
Report to the Board

April 14, 2008

SUBJECT: Policy Compliance Report: C-6, College-Community Linkages

RECOMMENDATION

That the Board of Trustees will hear a report on college-community linkages and external partnerships.

**RELATED BOARD POLICY OR RESOLUTION
(Directive/Goal/Action Plan)**

C-6, College-Community Linkages

RATIONALE

Policy C-6 requires an annual report on the nature and extent of linkage activities, financial terms, operational results of community partnerships, and any plans or recommendations for changes in this area. While the President may negotiate such agreements, they are subject to Board approval if they are multi-year agreements or involve expenditures in excess of the approval limits established in purchasing policy.

BUDGETARY CONSIDERATION

None

RESOURCE PERSONNEL

Stephen B. Kinslow, President/CEO

Mary Hensley, Vice President, College Support Systems and ISD Relations

ATTACHMENTS:

Attachment A: Overview of Implementation of Board Policy C-6

Attachment B: Summary of External Partnership Activities, 2007-08

Attachment C: Summary of External Partnerships Receiving ACC Facilities Support

Attachment D: Criteria for Staff Evaluation of Partnership Requests

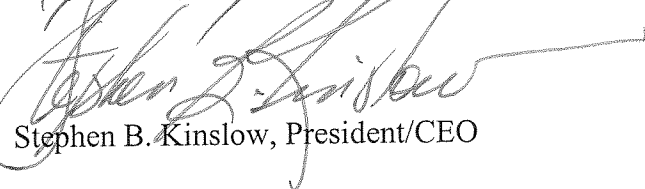
Attachment E: Policy C-6, College-Community Linkages

Attachment F: Policy A-1, Vision/Mission/Values Statement

Respectfully Submitted By:

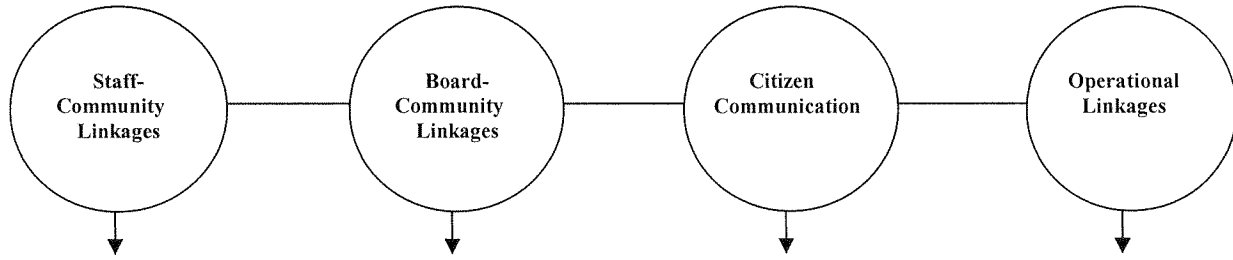


Mary Hensley, Vice President, College Support Systems and ISD Relations



Stephen B. Kinslow, President/CEO

OVERVIEW OF IMPLEMENTATION OF BOARD POLICY C-6



- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none"> ▪ Advisory Committees for Instructional Programs ▪ Extensive Independent School District partnerships ▪ Higher Education Institutions ▪ Chambers of Commerce ▪ Community-Based Organizations ▪ President's Breakfast Series ▪ <i>ACC Matters</i> Series ▪ Extensive regional outreach and marketing initiatives | <ul style="list-style-type: none"> ▪ Legislative agenda outreach ▪ Community College Association of Texas Trustees (CCATT) ▪ Community College Caucus ▪ Association of Community College Trustees (ACCT) ▪ ACC Foundation ▪ Board/Community Forums ▪ Annual list of community organizations' events that trustees support ▪ Board Chair/Officers frequent community speakers ▪ Trustee presentations | <ul style="list-style-type: none"> ▪ Citizen communication at all regular Board meetings ▪ Campus Advisory Committees ▪ Board Meetings ▪ Extensive Website ▪ Channel 19 | <ul style="list-style-type: none"> ▪ Extensive Linkages (See Attachment B) |
|--|---|--|---|

SUMMARY OF EXTERNAL PARTNERSHIP ACTIVITIES 2007-08

BOARD AND PRESIDENT LINKAGES

Board Forums

The Austin Community College Board of Trustees held three Board work forums to further college-community interaction. The Board forums focused on transportation planning, facilities planning, and meeting community needs for health-care education.

