they are below expectations.</td>
</tr>
</tbody>
</table>

**Use of Results**
Faculty and staff are working to improve student outcomes.

**Objective**
Graduates will demonstrate personal behaviors consistent with professional and employer expectations of an entry level employee.

---

Wednesday, July 19, 2006
<table>
<thead>
<tr>
<th>Objective</th>
<th>Graduates will demonstrate technical proficiency in all skills necessary to fulfill the role of an entry level EMS Provider.</th>
</tr>
</thead>
<tbody>
<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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Graduates will rate program satisfaction with a &gt; 90% satisfaction rating.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Accomplished</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>Continue to monitor.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Increase EMT pass rate on the national certification exam for Airway and Airway Management.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Partially accomplished</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.

Use of Results
* New full-time instructor of Electronics Engineering will be hired as of January 2006. So, all articulations and joint us 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
Partially 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

---

Unit Title
Environmental Science Technology

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.

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.

Means of Assessment

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.

---

Unit Title: Environmental Horticulture Technology

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
In progress

Expected Outcomes
Certificate programs in LH Professional, LH Specialist, and LH Technician will be approved and classes scheduled for Spring Term 2006.

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

Assessment Results
Board of Trustees approval has been obtained and the LH Profession certificate courses have been scheduled for Spring Term.

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

Unit Title
Facilities Construction/Planning

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.

Unit Title
Financial Aid

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

Status
In progress

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.

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

Assessment Results
District Financial Aid office reduced the 2004-05 Return of Title IV Audit findings by 65%. In 2003-04, the college received 18 findings; however, in 2004-05 there were only 6 findings noted.
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.

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
In progress

Expected Outcomes

4. Provide updated information for revisions to the college's publications.

Means of Assessment

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.

Assessment Results
Completed.

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.

1. District FAO will request reports that will identify the success of students receiving financial aid information electronically.

This objective has not been obtained. Campus Cruiser committee is currently researching how departments will be able to utilize the email message component.

3. Modify information provided on the FA Webpage and Web Advisor systems.

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.

In Progress

2. Plan for a college wide financial aid seminar to be held in June or July 2005.

2. A Financial Aid Seminar planning committee will be established and evaluations will be completed to determine the success of the event.

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 Sunda
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

In progress

Expected Outcomes

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

2. Request increase of Federal Campus-based funds.

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.

Means of Assessment

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

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.

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

Assessment Results

In progress

In Progress

Completed. Requested additional Federal Supplemental Educational Grant for 2006-07 academic year.

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.

Unit Title

Financial Services

Objective

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

Status

In progress

Expected Outcomes

Increase in percentage of revenue collected on annual basis.

An Aging Report will be produced on a monthly basis.

Means of Assessment

Annual Financial Report; decreased accounts receivable.

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

Assessment Results

In our attempt to control the level of accounts receivable, we are researching data to determine the source.

Accounts are being reviewed with the Financial Aid Dept. to determine the cause of the receivable.

Wednesday, July 19, 2006
Use of Results Continue to work with the Financial Aid and IT Departments to research the source of the receivable and 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 In progress

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 NOVUS training has been completed. Development of the site has begun.

Use of Results The website will provide pertinent information for students regarding Bursar Office services.

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

Status In progress

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 is revising the format for the monthly bank reconciliation.

Use of Results The revised format will allow for timely and efficient reporting.

Unit Title Fire Science

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 In progress

Expected Outcomes 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.
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

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

Monitor student Pass Rates on state licensing exams

Data is being collected for analysis

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

Establishment of the new facility.

HCC has entered into a partnership with Hillsborough County for the purpose of acquiring land to build a new facility.

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

1. Increase private donations

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 donations by 10% from prior year by 6/30/05</td>
<td>Year-end financial statement</td>
<td>FY '03-04 $367K to FY 04-05 $643K = 75% increase</td>
</tr>
<tr>
<td>Increase the number of donors to Internal and External/December campaigns</td>
<td>Donor gift reports</td>
<td>03-04 451 to 04-05 431 = 4% decrease, however total gift amount and average gift size increased.</td>
</tr>
<tr>
<td>Increase the number of prospects identified by Directors and Cabinet</td>
<td>Mailing and invitations, donor gift reports</td>
<td>unable to determine</td>
</tr>
<tr>
<td>Select a campaign steering committee for South County</td>
<td>Meeting minutes</td>
<td>In progress</td>
</tr>
<tr>
<td>Record gifts in Blackbaud and utilize reports to view trends and identify prospects to upgrade gifts</td>
<td>Blackbaud reports</td>
<td>in progress</td>
</tr>
<tr>
<td>Develop donor recognition system and naming opportunities by 6/30/06</td>
<td>Board of Trustees meeting minutes.</td>
<td>Completed for PC Campaign; in progress for District</td>
</tr>
</tbody>
</table>
Increase in-kind donations (record with financial statements)  | Financial statements  | unable to determine, many non-cash donations do not have accurate market value
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**
Accomplished

**Expected Outcomes** | **Means of Assessment** | **Assessment Results**
--- | --- | ---
Enhance the image of HCC  | Media coverage  | Coverage for HCC events included in SPT, Trib, TBBJ, La Gaceta, Sentinel Bulleln, Cultural Affairs, TB Metro Mag and other social and business publications.
Increase proceeds by 20% for Presidential Showcase from prior year ($77K)  | April and May financial statements  | FY '04-05 proceeds of $105K = 36% increase
Introduce new Golf Classic by November 2004 to raise $15K  | November and December financial statements  | Raised $18K in proceeds
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.
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 in community.

**Use of Results**
Successful events will help create friends for HCC, enhance the institution’s image in the community and raise unrestricted funds.

**Objective**
3. Plan for capital campaign

**Status**
In progress

**Expected Outcomes** | **Means of Assessment** | **Assessment Results**
--- | --- | ---
Engage more alumni in HCC activities and Foundation events  | Counts of alumni.  | Alumni completed address updates for 20K alumni. Alumni Director will provide names of 50 most active alumni to invite.
<table>
<thead>
<tr>
<th>Objective</th>
<th>4. Enhance expenditures on behalf of HCC for scholarships and college support.</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>Increase scholarships awarded to HCC students by 25% from $95,000 to $120,000</td>
<td>Year-end financial statement</td>
</tr>
<tr>
<td>Protect and grow HCC investment principal</td>
<td>Year-end Investment report</td>
</tr>
<tr>
<td>Increase Program Support expenditures and in-kind contributions by 20%</td>
<td>Year-end financial statement</td>
</tr>
<tr>
<td>Increase endowments by 10%</td>
<td>Year-end statement</td>
</tr>
<tr>
<td>Use of Results</td>
<td>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.</td>
</tr>
<tr>
<td>Objective</td>
<td>5. Continue to engage the Directors on the HCC Foundation Board</td>
</tr>
<tr>
<td>Status</td>
<td>In progress</td>
</tr>
<tr>
<td>Expected Outcomes</td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Involve Directors in Board Committees</td>
<td>Committee minutes</td>
</tr>
</tbody>
</table>
Establish quorum and Improve attendance at BOD and Ex Committee meetings

Meeting Minutes and By-laws

03-04 average attendance = 13/22; 04-05 average attendance = 12/23. Modified by-laws quorum requirement from 50%+ to 33%+.

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.

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. A more active Board attracts and solicits other enthusiastic community leaders to join them and their successful fundraising efforts.

Objective

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

Status

Accomplished

Expected Outcomes

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<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, increased by 61%</td>
</tr>
<tr>
<td>Increase amount of Foundation scholarships awarded to students</td>
<td>Annual Report</td>
<td>03-04 $95K to 04-05 $99K, increased by 4%</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, increased by 6%</td>
</tr>
<tr>
<td>Build Endowed Funds for scholarships and college support</td>
<td>Year-End Financial Statement</td>
<td>03-04 $1.3M to 04-05 $1.6M, increased by 26%</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.

Unit Title

Health, Wellness & Sports Technologies

Objective

Address the needs of Faculty, staff and local professional development
### Status
- Partially accomplished

#### Expected Outcomes
<table>
<thead>
<tr>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<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>
<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>
</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 Departmental funds. Will continue to do the same as long as money is available.

### Objective
- **Address the needs of students and the local community.**

#### Status
- Partially accomplished

#### Expected Outcomes
<table>
<thead>
<tr>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<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>
<tr>
<td>Convert classrooms to smart classrooms to facilitate use of technology.</td>
<td>12 classrooms converted with two years.</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. Converted 10 classrooms so far. Two more are scheduled for next year.

### Objective
- **Maintain national accreditation standards for all applicable programs in the division.**

#### Status
- Partially accomplished

#### Expected Outcomes
<table>
<thead>
<tr>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure all self studies and site visits are successful.</td>
<td>All programs evaluated will achieve full accreditation.</td>
</tr>
</tbody>
</table>
Encourage strategies to increase graduate credentialing scores to achieve 100% of the unit plans that cite credentialing 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.

**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.

- Keep the division within budget for the fiscal year.

- Recruit and retain faculty.

**Means of Assessment**

- Number of grants or funding initiatives successfully obtained

- Assessing budget spending for each term.

- Number of vacancies and success in filling vacancies.

**Assessment Results**

- Successful grant for nursing program for almost $250,000.

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

- Division fully staffed as of end of 2005.

**Use of Results**

Division is with in budget, will continue to monitor - looks good for next year.

Division is fully staffed with faculty. Looking to add director of dental clinic and nursing faculty for 2006.

Successful in grant for nursing program 2005 - will continue to look for funding opportunities.

---

**Unit Title**

**Helpdesk Services**

**Objective**

Develop student helpdesk and consolidate student and staff helpdesks

**Status**

Accomplished

**Expected Outcomes**

- Establish the student helpdesk

- Hire adequate student staff to provide 6 days and 14 hrs/day service

- Train students in use of the software and customer service

**Means of Assessment**

- Configure Footprints helpdesk software for student use

- creation of position descriptions and hiring documents

- complete training and monitor staff performance

**Assessment Results**

- configured and in use

- students hired and hours expanded 8/05

- student employees trained 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.

### Honors Institute

<table>
<thead>
<tr>
<th><strong>UnitTitle</strong></th>
<th><strong>Objective</strong></th>
<th><strong>Status</strong></th>
<th><strong>Expected Outcomes</strong></th>
<th><strong>Means of Assessment</strong></th>
<th><strong>Assessment Results</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To enhance the transfer process so that Honors students transfer by a 10% increase to college/universities outside Hillsborough County</td>
<td>Accomplished</td>
<td>Students will transfer into universities more smoothly, and students will be more timely in the transfer process</td>
<td>design exit survey for Honors students (fall 2005; administer survey spring 2006)</td>
<td>Director has asked for input from the Honors ambassadors and alumni. The director has developed a working survey.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>student focus groups</td>
<td>design university road trip evaluations for students (spring 2005; administer fall 2005 and each fall thereafter)</td>
<td>The plans appeared to be in the work for spring 2005. The director did take that project over and travel with the students to Florida Atlantic University.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Students will transfer into universities more smoothly, and students will be more timely in the transfer process</td>
<td>utilize alumni survey for questions pertaining to transfer</td>
<td>In progress; survey to be administered spring 2006.</td>
</tr>
</tbody>
</table>

**Use of Results**

Thus far fall 2005, the results of the assessment suggest that we have made the necessary improvements by addressing these strategises. Nevertheless, we will continue to complete 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

### Expected Outcomes

<table>
<thead>
<tr>
<th><strong>Means of Assessment</strong></th>
<th><strong>Assessment Results</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Same as above.</td>
<td>Design student/faculty evaluation for colloquium (spring 2005; administer fall 2005)</td>
</tr>
</tbody>
</table>
Student focus groups and evaluations will be analyzed to determine an increase in the students' and professors' perceptions of their academic and professional growth.

Design survey for alumni when they graduate from their universities (spring 2006; administer each semester thereafter)

Director is working on a survey for alumni for when they graduate from university.

Student focus groups and evaluations will be analyzed to determine an increase in the students' and professors' perceptions of their academic and professional growth.

Reformat CCSSE Survey (administer spring 2005)

Do to the lack of response, Honors alumnus designed as a major marketing project for her undergraduate degree. Survey was administered and an adequate response was given.

Use of Results

The director will submit for their input from the following cohorts of people: Honors Advisory committee, Honors faculty, Honors ambassadors, and alumni. After collecting those cohorts of people's evaluations, the director will formulate a report to take it back to Honors faculty to generate recommendations.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
<td>Hospitality Management</td>
</tr>
</tbody>
</table>

**Objective**

Improve the productivity of the advisory board for the Hospitality program

**Status**

Partially accomplished

**Expected Outcomes**

Increase the number of participants to the Hospitality advisory board.

**Means of Assessment**

Hospitality Management advisory committee meeting agendas and participant sign-in sheets

**Assessment Results**

Two new members were added to the advisory committee and attended the October 2005 meeting.

**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

---

**Unit Title**
Human Resources

**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 March 2006 and post them in Public Folders.

---

**Objective**
Develop and implement an Employee Recognition Program incorporating Service Awards.

**Status**
Partially accomplished

**Expected Outcomes**
Positive feedback

**Means of Assessment**
survey

**Assessment Results**
Employee Recognition Program has been approved by the Cabinet, but it was decided to implement in 2006 to fully advertise the program.

**Use of Results**
We will need to implement for 2006, thus, we will need to continue pursuit.

---

**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

Expected Outcomes: 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.

Means of Assessment: Standard met.

Assessment Results: Standard met.

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

Expected Outcomes: Improved morale

Means of Assessment: survey

Assessment Results: In discussion with the Cabinet and the President, it was decided not to pursue this objective.

Expected Outcomes: Satisfaction of Administrators with results

Means of Assessment: survey

Use of Results: We will need to change the objective to training Administrators on proper appraisal methods.

Unit Title: Institutional Advancement

Objective: Promote NCC as a Single College District Board Strategic Interest/All College Day

Status: Deferred

Expected Outcomes: Over 75% satisfaction by the presenters with the presentation process and their workshop(s).

Means of Assessment: 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.

Assessment Results: 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.

Use of Results

Next year the Advancement Office will attempt to complete the expected outcomes.

Objective

To develop an initiative that will increase the number of volunteers working with the College on Advancement Programs

Status

In progress

Expected Outcomes

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.

Means of Assessment

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

Assessment Results

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 a need to continue pursuit of this objective as long as the Advancement Office is involved in college/community projects. A formal list needs to be developed that is all inclusive. The assessment results will prove helpful in planning programs, additional resources and manpower and in promotion of HCC to the community.

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

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 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.

Objective

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

Partially accomplished

Expected Outcomes

All College Day October 2005 will have expanded workshops from the community and inside presenters.

Means of Assessment

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.

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

Have a general Alumni Survey Instrument developed by June 1 2005. The survey will be sent out to 3,000 Alumni in the current database.

Means of Assessment

Assessment will be from the survey results in the returned information.

Assessment Results

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 3,000 alumni in the current data base.

Use of Results

I will use the assessment results to develop the program. There is a need to continue the objectives. Changes will be made as necessary.

Unit Title

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

Status Partially 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 In July 2005, four faculty were teaching abroad. One additional faculty member travelled on a Fulbright program. Seven students participated in study abroad. Note: two additional faculty and four students taught and studied abroad in May/June 2005.

Use of Results 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.

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

Status In progress

Expected Outcomes 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.

Appointment of four faculty associates and one faculty emeritus to the Center.

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

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

Means of Assessment Database tracking faculty participation.

President's approval of appointments.

Membership, conference attendance.

Director and faculty associates set objectives on annual basis. Director evaluates faculty associates' performance based on the objectives.

Assessment Results Workshops deferred until funding secured.

Program Review Task Force and faculty are informing development of Center concept.

Although faculty associates are not yet appointed, five faculty attended CCID Troika Study Abroad Workshop in October.

Program Review Task Force and faculty are informing development of Center concept.
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. No assessment at this time.

**Use of Results**

Once Task Force report is finalized, we will organize faculty workshops to continue shaping the Center concept.