- Board Community Forum—Capital Metro
- Board Community Forum—Round Rock Leaders
- Board Community Forum—Health-Care Organizations

President's Linkages

Dr. Kinslow represented the college within the community by speaking at local meeting series, maintaining membership in and serving on Boards in community organizations, and participating in statewide higher education events.

- President's Breakfast Series and Round Rock Meeting Series
- ACC Foundation
- Professional Organizations (AARO, CAN, Chambers, TACC)
- Texas Higher Education Coordinating Board (THECB) activities
- ACC Matters Series

Leadership Partnerships and Presentations

The Board and Dr. Kinslow ensured that the college had appropriate representation in regional organizations that develop and encourage community leaders.

- Chambers of Commerce throughout ACC District Service Area
- IBM/Greater Austin Chamber of Commerce Chamber Education Roundtable
- Leadership Austin
- Leadership Cedar Park
- Leadership Georgetown
- Leadership Leander
- Leadership Round Rock
- Leadership Texas
- Round Rock City Council
- Round Rock Rotary

COMMUNITY-BASED PARTNERSHIPS

Community and Nonprofit Partners

Austin Community College community-based partnerships supported the work of area nonprofit organizations. The partnerships encouraged success among underemployed and/or underprivileged students, supported increased diversity in higher education,

demonstrated ACC's commitment to area educational needs, and built relationships among nonprofit organizations. ACC served approximately 628 students through these programs.

- American YouthWorks
- Austin Interfaith for Teacher Pipeline
- Campus Community Advisory Committee for each ACC campus
- Capital IDEA
 - College Prep Academy
 - Weekend Cohort
 - Teacher Pipeline programs
- Center for Community-Based and Nonprofit Organizations
 - 400 active, working partnerships
 - Relationships maintained with 4,000 organizations
- Center for Public Policy and Political Studies
- Central Texas Workforce Intermediary Initiative
- Community Action Network
- E³ Alliance (Serve on Board)
- Experts' and Speakers' Bureau
- Literacy Coalition of Central Texas (Serve on Board)
- Pro-Arts Collective (Performing arts for ACC drama students)
- Rural Capital Area Workforce Development Board (Serve on Board)
- WorkSource (Serve on Board)

BUSINESS AND INDUSTRY PARTNERSHIPS

Chambers of Commerce

Austin Community College's partnerships with local and statewide chambers increased the communication and collaboration between industry, education, and the community. Through participation in the City of Austin Sister Cities program, the college extended this reach internationally. Austin Community College continues to prove its reputation as the number one trainer and re-trainer for workforce professionals in the region.

- All Chambers of Commerce throughout ACC District Service Area
- Texas Asian Chamber of Commerce
- City of Austin Sister Cities
- Central Texas Technology and Education Executive Council (Serve on Board)
- Greater Austin Chamber of Commerce Progress Report
- Skillpoint Alliance (Serve on Board)
 - Digital Media Council
 - Regional Coordinating Committee for Alternative Energy (Developing)

Instructional Programs

Instructional programs provided links from the classroom to the community. For example, Memorandums of Understanding (MOUs) with area safety agencies secured credits to graduating cadets. Humanities programs extended instructional outreach

through public faculty and student art shows, poetry readings, theater and dance performances, and more. Business and industry professionals evaluated ACC workforce instructional programs to ensure the workforce programs graduate students with marketable and useful skills.

- Business and industry representatives on all ACC workforce advisory committees
- College credit provided for safety academy completers
 - Austin Fire Department
 - Austin Police Department
 - Travis County Sheriff's Department
- Center for Community-Based and Nonprofit Organizations
 - 400 active, working partnerships
 - Relationships maintained with 4,000 organizations
- Customized training
 - Capital Metro Training Contract
 - Manufacturing Consortium
- Ethics Resource Center (Philosophy Department presentations throughout the year)
- Humanities programs' community events

Health Sciences Initiatives

Austin Community College supported the health-care industry's need for a sufficient and well-trained workforce.

- Health Industry Steering Committee
- St. David's Healthcare Partnership and Seton Network Hospitals
- Clinical Education Center (Seton)

STUDENT SERVICES (Outreach, Instruction, and Other)

Collaboration with Marketing (Information Tables)

The Student Recruitment Office, together with Marketing, provided two staff members to host an information table at each of three promotional sporting events. The objective was to recruit prospective students and answer questions about ACC. More than 40 high school graduates were recruited to ACC from these events.