**Objective**

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

**Status**

In progress

<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>Develop opportunities for eight faculty members each year to attend conferences/workshops organized by leading international education organizations.</td>
<td>Database tracking faculty participation.</td>
<td>Five faculty participated in CCID Troika Study Abroad Workshop in October 2005. The Director planned and facilitated the workshop for 36 faculty from 20 colleges.</td>
</tr>
<tr>
<td>Facilitate opportunities for nine faculty members to teach and study overseas.</td>
<td>Database tracking faculty participation. Participant questionnaires and focus group interviews.</td>
<td>Four faculty taught and one studied overseas in July 2005.</td>
</tr>
<tr>
<td>Offer four faculty development workshops each year on a variety of topics such as globalization, internationalizing curricula and creating language courses for professionals.</td>
<td>Database tracking faculty participation. Faculty Workshop Evaluation Surveys administered after each workshop.</td>
<td>Approximately 30 faculty members and the Director are working collaboratively to define an HCC strategy for internationalizing the curriculum, including identifying workshop needs.</td>
</tr>
</tbody>
</table>

**Use of Results**

US Dept of Education did NOT award Title VIA grant to the College. High level of faculty interest; however, sustains an ongoing conversation about curriculum priorities and other objectives of grant. Program Review Task Force complements ongoing faculty review and discussion.

**Objective**

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

**Status**

In progress

<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>Develop a faculty-led, Spanish-language study abroad opportunity for students.</td>
<td>Course will be listed in College catalog.</td>
<td>No assessment at this time; program development deferred pending funding.</td>
</tr>
</tbody>
</table>

Wednesday, July 19, 2006
Objective

Develop three Conversational Spanish for Professions courses; specifically, Healthcare, Business and Law Enforcement.

Courses will be listed in College catalog.


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

Create two gateway, international courses for Associate in Arts degree track in International Studies.

Develop five internationalized, connections (capstone) courses

Internationalize 16 core general education courses.

Means of Assessment

Courses will appear in College catalog.

Courses will carry international or "I" designation in College Catalog.

Courses will carry international or "I" designation in College catalog.

Assessment Results

No assessment at this time.

No assessment at this time.

No assessment at this time.

Use of Results

U.S. Dept of Education did NOT award Title VIA grant to the College. Four faculty and Director are facilitating ongoing discussions with larger number of faculty on strengths & weaknesses of proposal. Resubmission planned for November 2006. Title VIB with objectives to internationalize five business courses and develop two new global courses was submitted in November 2005.

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

In progress

Expected Outcomes

Increase Belizean governing board member participation in Trustee Initiative activities by 30% (or 5 new members)

Means of Assessment

Database tracking governing board member participation.

Assessment Results

One new governing board member from Sacred Heart JC contributed to ACCT panel presentation.
Facilitate participation of six U.S. governing board members in Trustee Initiative activities.  
Database tracking governing board member participation.  
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.

Work with newly established Belize Higher Education Trustee Association to identify BHETA their goals and objectives.  
Report and minutes of BHETA  
BHETA still in development stages.

Engage one new external institutional partner in Trustee Initiative activities.  
Contributions of expertise and/or resources by external partner.  
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.

**Use of Results**  
Need to work with Belizean colleagues to identify a champion among Belizean governing board members to grow BHETA into active organization. Pursuing involvement of Massasoit Community College in COBEC and Trustee Initiative. One of their board members is a Belizean American who attended ACCT presentation and expressed desire to get MCC involved. Initiative is definitely worth sustaining.

<table>
<thead>
<tr>
<th><strong>Unit Title</strong></th>
<th><strong>Internet Services</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Foster participation in the College-wide Computer Science advisory committee by the target date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Expected Outcomes</strong></th>
<th>Increase number of advisory committee meetings and participants at the meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Means of Assessment</strong></td>
<td>Computer Science advisory committee meeting agendas and participant sign-in sheets</td>
</tr>
<tr>
<td><strong>Assessment Results</strong></td>
<td>Committee was reestablished in April - 05; met three times; assisting faculty with new program development and internship site</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Meet community needs by reviewing and revising the degree and certificate curriculum, if necessary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td>In progress</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Expected Outcomes</strong></th>
<th>New program requirements will be revised by target date contingent on the curriculum review</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Means of Assessment</strong></td>
<td>Approval by the College Board of Trustees</td>
</tr>
<tr>
<td><strong>Assessment Results</strong></td>
<td>Reviews completed and paperwork submitted through the academic channels in September 2005</td>
</tr>
</tbody>
</table>

| **Use of Results** | Program updates must match state frameworks and outcomes |
## Learning Resource Centers

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

### Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction surveys will include a question to target satisfaction regarding information literacy, including tutorials and handbooks.</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>Users will indicate satisfaction with the tutorial and handbooks.</td>
<td>Satisfaction surveys.</td>
<td>Tutorials and handbooks are not included on the satisfaction survey - students and faculty will be queried in spring 2006.</td>
</tr>
<tr>
<td>Students will have increased success in demonstrating 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
At the December 2005 cluster meeting, librarians will establish a benchmark satisfaction target - the proposed one is 70% very satisfied or satisfied with library instruction. The other assessment measures will be implemented in the spring term or reconsidered. For example, a formal pre and post-test process is not feasible at this time, but informal assessments of information literacy can be enhanced to include skills mastery.

### Objective
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.

### Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<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. Currently, Brandon received 11 new computers and Ybor City received 15 new computers.</td>
</tr>
</tbody>
</table>
Satisfaction surveys will indicate higher levels of satisfaction with resources and staff support.

Satisfaction surveys. 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% "unknown."

Students will have greater access to technological resources.

Additional resources will be purchased. The resources identified in the plan include long-term requests. Currently, Brandon received 11 new computers and Ybor City received 15 new computers.

Students will have increased success in information literacy.

Pre- and post-tests of information literacy. 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.

**Use of Results**

Additional resources will continue to be purchased in line with the long-term requests. The librarians will continue to utilize and refine assessment instruments to capture student and faculty satisfaction data in these areas. For resources, the librarians will consider sending out more information about availability and determining why there is a high percentage of "unknowns" for certain categories. For example, the interlibrary loan category reports the highest percentage of "unknowns," but this resource may not be especially critical to student success.

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

**Assessment 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.

---

**Unit Title**: Legal Assisting

**Objective**: Establish a more competitive position for the paralegal program within the local higher education market

**Status**: Partially accomplished

**Expected Outcomes**
- Overall program enrollment will increase by 2% annually
- By Fall 2006, a minimum of two new web-based courses will be developed.
- New web-based courses will enroll a minimum of 10 students each semester

**Means of Assessment**
- Monitor overall enrollment statistics on an annual basis
- Approval by Academic Affairs will determine if these courses will be put into place.
- Monitor enrollment statistics for each semester

**Assessment Results**
- Enrollment statistics indicate that enrollment levels have flattened out over the past year.
- N/A
- Enrollment statistics indicate an average of 30 students per web class.

**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.

---

**Unit Title**: Manufacturing Technology

**Objective**: 1. To develop a college credit certificate specifically targeted for manufacturing incumbent workers.
<table>
<thead>
<tr>
<th><strong>Status</strong></th>
<th>In progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Approved college credit certificate.</td>
<td>Approval granted by cluster, Academic Review committee, Cabinet, Board of Trustees, and the State.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Continuing to gather input from industry representatives to inform the process of the development of certificate.</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>2. To increase enrollment of non-CASS students by at least 5% per year.</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>At least 5% per year increase in enrollment in the Manufacturing Technology courses.</td>
<td>CSAR Report</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>Pursuit of objective will continue with new faculty/program manager.</td>
</tr>
</tbody>
</table>

**Unit Title**: Marketing & Creative Services

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Complete Alumni Database</th>
</tr>
</thead>
<tbody>
<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>Verify two years of data transfer from Colleague to Blackbaud</td>
<td>Produce a mailing list and address verification piece</td>
</tr>
<tr>
<td><strong>Use of Results</strong></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>
<tr>
<td><strong>Objective</strong></td>
<td>Enhance the College's Visibility to key stakeholders</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></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><strong>Use of Results</strong></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>
Objective

Monitor and improve customer service of printed material

Status

In progress

Expected Outcomes

Means of Assessment

Assessment Results

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.

Surveys will be designed to measure customer satisfaction.

Survey instrument has been developed and data is being collected.

Use of Results

A survey instrument has been used for the past fiscal year ('05-'06). Survey data is being analyzed to improve areas identified for improvement.

Unit/Title

Network Services (College Administration)

Objective

Create a network operations center (NOC)

Status

Partially accomplished

Expected Outcomes

Means of Assessment

Assessment Results

Create a physical site for help desk operations, network security and network monitoring tools

Completion of the design and implementation of a network operations center

Currently in progress. The site has been identified, designed and needed technology ordered. Furniture has been bought and is in place.

Incorporate the existing tools (Cisco Works, IP monitor, MRTG, Multiping, Lightstream) hardware and software into the NOC

Installation of the existing hardware and software into the NOC

Incorporation of existing tools along with identified new tools such as WhatsUp Gold and Airwave will be integrated into the NOC once ordered technology arrives.

Hire additional permanent and students to staff the NOC 6x14

Use the funding provided by SGA and the Colleges contract to hire the staff necessary to provide help desk and NOC support six days per week 14 hours per day

All staff have been hired and are currently working. The NOC is staffed M-F from 7:30AM to 8:00PM and Saturday from 7:30AM to 5:00PM.

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

Expected Outcomes

Means of Assessment

Assessment Results
Create internship programs with network and A+ programs  
15 students/year serve as interns  
By using one full time staff member to monitor the helpdesk staff the number of students was reduced to 8

Expand the network monitoring tools and software  
complete the NOC and train staff on new software  
network monitoring tools selected

Expand NOC and help desk service hours  
hiring and staffing of NOC for the stated hours of operation  
services hours expanded and staff hired

Use of Results  
Reports will be generated on network activities and this data can be used for network forensics.

**Unit Title**  
**Network Services Technology**

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

**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**  
Revise degree and course requirements from the state curriculum frameworks for the Network Services Technology degree and certificates

**Status**  
In progress

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

**Means of Assessment**  
Approval by the College's Board of Trustees of program revisions

**Assessment Results**  
Program reviews are in the pipeline for requirement revisions. Paperwork has been submitted to Academic Affairs for review

**Use of Results**  
Program requirements must meet future technological needs and training expectations of the community.

**Unit Title**  
**Nuclear Medicine**

**Objective**  
1. Increase the NMT Program national certification examination pass rate.
### Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>NMT Program graduates will exceed the national certification exam pass rate.</td>
<td>Annual Certification Examination Report.</td>
<td>Results pending: Awaiting 2005 exam results on several students, and the 2005 Annual Certification Exam Report.</td>
</tr>
</tbody>
</table>

#### Use of Results
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.

### Objective
2. Increase the NMT Program student retention rate.

#### Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>NMT Program student retention rate will increase from 85% to 90%</td>
<td>Check against NMT Program student retention rate from previous year.</td>
<td>Progress report: (1.) Class of 2006 began 8/04 with 20 students- all 20 students currently attending. (2.) Class of 2007 began 8/05 with 20 students- all 20 currently attending.</td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>NMT Program post graduate “Program Evaluation Survey” response rate will increase from 25% to 50%</td>
<td>Check against previous years “Program Evaluation Survey” response rate.</td>
<td>Results pending: Graduate and Employer surveys have been sent out. Number of responses pending.</td>
</tr>
</tbody>
</table>

#### 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

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

**Use of Results**
Will continue pursuit of this objective.

<table>
<thead>
<tr>
<th><strong>Unit Title</strong></th>
<th><strong>Nursing</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>1. Increase the NCLEX-RN pass rate of graduates to 80%</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>NCLEX-RN increase to 80% with the next graduating class 5/05</td>
</tr>
<tr>
<td><strong>Means of Assessment</strong></td>
<td>FL Board of Nursing sends results of testing</td>
</tr>
<tr>
<td><strong>Assessment Results</strong></td>
<td>Latest FL Bd of Nursing data reports a pass rate of 85%</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>We must analyze the reasons for increase in pass rate so that it will continue.</td>
</tr>
</tbody>
</table>

| **Objective** | 2. Increase completion rate from 85% to 90% |
| **Status** | In progress |
| **Expected Outcomes** | Increased completion rate from 85% to 90% |
| **Means of Assessment** | A/R/R |
| **Assessment Results** | No change as yet |
| **Use of Results** | Full implementation of the new curriculum should lead to success with this expected outcome. |

| **Objective** | 3. Increase enrollment to 600 |
| **Status** | In progress |
| **Expected Outcomes** | Nursing enrollment will reach 600 by 8/30/05 |
| **Means of Assessment** | Data from A/R/R |
| **Assessment Results** | Not achieved as yet. Appropriation of grant money in 2006 will allow an additional evening/week-end program that will increase enrollment numbers. |
| **Use of Results** | Planning for an additional admission opportunity each summer will make this objective achievable. Target for implementation is summer 2007. |

| **Unit Title** | **Office Administration** |

Wednesday, July 19, 2006
Objective | Increase by 3-5% the retention rate for students in the Office Administration Program
Status | In progress

Expected Outcomes | Means of Assessment | Assessment Results
The student retention rate will increase by a minimum of 3% between academic years 2005-06 and 2006-07 | Record of student retention rates will be maintained and monitored as part of the regular Program Review and Evaluation process | Data not yet available

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 | Opticianry
UnitTitle |

Objective | Improve opticianry student clinical site experience.
Status | In progress

Expected Outcomes | Means of Assessment | Assessment Results
Students will grade their clinical site experience as an 8 or higher on a scale of 0-10. | Student survey at the end of the semester. | Results not available until the end of the semester.

Use of Results | The surveys will be reviewed at the end of the 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 | Means of Assessment | Assessment Results
Hire Full Time Edison Coordinator. Increase Edison Opticianry Clinic Hours for campus-based and internet students. Increase Edision Clinic inventory. | Compare to present staffing and clinic services. Survey students at the end of the fall semester. | Results not available until the end of the semester.

Use of Results | Clinic Hours and inventory were increased slightly. Students will be surveyed at the end of the semester regarding their clinic experience.

Objective | Improve the quality of our on-line streaming video.
Status | Partially accomplished

Expected Outcomes | Means of Assessment | Assessment Results
We will upgrade 50% of course units from streaming video to "Tegrity Sessions" by 12/01/06.

Use of Results
Several Units in the A&P of the Eye, Dispensing Lab II, Ophthalmic Lab and Contact Lens Theory I courses have been upgraded to Tegrity sessions. Students will be surveyed at the end of the semester regarding their perceived value of Tegrity vs. Streaming Video.

Objective
Increase B.S. Transfer Options for Opticianry Program Graduates.

Status
Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Articulation Agreements on file.</td>
<td>USF articulation agreement on file.</td>
</tr>
</tbody>
</table>

Use of Results
We need to identify additional schools during the second year of the objective.

Objective
Prepare the students to pass the National Opticianry Competency Examination and the Contact Lens registry Examination

Status
Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
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<th>Assessment Results</th>
</tr>
</thead>
</table>
| Students will have a pass rate that exceeds the national average by 10%. | Compare student pass rate to national average | 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
We will monitor Fall 2005 and Spring 2006 results and revise goal to a higher percentage for the next planning cycle.

Objective
Promote Awareness of Opticianry Program Distance Learning Option.

Status
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>15% response to awareness mailing.</td>
<td>Count response cards returned.</td>
<td>Target mailing date spring 2006</td>
</tr>
</tbody>
</table>

Use of Results
We increased awareness though a lecture at the Professional Opticians of Florida's annual conference. We are targeting Spring 2006 for the mailing.
## Paramedic

### Objective
Graduates will demonstrate personal behaviors consistent with professional and employer expectations of an entry level paramedic.

**Status**
Accomplished

### Expected Outcomes
Employer Surveys will rate HCC graduates as a 4 or better on a Lickert scale.

### Means of Assessment
Employer surveys

### Assessment Results
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
Due to changes in the administration of the exam we will be reviewing our comprehensive final exam and updating the curriculum to improve results.

### 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.

## Postsecondary Adult Vocational (PSAV) Certificate

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

**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

**Use of Results**  
Assessment data not yet available due to delay in program implementation. However, the curriculum has been approved. 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

---

### Objective

**1. Enhance solicitation processes**

**Status**  
In progress

**Expected Outcomes**  

**Means of Assessment**  
Software is in place, users trained and is being used.

**Assessment Results**  
Software purchased. Customization and training of users is in progress. Target date is being changed July, 2006.

**Use of Results**  
There is a need to continue pursuit of this objective. This software is unique in the industry and the College in the unique position of being able to influence improvements in the software to accommodate our needs.

### Objective

**2. Increase opportunities for W/MBE vendors**

**Status**  
Deferred

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**Notes:**

Wednesday, July 19, 2006
Increase in W/MBE vendors being solicited for projects between $5,000 and $25,000. Count the number of W/MBE vendors being solicited for project between $5,000 and $25,000. Vendors not counted.

**Use of Results**
The expected outcomes/success criteria are being re-evaluated to determine if another more efficient and appropriate criteria can be established to determine if the objective is being met.