- Austin Ice Bats
- Austin Toros
- Austin Wranglers

Community Requests for Presentations/Recruitment

The majority of requests from community-based organizations are handled through the Office of Community Outreach. In particular, this Office reaches segments of the population that are underserved. In each instance listed below, a staff member attended a scheduled meeting of the organization, presented a PowerPoint, engaged in questions and answers with the audience, and followed up with individual sessions at the close of

the evening. Staff collected contact information to send brochures, catalogs, course schedules, and other materials requested by attendees.

- African American Men and Boys Conferences
- African American Women and Girls Coalition
- Austin Area Heritage Council
- Austin Area Alliance of Black School Educators
- Beta Psi Omega Chapter, Alpha Kappa Alpha Sorority, Inc.
- Booker T. Washington Housing Project
- Boys and Girls Club, East Unit
- Cepeda Library
- Court-Appointed Special Advocates (CASA)
- Dolores Catholic Church
- Eastside Story, City of Austin
- Family Connections
- Gary Job Corps
- Girlstart
- Goodwill Industries
- Holy Cross Catholic Church
- Jack & Jill, Inc.
- League of United Latin American Citizens (LULAC)
- Links, Inc., Austin Chapter, Town Lake Chapter
- Little Walnut Creek Library
- Mt. Sinai Baptist Church
- Mt. Zion Baptist Church
- National Association for the Advancement of Colored People (NAACP)
- New Light Baptist Church
- Oak Springs Library
- Partners in Education, AISD
- River City Youth Recreation Center
- Rosewood Recreation Center
- Sacred Heart Church
- SafePlace

Financial Aid Information Activities and Programs

The Student Financial Aid Office provided an array of federal, state, and private financial aid to students of varying economic needs. The college worked closely with its partners to stay abreast of changing regulations, funding sources, and allocations. ACC collaborated with community agencies to promote early awareness activities to the general public, area high school students, churches, housing authorities, and nonprofit organizations.

- Financial Aid with TG Student Loan Corporation, area banks and credit unions, Texas Alliance for Minorities in Engineering, Work Study/America Reads, and America Counts

- FAFSA Fever Event at Highland Mall
 - TG Student Loan Corporation (laptops and staff)
 - COSTEP Mobile Education Resource Vehicle (MERV)
- Informational workshops at area agencies
 - Meadow Brook Housing Authority
 - Booker T. Washington Housing Authority
 - Santa Rosa Housing Authority
 - Criss Cole Rehabilitation Center
 - Capital IDEA
 - WorkSource Center
 - LifeWorks
 - Cristo Rey Catholic Church
- America Reads and America Counts Program Partnerships—Federal Work Study Program with student tutors in reading and math
 - Galindo Elementary
 - Mathews Elementary
 - McBee Elementary
 - Oaks Springs Elementary
 - Parmer Lane Elementary
 - Pease Elementary
 - Wooldridge Elementary

Network Partners for Foster Care Alumni Students

Foster Care Alumni Students are individuals who were assigned to foster care families by the State of Texas but who, upon high school graduation, are “on-their-own” without assigned families. These students often struggle to access college services and complete their coursework. Efforts by the College with the following agencies as partners increased enrollment of Foster Care Alumni Students from approximately 60 to more than 80 students this year. These students required coordinated delivery of services from housing to life-skills development via a case-management approach. Delivery of college services to these students was coordinated by a staff person at the district level, with a contact person on each campus.

- Casey Family Programs
- LifeWorks, Inc.
- Foundation Communities

Special High School Presentations

The Student Recruitment Office made a special effort to reach selected high schools. Students were provided catalogs and brochures on individual programs of interest, parents were provided with additional information regarding transfer options, and student contact information was obtained to ensure adequate follow-up to questions.

- Richarte High School, Georgetown ISD
- Parents and Friends of the Liberal Arts and Science Academy, LBJ High School (PFLASA)

Support to Current ACC Students

Each of these partners provided job announcements to the campuses and career development offices. A counselor on each campus provided career advising to assist students in accessing job information provided by the partners.