**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**
Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>All staff has attended training each year</td>
<td>Sixty percent of staff have attended training this year. All remaining staff are on target to complete training this year.</td>
</tr>
</tbody>
</table>

**Use of Results**
There is a need to continue this pursuit. The training that has already been accomplished has been beneficial to the department.

<table>
<thead>
<tr>
<th><strong>Unit Title</strong></th>
<th>Radiation Therapy</th>
</tr>
</thead>
</table>

**Objective**
Conduct Employer and Graduate surveys on an annual basis.

**Status**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return of 75% of surveys results for analysis</td>
<td>Employer Survey Graduate Survey</td>
<td>Employer and Graduate surveys are currently being received and evaluated.</td>
</tr>
</tbody>
</table>

**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**
In progress

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
</table>
100% of all courses evaluated each year with annual revisions and updates in curriculum

Course evaluation form

Fall courses will be evaluated at the end of the semester.

Use of Results

Course evaluations will be analyzed for course effectiveness and used in the annual program assessment. Changes in course and curriculum will be made as necessary to meet the demands of the new technology and changes in the field.

Objective

Increase Radiation Therapy Program Pass Rate on the ARRT exam to 85% for first time examinees.

Status

Partially accomplished

Expected Outcomes

Increase the Radiation Therapy Program pass rate for first time examinees to 85% by January 2006.

Means of Assessment

ARRT yearly report of examinations.

Assessment Results

In the Class of 2005 19/22 students have taken the ARRT exam and passed on the first attempt. By program calculations this is a 86.4% pass rate for 2005. ARRT yearly report of examinations will be sent to programs after 12/15/2005 to verify pass rate.

Use of Results

ARRT yearly report will be analyzed for areas of the test that students appear weak. Continue with in-depth reviews in seminar class and computer practice testing, test-taking strategies.

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

Expected Outcomes

Maintain 90% graduation rate

Means of Assessment

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; graduation survey.

Assessment Results

The graduation rate for the class of 2005 is 96%. Program graduation rate over 5 years is 90%.

Use of Results

Continue clinic observation prior to the first day of classes for students accepted into the program. Continue academic advising and orientation for radiation therapy students. Results will be used in annual program assessment.

Unit Title

Radio & Television Broadcast Programming

Objective

Increase student enrollment in the RTV Broadcast Program
<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>By September 2006, the RTV broadcast curriculum will include 2 new courses in digital media</td>
<td>Monitor enrollment figures and trends across the entire broadcast curriculum</td>
<td>Data not available yet</td>
</tr>
<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</td>
</tr>
<tr>
<td>By September 2007, enrollment in the RTV program will have increased by 25%</td>
<td>Monitor enrollment figures and student retention rates</td>
<td>Data not available yet</td>
</tr>
<tr>
<td>By September 2005, a full time faculty member will be hired to assist in directing expansion of the program</td>
<td>Nationwide search will be conducted to recruit a specialist in curriculum program development.</td>
<td>A full-time faculty member has been hired and began teaching in Fall 2005.</td>
</tr>
</tbody>
</table>

**Use of Results**

Monitoring enrollment trends will enable us to determine where demand is greatest thereby allowing us to allocate researches 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

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>By January 2006, a news/public affairs team will be in place and working throughout the campus and local community</td>
<td>Monitor the success of the team in terms of recruiting team members and the quantity/quality of their news gathering operation</td>
<td>Data not available</td>
</tr>
<tr>
<td>By September 2006, a comprehensive feasibility study relative to a sports broadcasting operation will have been completed</td>
<td>Conduct survey of student interest and the degree of support from local broadcasters.</td>
<td>Data not available</td>
</tr>
</tbody>
</table>
By September 2007, HCC will have purchased a new station and/or broadcast frequency. Acquisition of a new broadcast license on an enhanced frequency. Discussions and negotiations for the purchase of a station are ongoing.

**Use of Results** Results are used to inform curriculum revisions and the allocation of resources. This is an important priority for the program, and thus it will be pursued.

**Unit Title** Radiography

**Objective** Maintain ARRT national board passage above 80% which allows for licensure in the state of Florida.

**Status** Accomplished

**Expected Outcomes**

- 80% pass rate of national ARRT board exam assessed annually.

**Means of Assessment** Self reported data from the graduates after taking the exam and checking licenses issued.

**Assessment Results** Over a five year period the average pass rate was 89%.

**Use of Results** Keep it the same - no action required.

**Objective** Obtain satisfactory or above on all employer surveys of graduates.

**Status** Accomplished

**Expected Outcomes**

- Aggregate score of employer surveys will equal satisfactory or above.

**Means of Assessment** Surveys sent out to employers after three months of student graduating assessing skills.

**Assessment Results** 100% satisfaction on survey results from the past five years.

**Use of Results** Changed the survey to evaluate more specifically the skills of the Radiography graduates - surveys are sent out one year post graduation.

**Objective** Obtain satisfactory or above on all graduate surveys.

**Status** Accomplished

**Expected Outcomes**

- Aggregate score of graduate surveys will be satisfactory or above.

**Means of Assessment** Surveys sent out to graduates after three months of graduation.

**Assessment Results** 97.63% returned surveys (over the past 5 years) rated as satisfactory or above.

**Use of Results** The surveys were also changed to better assess the effectiveness of the program - surveys are sent out 6 months post graduation.

**Unit Title** Respiratory Care
**Objective**  
**#1. To prepare safe, effective and competent entry-level respiratory therapists**

**Status**  
Accomplished

**Expected Outcomes**  
All graduates who take the entry level exam at least 85% will pass the NBRC Entry Level Exam by 12/31/2005.

**Means of Assessment**  
National Board for Respiratory Care score report.

**Assessment Results**  
Within one month of graduation 100% of the last graduating cohort passed the CRT exam. We exceeded our goal and this is in excess of the national average of only 73%.

**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 Written Registry exam at least 80% will pass it by the second attempt.

All graduates who attempt the NBRC Clinical Simulation exams at least 70% 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.

Six of seven passed the Clinical Simulation exam already. Again we exceeded our expectations.

**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.

**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**  

**Means of Assessment**  

**Assessment Results**  

---

Wednesday, July 19, 2006  
Page 92 of 116
Part A: 100% job placement by our graduates who seek employment. Six months after graduating we survey our graduates via mail. Our last class graduated July 1, 2005. Therefore the surveys would not be mailed out prior to December 1, 2005. However we see our graduates at our clinical affiliates as most of them are hired by them. All but one student is currently employed.

Part B: At least an aggregate score of three on a likert scale of 1 to 5 on COARC student satisfaction survey. Six months after graduating we survey our graduates via mail. Our last class graduated July 1, 2005. Therefore our surveys would not be mailed out prior to December 1st. However we see most of our graduates as employees of our clinical affiliates and they verbally reported to us that all is well.

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: We would not expect our surveys back until mid January 2006. Therefore we will do a definitive report on this area at that time.

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
Our last class graduated July 1, 2005 therefore our surveys to employers would not go out prior to December 1, 2005. We have not received any negative reports from the employers and several have stated that they are satisfied.

Use of Results
We would not expect the reports to be back until mid January 2006. Therefore we will submit a definitive report about this area at that time.

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.
### Restaurant Management

#### Objective
Increase the technological needs of the 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>Determine the technological resources needed</td>
<td>Survey results of program needs</td>
<td>Committee selected, responses received and equipment identified in May 2005 for future purchase</td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
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</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Approval by the College's Board of Trustees and Re-accreditation by the American Culinary Federation</td>
<td>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</td>
</tr>
</tbody>
</table>

#### 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

### Senior Vice President

#### 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

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
</table>
The Dale Mabry Workforce Development project is on schedule. Last year, approximately $250,000 received for the Vet Tech Program.

FY 06-07 Federal Budget U.S. Senate request is for $200,000 for Vet Tech.

Awaiting committee meetings in Washington, DC.

Partial Funding received Project on schedule

The outcomes/success criteria indicates that the project is proceeding as expected.

Use of Results

Development of the Dale Mabry project will continue for approximately 36 months. Therefore, changes and adjustments are inevitable. In addition 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 assessment indicates that the facility eventually will be constructed.

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.

Assessment Results

TCTC accomplished the goal.

Comparison of service delivery

Use of Results

There is a need to continue pursuit of this objective to ensure that TCTC continues increasing revenue, training options and students.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand efforts to directly impact the Tampa Bay region’s ability to</td>
<td>Increased corporate relocations</td>
<td>The number of corporate relocations to the Tampa Bay region</td>
<td>The Senior Vice President has actively participated in the Committee of 100</td>
</tr>
<tr>
<td>attract corporate relocations and to further enhance the College’s ability</td>
<td></td>
<td></td>
<td>corporate recruitment efforts; attracted several corporations to Tampa, such as</td>
</tr>
<tr>
<td>to develop a trained workforce fully using the area’s educational</td>
<td></td>
<td></td>
<td>Depository Trust from New York</td>
</tr>
<tr>
<td>resources</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Use of Results: This objective is ongoing

**Unit Title:** Sign Language Interpretation

<table>
<thead>
<tr>
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<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the use of computer technology within the program curriculum.</td>
<td>Students will be able to complete 90% of the performance requirements for the</td>
<td>The curriculum requirements will no longer be on video tape format</td>
<td>Videotapes are still being used but the new equipment has reduced the stress on</td>
</tr>
<tr>
<td></td>
<td>interpreting classes with the computer technology by January 2006.</td>
<td></td>
<td>the old, outdated equipment; more students are able to accomplish their projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>in a timely fashion.</td>
</tr>
</tbody>
</table>

Use of Results: The computers and other equipment have been installed. Faculty training will be completed and all will be ready for use by January 2006.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>To expand the program and by offering some classes online.</td>
<td>Students will be able to obtain 3 credits (SLIP specific) through on-line</td>
<td>SLIP courses will be offered through on-line instruction.</td>
<td>The preliminary work for the Spring 07 class is being done now and a course will</td>
</tr>
<tr>
<td></td>
<td>instruction by January 2006.</td>
<td></td>
<td>be up and running for Fall 06.</td>
</tr>
</tbody>
</table>

Use of Results: The design for the SLIP specific course to be delivered on-line has been completed but is not fully ready for implementation this Spring 2006 semester. This particular course is a Spring only offering and will be ready to implement by Spring 2007.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>To maintain the current 80% pass rate of the state level Quality Assurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Evaluation.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Status

Partially 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

The performance results have not been reported yet.

Use of Results

For the students taking the QA performance in May of 2005 there was only a 60% pass rate. The 40% that did not pass are scheduled to retake in 2006.

UnitTitle

Strategic Planning/IR/MIS

Objective

Objective 1. Expand application of program review to administrative areas.

Status

In progress

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

Status will be reported per the fall 2006 progress report per the college planning cycle.

Administrative reviews for Human Resources and Controller/Financial Services are scheduled for spring semester 2005-06.

Use of Results

Proceed with implementation of the 5-year program review schedule approved by Cabinet in August 2005. Eight reviews are slated for 2005-06, two of which are administrative as targeted for spring 2006.

Objective

Objective 10. Develop user documentation for administrative systems.

Status

In progress

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

Training materials for classroom handouts. Documentation will be posted to the IR/MIS website. Online tutorials will be developed as well.

Objective

Objective 2. Post the Compliance Certification to the institution’s SACS website.
<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A user-friendly, simple, easy to navigate electronic structure will be developed to host the Compliance Certification.</td>
<td>1. Judged by a sample of individuals unfamiliar with the site.</td>
<td>Users/authors of the Compliance Certificate have judged the site as easy to navigate.</td>
</tr>
<tr>
<td>2. Reports for all SACS requirements, standards, and federal requirements will be posted to the web site.</td>
<td>2. Note target date for completion.</td>
<td>The 1st draft of the Certificate was posted 3/21/05. Draft 2 was posted 9/21/05. Draft 3 is on schedule for posting 11/21/05.</td>
</tr>
<tr>
<td>3. All embedded, electronic links will operate correctly.</td>
<td>3. All links (100%) will operate.</td>
<td>Its estimated &gt;80% of links work. Up-to-date data will also need to be uploaded prior to the off-site evaluation.</td>
</tr>
<tr>
<td>4. The compliance certificate will be archived to an electronic storage device for use by SACS evaluators.</td>
<td>4. Certificate and website is available on CD/DVD and copies made for mailing to SACS.</td>
<td>This will be accomplished following revisions #4 and 5 prior to the off-site evaluation.</td>
</tr>
</tbody>
</table>

**Use of Results**

The Compliance Certificate as posted to the web will undergo at least two final revisions (5 in total). The 4th will be editorial, the 5th will be technological to ensure hotlinks operate correctly. Portals to the Certificate will be modified prior to the SACS off-site evaluation to accommodate that activity. Finally the entire Certificate will be captured on CD.

**Objective**

**Objective 3. Complete the first Critical Success Factor document.**

**Status**

Deferred

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Document is completed by target date.</td>
<td>1. Note target date.</td>
<td>This has not been accomplished by the target date.</td>
</tr>
<tr>
<td>2. Disseminated in hard copy to select staff and posted to web.</td>
<td>2. Note dissemination and posting to web.</td>
<td>No dissemination.</td>
</tr>
<tr>
<td>3. Entails reports on key input, processes, outcome performance measures of the institution.</td>
<td>3. Matrix of performance measures reported in document.</td>
<td>See above.</td>
</tr>
</tbody>
</table>

**Use of Results**

Due to time constraints, the target for the inaugural edition has been rescheduled to January 21.

**Objective**

**Objective 4. Complete report of progress toward implementation of the college strategic plan.**
### Status

**Expected Outcomes**
1. All units will report status of achievement of planning objectives.

**Means of Assessment**
1. Online planning system managerial report.

**Assessment Results**
Progress reports are to be completed electronically in this Planning System by due December 2, 2005. Work is proceeding. To data (11/15/05) the Managerial Report reveals that 24% of planning objectives have completed progress reports.

**Use of Results**
By the due date of 12/2/05 it is expected that progress reports will be completed for 100% of the 268 objectives developed last fall for the 2005-07 biennium. Progress reports will be used, in part, to determine the institution's success in achievement of objectives, college goals, and mission.

### Objective
Objective 5. Develop and implement an environmental scan process integral to strategic planning.

**Status**
In progress

**Expected Outcomes**
1. A roster of planning assumptions organized by taxonomy.

**Means of Assessment**
1. Complete by target date.

**Assessment Results**
The Research Analyst in the Office of Strategic Planning is currently researching this activity and pursuing a collaboration with TCTC as a shared objective.

**Use of Results**
A formalized process of environmental scanning will be used next summer to inform development of the 2007-09 Institutional Effectiveness Plan.

### Objective
Objective 6. Completion of institutional reaffirmation of accreditation.

**Status**
In progress

**Expected Outcomes**
1. Reaffirmation of deciennial accreditation.

**Means of Assessment**
1. Letter of reaffirmation from the Executive Director of the Commission on Colleges, SACS.

**Assessment Results**
Preparations are underway. Currently the President's Cabinet & staff is completing the 3rd draft of the Compliance Certificate. The college is reviewing the 1st draft of the QEP.

**Use of Results**
Work will continue in preparation for the institution's reaffirmation per the Master Calendar approved by the Accreditation Leadership Team. The preparation itself has led to institutional improvements in a wide spectrum of areas.

### Objective
Objective 7. Expand survey data collection to support institutional effectiveness.
**Status**  
Accomplished

### Expected Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Annual program review will include survey results by 10/15/2005.</td>
<td>1. Program review web posted.</td>
<td>Survey results posted</td>
</tr>
</tbody>
</table>

**Use of Results**  
Survey results considered for relevant reviews.

### Objective 8. Improve data access for end-users.

**Status**  
Deferred

### Expected Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Administration and faculty will report improved data access.</td>
<td>1. Annual IR survey of users.</td>
<td>Survey not conducted.</td>
</tr>
</tbody>
</table>

**Use of Results**  
Institutional surveys took priority. Unit will have standard assessment not unique survey.

### Objective 9. Develop queries and reports from administrative system in support of SACS requirements and College needs.

**Status**  
Partially accomplished

### Expected Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Completion of Faculty Management Custom Report Screens.</td>
<td>1. Implementation of on-line custom report screens in administrative system.</td>
<td>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. Additional modifications have been requested (SACS reqmt)</td>
</tr>
</tbody>
</table>

2. Completion of Enrollment Management Custom Report Screens.  
3. See above.  
2. See above.  
Currently under development.  
Currently under development.

**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.

Additional custom reports (low enrollment sections, for example) are currently being developed.
Objective 1. Increase student use of technology to accomplish routine registration processes and other services via technology.