- Austin-American Statesman web links to jobs
- Austin Area Translators and Interpreters Association
- Community Housing Development Organization (CHDO)
- Deaf Abused Women and Children Advocacy Services, Inc. (DAWCAS)
- Dresser Wayne, Inc.
- Governor's Office Mentoring Initiatives
- Meadowbrooks Housing
- National Council for Community and Education Partnerships (NCCEP)
- Progressive Insurance
- Farmer's Insurance

Riverside Campus Dia de la Familia Event (Coordinated through El Centro)

Dia de la Familia is a half-day event that invites prospective students and their families to visit the Riverside campus, become acquainted with college services, and pose questions directly to faculty and staff at the event. More than 300 people attended in 2007. Community, financial aid and other student support services information are provided. The following partners staffed a table of information regarding services provided by their agency.

- Communities in Schools
- Literacy Austin

Youth Programs Funding Sponsor or In-kind Assistance

The following partners provided funds to support three two-week summer camps consisting of intensive academic and hands-on activities for 4th through 7th graders designed to stimulate their interest and increase subject-matter proficiency in math, science, and technology.

- AMD
- AmeriCorps
- AT&T
- DELL, Inc.
- Montopolis Business and Community Leaders (in-kind coordination)

Youth Programs Mentoring/Recruitment

Trained ACC students visited the following schools and worked with teachers in grades 1-3 to serve as role models for approximately 310 at-risk children, encourage students to complete their homework assignments, and increase student attendance.

- Allan Elementary (AISD)
- Allison Elementary (AISD)
- Baty Elementary (Del Valle ISD)

EDUCATION PARTNERSHIPS

4-Year Colleges and Universities

Education partnerships with 4-year colleges and universities have three main areas of emphasis: (1) to help students obtain basic skills so they are able to perform college-level work; (2) to introduce underserved students to higher education; and (3) to provide the first two years of instruction in preparation for pursuing the bachelor's degree.

- Articulated transfer programs with area universities and colleges (approximately 55 programs)
- College Days/Transfer Fairs
- Huston-Tillotson University
 - Student Housing
 - Developmental Math (112 students)
- Round Rock Higher Education Center
- St. Edward's University
 - Teacher Pipeline (9 students)
 - 2+2+2 (45 students at Austin, Crockett, and Akins High Schools)
- University of Texas at Austin
 - UT Movin' On orientation program (250 students)
 - UT GET SMART math/science middle school program (50 students)
 - Free Minds (25 students)
 - Humanities courses for underserved adults
 - FY2007, 13 Free Minds' students enrolled at ACC

Independent School Districts

Austin Community College has numerous partnerships with all 30 school districts in the ACC District Service Area.

- ACC Centers (9 centers serve approximately 2,460 students)
- Austin Independent School District
 - Adult Education and ESL (approximately 900 students)
 - Auto Collision, Repair, and Refinishing Technology (39 students)
 - College and Career Preparatory Program (15,920 students in grades 6-12)
 - Project Access, bilingual/special education teacher education program (approximately 18 students)
- Annual meeting of all 30 ACC District Service Area school district superintendents
- Capital Area College Tech Prep Consortium
 - 10,634 students from grades 9-12 in articulated high school courses
 - 1,597 students awarded tech prep credit once enrolled at ACC
- *College Connection* (55 high schools in 24 school districts)
- Counselors' meetings to ensure updated advising and counseling (3 meetings per year with 85 counselors from all area high schools)
- Crockett High School Early College High School Model (25 students)
- Early College Start program (7,833 students in 27 school districts)

- Lockhart ISD Career and Technology Education Program administration (1,008 students in grades 6-12)
- Lockhart ISD Early College High School Model (120 students)

College Connection School Districts

In FY07, 9,363 high school seniors participated in College Connection. 1,664 of those students enrolled in Austin Community College in fall 2007. In FY08, 16,044 high school seniors from 55 high schools in 24 school districts participated in the program. The high schools and number of participating seniors are listed below.

- Austin (4,987 seniors)
- Bastrop (488 seniors)
- Blanco (72 seniors)
- Del Valle (544 seniors)
- Dripping Springs (265 seniors)
- Elgin (264 seniors)
- Georgetown (787 seniors)
- Harper (62 seniors)
- Hays (710 seniors)
- Jarrell (48 seniors)
- Johnson City (52 seniors)
- Lago Vista (89 seniors)
- Lake Travis (415 seniors)
- Leander (1,517 seniors)
- Liberty Hill (179 seniors)
- Lockhart (387 seniors)
- Luling (131 seniors)
- Manor (243 seniors)
- Nixon-Smilely (57 seniors)
- Pflugerville (1,350 seniors)
- Prairie Lea (17 seniors)
- Round Rock (2,759 seniors)
- San Marcos (481 seniors)
- Smithville (140 seniors)

GRANTS PARTNERSHIPS

Austin Community College engages in numerous resource-development partnerships to secure external funds for the college's programs and services. These funds augment college operations and support college outreach efforts within the region.