Status In progress

Expected Outcomes

By Fall 2006, eligible student use of HawkNet will increase 5% above Fall 2005 usage.

Means of Assessment

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.

Assessment Results

This strategy will be evaluated in Fall 2006.

The percentage of eligible students using the on-line registration system will increase each term.

Beginning Fall 2005, term by term reports will be developed tracking student use of on-line registration.

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 will be compared to future terms.

By Fall 2006, the E-Advising System will be available to students.

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.

By Fall 2007, eligible student use of HawkNet will increase 5% above Fall 2006 usage.

The system for tracking student on-line registration is in place. Weekly reports are monitored.

This outcome will be evaluated in Fall 2007.

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

2. OIT will provide technical assistance in implementation of the communications module as needed beginning Spring 2005.

Means of Assessment

2. OIT will provide periodic updates of their progress on the communications module implementation.

Assessment Results

Results will be reported in Spring 2005. This strategy is in progress. Several planning meeting have been held with OIT.
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.

1. The communications module will be used to send strategically targeted and planned emails to students informing them of pertinent information beginning Fall 2006.

3. Copies of each department's communication plan.

4. Attendance records of staff training sessions.

1. Copies of student emails will be produced for the record.

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.

This strategy will be evaluated in Summer 2006.

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.

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
In progress

Expected Outcomes
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.

3. Student Services staff members' job skills will be enhanced following customer service workshops.

Means of Assessment
1. Documentation of process changes will be recorded and reviewed after implementation of imaging.

2. Records of committee meetings and Student Services staff meeting will document changes in service benchmarks.

3. Pre and post workshop surveys will be used to document change in staff members' skill/knowledge.

Assessment Results
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.

If imaging is funded, Student Services Offices will be able to adopt improved service delivery standards, reducing time and complexity of various processes.

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 training program and should be reflecte in student satisfaction surveys.
### Technical Programs (A.S., A.A.S.)

#### 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

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Hard/electronic copy of marketing materials (implementation evaluation) and increased enrollment in targeted programs (outcome evaluation)</td>
<td>Career ladders have been completed and widely distributed in the new &quot;Career Book&quot; and distributed to high school counselors, students, faculty and internally at HCC. Enrollment data shows widespread declines in all programs.</td>
</tr>
</tbody>
</table>

#### Use of Results

Efforts to improve and distribute marketing materials and general message will continue. Additional marketing strategies will be developed.

It has been known for some time that the enrollment data has been skewed by erroneous student program of study data. For the past few years HCC has worked to correct this and as a result the data is improving contributing to the appearance of declining enrollments. HCC will continue working on cleaning the data to provide a more clear picture of enrollment trends.

#### Objective

2. Develop and implement internal and external marketing plan.

#### Status

Partially accomplished

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Hard copies of marketing material, Datatel (number of certificates granted), self report from advisors/recruiters (focus groups/meetings), and &quot;Program Evaluation 20XX&quot; and &quot;Trendline&quot; publications.</td>
<td>Marketing Material developed and distributed. Advisors and recruiters have been consulted with and informed. Enrollment data cleaning has been initiated. Student completion to enrollment ratio continues to show progressive improvement.</td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
<th>Means of Assessment</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production of an annual report that will take into account enrollment, economic, student, and community data to inform in program decision making.</td>
<td>Hard copy of annual report (short term process evaluation) and higher student enrollments (long term outcome evaluation)</td>
<td>All data needed to construct report has been gathered but has not been synthesized and the report has not been constructed. The target date for the construction of the report is academic year 06-07.</td>
</tr>
</tbody>
</table>

**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

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**Objective**

4. Increase community involvement in and support of Technical Programs.

**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 in number of written articulation agreements with high schools and colleges and universities</td>
<td>Office of Technical Programs files</td>
<td>Number of agreements have increased. Agreements have been catalogued and many updated. Critical agreement with USF allowing all AS degrees to transfer achieved.</td>
</tr>
<tr>
<td>Increase in the number of programs utilizing service learning/work study type techniques.</td>
<td>Office of Technical Program files</td>
<td>Number of such initiatives have increased, but actual numbers are unknown.</td>
</tr>
<tr>
<td>Increase in the number of internship agreements with employers.</td>
<td>Office of Technical Program files</td>
<td>Number of internships have increased but a formal process needs to be established and active recruitment of sponsoring organizations needs to be done.</td>
</tr>
<tr>
<td>Increase in the number of direct job placements of students.</td>
<td>State of Florida database</td>
<td>Number of direct placements have not changed significantly.</td>
</tr>
</tbody>
</table>

**Use of Results**

HCC will develop a formal internship process, establish a recording process for logging service learning/work study student experiences, career center process and techniques will be reviewed, and utilizing TBWA as a placement agency will be reviewed.

---

**Unit Title**

Technology Training

**Objective**

Create a technology training unit within the college
### Status
In progress

<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>create a base training unit that takes advantage of existing technology training grant-funded resources</td>
<td>securing funding and transitioning several staff from IT3 to permanent college positions</td>
<td>Transition plan submitted to VP for Information Technology and College President</td>
</tr>
</tbody>
</table>

**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.

### Unit: Telecommunications

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Create a set of specifications for a complete rewiring of the college-wide network</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td>In progress</td>
</tr>
</tbody>
</table>

**Expected Outcomes**
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.

Create a set of specifications and a complete RFP that will allow bidders to provide a quote for the network rewiring project.

**Means of Assessment**
Completion of the punchlist
Completion of the specifications

**Assessment Results**
This will be accomplished during our assessment for the re-wiring project and results will be reported at completion of said assessment.

This will be accomplished in conjunction with the assessment for the re-wiring project.

**Use of Results**
These results will be used in order to construct a valid RFP for the enterprise network re-design. The network redesign will be the critical piece of data, voice, and video convergence.

### Objective
To standardize computer hardware on all desktops and labs

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

**Expected Outcomes**
create a set of standard configurations for desktop and laptop computers
secure agreement with purchasing to identify purchases that do not meet the standard configurations

**Means of Assessment**
recommendation for approval of the specifications by the Technology Steering committee
mechanism in place to identify non-standard equipment purchases

**Assessment Results**
configurations completed but not in place with Dell and not approved by Technology Steering committee
no progress yet

Wednesday, July 19, 2006
develop a procedure that addresses exceptions based on specific administrative or academic needs.

Use of Results: N/A

Unit Title: The Corporate Training Center

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: In progress

Expected Outcomes

Performance Group Managers (Office Ops, Course Programming, Business Development [sales & marketing]) will develop area specific processes by 06/05.

Add additional staff per TCTC Strategic Business Plan by 06/05 and 06/06 (ongoing and phased per plan).

Means of Assessment

Date of Completion for specific process planning elements.

Date of Hire

Assessment Results

The development of area specific processes is partially completed.

The need to add additional staff per TCTC Business Strategic plan is being re-evaluated. The growth and success of the center will determine the need to add additional staff members in the future.

Use of Results

The results will contribute to ongoing improvements in the unit and set reasonable goals to boost performance. Reasonable success criteria should be set yearly to initiate changes and improvements.

Objective 2. Enhance the physical work, training, and meeting environment through appropriate upgrades, renovations, remodeling, and supportive changes to the physical environment.

Status: Partially accomplished

Expected Outcomes

Add exterior signage to the building (at doors, above doors, and monument signage at southwest and northwest corners) by 6/05.

Means of Assessment

Date of Completion

Assessment Results

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.
| Upgrade the TCTC Parking Lot by 8/05. | 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. |
| 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. |
| 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. |
| 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. |
| 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. |
| 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.

<p>| 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 |</p>
<table>
<thead>
<tr>
<th><strong>Build revenue (vis-à-vis increased): pooled &amp; 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.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compare annual actual revenue generated with annual revenue goal.</strong></td>
</tr>
<tr>
<td><strong>TCTC exceeded FY04-05 revenue goal by 206%; FY05-06 successfully exceeded its revenue goal in the 2nd quarter.</strong></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.** |
| **Date of Completion** |
| **The purchase and implementation of an integrated database system is still in progress.** |

| **Create "Measures" for each performance group/management area (e.g. IT, Office Ops, Sales; Marketing; Programming)** |
| **IT: old vs new web traffic; Ops: calling volume; Sales: prospects, cold calls; proposals generated; actual sales; Marketing: Ad placements; memberships; events attended; etc.** |
| **Performance measures in the areas of Operations and Finance have been created. The other Performance area managers are currently working to develop quantifiable measures.** |

| **Develop Marketing Plan by 03/05.** |
| **Review & Revise by 06/05** |
| **Implement by 09/05.** |
| **Develop: Date of Completion Review & Revise: Date of Completion Implementation: Date of Implementation.** |
| **The development and review of the Marketing Plan was completed. Approximately 80% of the plan was implemented. The Marketing plan is currently being revised.** |

**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.

**Objective 4. Broaden service lines offered by TCTC to the business community.**

**Status**

Partially accomplished

**Expected Outcomes**

Expand service lines of business:
Grow Test Center services/revenue by 12/05.