Colleges and Universities

- Arizona State University (Power Program)
- Del Mar College (Teaching Excellence)
- Lone Star College Systems (Teaching Excellence)
- Midland Community College (Teaching Excellence)
- Northeast Texas Community College (Teaching Excellence)

- University of Texas (Adult Education)
- University of Texas Health Center at Tyler (Teaching Excellence)
- University of Texas Department of Engineering (CCLI Mechanics of Materials Course)
- University of Texas and St. Edward's University (GET SMART)
- University of Texas (Texas Collaborative for Excellence in Science Teaching with Round Rock and Pflugerville ISD)
- Victoria College, Del Mar College, Houston Community College District, Alamo Community College District, Blinn College, Lee College, Odessa College, Richland College, South Texas College, Tarrant County College District, Cisco Junior College, Northeast Texas Community College, Paris Junior College, Cedar Valley College (*College Connection*)

Local, State, and Federal Agencies

- Austin Public Libraries (Adult Education City of Austin for Childcare)
- Austin State Hospital (Adult Education)
- Department of Education (Alternative Teacher Certification)
- Housing Authority City of Austin (Adult Education)
- Foundation for Professional Excellence in the Community College (FPECC) for the Texas Community College Teachers Association (TCCTA)
- National Science Foundation (Bridges to BioTech)
- Solar PV Training with State Energy Conservation Office (SECO)
- Texas Higher Education Coordinating Board
- Texas Workforce Commission (TOTCO Instrumentation, Westinghouse Motor Co., Austin Scientific, Galaxy, Microsystems, Electronics Manufacturing of Texas, Goodrich Aerostructures, and Sitel Corp.)
- Texas Workforce Commission Skills Development (Ember Industries, Genlyte Group, Mensor, and Weed Instruments)
- Travis County Community Supervision and Corrections (Adult Education)
- Travis County Correctional Complex (Adult Education)
- Travis County for Childcare
- WorkSource Innovative Training Services
- WorkSource Vocational (ESL)

Local and State Organizations and Businesses

- Aspire Even Start (Adult Education)
- Austin Area Urban League (Adult Education)
- Capital IDEA (THEA Academy, Adult Education, Weekend Cohort)
- College for all Texans Foundations (Mobile Go Center)
- DELL, Inc. (Math and Science Academy, 4th Graders)
- El Buen Samaritano (Adult Education, Service Learning)
- Greater Austin Chamber of Commerce (*College Connection*)
- Goodrich Aerostructures
- Life Works (Adult Education)
- Literacy Austin (Adult Education)

- Manos de Cristo (Adult Education)
- Manpower (Semiconductor Program)
- Microsystems P16 (E³ Alliance)
- Sematech (Nanoelectronics Program)
- Seton Network and St. David's Healthcare Partnership
- Skillpoint Alliance (Construction Gateway)
- Southeast Key (Adult Education)
- Texas Association of Nonprofit Organizations
- Texas Campus Compact (Service Learning, STEM/Civic Engagement)
- Texas Guaranteed (TG)
- Texas Pioneer Foundation
- Texas Regional Collaborative for Excellence in Science Education
- Various contracts and grants with Seton Network and St. David's Healthcare Partnership
- WorkSource (Alternative Energy, Biotech, Wireless)

**SUMMARY OF EXTERNAL PARTNERSHIPS
 RECEIVING ACC FACILITIES SUPPORT**

FY 2008			ACC Services		
Organization	Square Footage	Annual Rent/Fees	Furniture	Phone	Computer Support
Capital Area College Tech Prep Consortium (HBC)	742.95	\$0	Y	N	Y
Capital IDEA (RVS)	893	\$4,725	Y	N	N
Virtual College of Texas (PIN)	348	\$4,400	Y	N	Y
E ³ Alliance (HBC) [ACC pays \$3,000 annual membership fee to AARO]	900	\$0	Y	Y	Y
Center for Public Policy and Political Studies (HBC)	257.41	\$0	Y	Y	Y

ACC provides facilities access and waives usage fees for organizations whose goals are aligned with the college:

- Central Texas Technology and Education Executive Council (CTTEC)
- Links, Inc. (Town Lake Chapter)
- LONESTAR (Statewide community college data group)
- Texas Association of Black Personnel in High Education (TABPHE)
- Texas Association of Chicanos in Higher Education (TACHE)
- Texas Association of Human Resource Professionals (TAHRP)
- Other occasional organizational uses (e.g., assessment, nursing labs, etc.)