**Means of Assessment**

Date of Completion/Initiation

**Assessment Results**

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 regional/national Conference Programming by 12/06.

Expand service lines of business: 
Initiate Business Consultation activities by 12/07.

Date of Completion/Initiation: 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.

Status: In progress

Objective: 5. Broaden and deepen corporate / contract training and pooled employee programming.

Expected Outcomes: 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: 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: Currently in the process of evaluating all professional development offering, to determine its viability. Many of the programs must be updated and/or redesigned.

Use of Results: 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: Develop list of new, retained, and win-back clients by 12/05 and thereafter annually.

Means of Assessment: Compare year to year statistics in each of six business lines from one fiscal year to the next to track trends.

Assessment Results: Financial analysis comparing the six-lines of business revenue trends and corporate clients listing is track on a monthly basis.
Initiate newly developed sales strategies by 12/05 and monitor annual progress toward revenue goals

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.

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.

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 Partially accomplished

Expected Outcomes

Assess strategies within TCTC and with partners annually.
(e.g. TBWA, CESC, GTCC, et. al.)

PARTNERSHIPS AND RELATIONSHIPS WITHIN HCC (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

RELATIONSHIPS WITHIN TCTC (INTERNAL TO THE CENTER): Review and improve relationships among all staff to ensure that our high level of esprit de corps is maintained.

CORPORATE/ ORGANIZATION/ASSOCIATION RELATIONSHIPS (INDIRECT/EXTERNAL RELATIONS): Review all existing LOAs and MOUs that fall within this category by 12/06.

Means of Assessment

Proxy and evaluation of the net results of each partnership/alliance.

Qualitative and awareness dimensions by proxy.

Proxy relative to all relationships 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

In process of developing external partnerships with TBWA and New Horizons and internal partnerships with out-of-region Community Colleges.
The relationship between TCTC and HCC has improved greatly under the direction of the Senior Vice President and the new Executive Director.

TCTC employee are committed to the 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.

Date of Completion

Compare number and quality of alliances/partnerships annually.

Developed strong client partnership with Verizon and Hillsborough County.

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 In progress

Expected Outcomes

- Develop an HCC "TCTC awareness campaign" by 06/05
- Implement the HCC "TCTC awareness campaign" by 12/05

Means of Assessment

- Date of Completion
- Date of Completion and Proxy

Assessment Results

- Coordinated with outside consultants to develop a stronger presence in the community. Date of completion 6/05.
- Need to develop a more effective segmentation strategies for course promotional campaign. Completion date is pending.

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 In progress

Expected Outcomes

- Establish rewards and recognition program for TCTC team members by 12/05.
- Establish regular and on-going Team Retreats to be held approximately every four to six months by 12/05.
- 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.

Means of Assessment

- Date of Completion and implementation thereafter.
- 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?

Assessment Results

- Pending.
- Reevaluate success criteria. The need to conduct a Team retreat twice a year is not necessary.
- TCTC maintain regularly scheduled monthly and bi-monthly Manager's and staff meetings.

Team Meeting and Managers' Meeting agendas and discussion during such meetings. Meeting minutes will capture Action Items and reflect Outcomes.
Establish individual professional development plans for all TCTC team members by 12/05. Date of Completion and the implementation of the individual professional development plans.

Define and align job duties with the proper positions internal to TCTC by 3/05. Date of Completion

Thru the FSPD fund, the College supports staff members desire to further their education and professional development.

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.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Vice President, Administration/CFO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unit Title</strong></td>
<td>Build the SouthShore Center</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>Design and build a 40 acre SouthShore Educational Center by December 2007 within budget.</td>
<td>Center complete, academic classes on-going for Spring Semester 2008.</td>
</tr>
<tr>
<td><strong>Assessment Results</strong></td>
<td>N/A, in progress. Design plans have been drafted and are under review.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Implement a Campus Funding model</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td>Accomplished</td>
</tr>
<tr>
<td><strong>Expected Outcomes</strong></td>
<td>Means of Assessment</td>
</tr>
<tr>
<td>Create a Campus Funding model by January 2005 that is used in development of the District Budget development process.</td>
<td>Use Campus Funding model to develop the Campus FY 2005-2006 Budget.</td>
</tr>
<tr>
<td><strong>Assessment Results</strong></td>
<td>Campus Funding model was developed and used to compare the actual FY 2005-2006 Budget to the results using the Funding model.</td>
</tr>
<tr>
<td><strong>Use of Results</strong></td>
<td>The Campus Funding model will be used to budget and allocate resources based on FTE and other objective factors. There is a need to update the model annually using the current Cost Analysis Report. This objective needs to be pursued annually.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Objective</th>
<th>Renovate/remodel a total of eight buildings on the Plant City Campus and Ybor Campus</th>
</tr>
</thead>
<tbody>
<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><strong>Assessment Results</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Wednesday, July 19, 2006**
Design and complete all renovations on the eight buildings by Fall 2008.

Renovations are complete within budget and classes are not cancelled during the renovation/remodeling. N/A, in progress

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 scheduling and enhance the design of our facilities.

Unit Title
Vice President, Education & Student Services

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 results will be used to maintain the successful acquisition of additional funding for the students.

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.

Means of Assessment

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.

Assessment Results

An early warning system was developed. Faculty members were asked to participate through the freshman year experience (FYE) program. The evaluation by the faculty was completed and the results were positive. Over 900 students participated in pilot program.
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.

The list of student support programs at the college has been developed. A current review of the assessment measures by the individual programs is being conducted.

Use of Results
Results will be reviewed and shared with deans, directors, and faculty. This will allow all groups an opportunity to review their participation and to review areas that may need to be modified. This information will be shared at the regularly scheduled dean's meetings and at the inservice programs for faculty.

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
In progress

Expected Outcomes

Means of Assessment

Assessment Results

1. Report on programs and students served by Con Ed.

Report on programs and students served by Con Ed.

Deans' annual reports.

Program review has been completed. Follow up reports have been generated.

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 an increase in the number of students served by the programs; especially an increase in the number of students who received GED's.

Use of Results
The following programs represent the Continuing Education department's efforts to be responsive to community needs:
The Education Preparation Institute was created to increase the number of eligible teachers for the public school system;
Eighty three percent of the students enrolled in the Family Health Worker Support Program completed the 21-credit-hour course of study; and over 122 international nurses were provided over 200 hours of instruction through the Transition Training Program.

Unit Title
Vice President, Information Technology

Objective
Transition from Collegis support services to all HCC IT support staff

Wednesday, July 19, 2006
### Status

**Expected Outcomes**

- Complete state reporting requirements for academic year 04-05
- Develop hiring plan for staff to replace current Collegen staff
- Hiring of new Director of Administrative Services and Director of Networking and Telecommunications
- Development of a transition plan

**Means of Assessment**

- Submit report(s) by 8/1/05
- Complete hiring of initial staff by 5/1/05
- Hire both directors by 2/15/05
- Completion of plan by 2/15/05

**Assessment Results**

- State reporting completed prior to due date in August '05
- 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.
- Directors hired in April '05 (Dir. Networking and Telecomm) and August '05 (Dir. Administrative Systems)
- Plan Completed in Feb 2005

**Use of Results**

- Full staffing of all areas is essential. The search for competent staff will continue until all planned positions are filled

### Unit Title

**Web Services**

**Objective**

- Foster participation in the College-wide Computer Science advisory committee

**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 re-established in April 2005; met three times; assisting faculty with new program development and internship sites

**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

**Status**

- In progress

**Expected Outcomes**

- AS programs must be revised to meet the state curriculum frameworks and learning outcomes

**Means of Assessment**

- Approval by the College's Board of Trustees of the program changes

**Assessment Results**

- Program review is in progress - no changes have been submitted as yet
Use of Results

Course and program requirements must change to meet the technological needs of the community and the training requirements of the industry.