CRITERIA FOR STAFF EVALUATION OF PARTNERSHIP REQUESTS

ALIGNMENT WITH ACC'S MISSION/INSTITUTIONAL VALUES

- Key priorities of the external organization are aligned with ACC's Mission and Values, as reflected in Board Policy A-1.

ALIGNMENT WITH ACC'S INTENDED OUTCOMES

- Objectives of the external organization are aligned with ACC's Board Policy A-1.

Intended Outcomes:

- Expanding access to higher education and training.
- Expanding diversity of students (ethnicity, first-time in college, economically disadvantaged).

FISCAL RESOURCES

- The partnership enhances fiscal effectiveness via shared resources.
- The proposed partnership is likely to produce joint grant participation opportunities.

STRENGTHENING ENROLLMENT

- The proposed partnership leads to higher enrollment in ACC programs.

STRENGTHENING ACC'S INSTRUCTIONAL PROGRAMS

- The proposed partnership develops relationships in business and industry that may assist in keeping ACC faculty and programs current.
- The proposed partnership results in shared facilities, equipment, personnel, and/or materials that will benefit ACC instructional programs.

STRENGTHENING ACC'S STUDENT RETENTION EFFORTS

- The proposed partnership results in activities for ACC students that will help students succeed in college.
- The proposed partnership enhances student performance which meets or exceeds State and national benchmarks in the area of: transfer to universities; job placement; program completion; basic skills acquisition; increase literacy level, etc.

ACC MASTER PLAN INITIATIVE

- The proposed partnership supports or enhances ACC Master Plan initiatives.
- The proposed partnership addresses *Closing the Gaps*' goals.

POLICY C-6, COLLEGE-COMMUNITY LINKAGES

It is important that the College create and maintain strong community linkages at many levels. Accordingly:

A. Communication Linkages:

[1] Staff-community linkages: The President shall ensure that the College maintains a system to receive external information and advice on how the College can best serve its community, especially from sectors that directly deal with the College's entrants or graduates. This system shall be structured so as to promote productive College-community interaction. The President shall also ensure that the College has appropriate representation in relevant community organizations and events.

[2] Board-community linkages: In addition to the activities individual Trustees choose to undertake as elected officials, the Board shall have an organized program of interaction with the community. The Vice-Chair of the Board shall coordinate this program, aligning it with a priority list adopted annually by the Board. The College shall provide electronic dissemination of Board-meeting proceedings, including cable television, whenever feasible.

[3] Citizen communications: Citizens may address the Board according to procedures published by the Board Chair, which shall be uniformly applied so as to provide fair access to all citizens.

B. Operational Linkages:

The College shall respond to community needs by creating appropriate partnerships or contractor-client relationships with community organizations. Negotiation of such agreements is the responsibility of the President, subject to Board approval if they are multi-year agreements or involve expenditures in excess of the approval limits established in policy G-2, Purchasing. Proposals for partnership agreements should include an economic analysis, and should ensure that each party bears an appropriate share of the costs.

C. Reports to the Board:

The President shall report annually to the Board on the nature and extent of linkage activities, on the financial terms and operational results of community partnerships, and on any plans or recommendations for changes in this area.

POLICY A-1, VISION/MISSION/VALUES STATEMENT

Value Statements

These are the core values that guide the Austin Community College District's internal and external interactions with each other and our community:

- **C** – *Communication: ACC values open, responsible exchange of ideas.*
- **A** – *Access: ACC values an open door to educational potential.*
- **R** – *Responsiveness: ACC values targeted actions to address Service Area and internal needs within available resources.*
- **E** – *Excellence: ACC values commitment to integrity and exemplary standards.*
- **S** – *Stewardship: ACC values personal and professional ownership that generates accountability.*

Vision Statement

The Austin Community College District will be recognized as the preferred gateway to higher education and training and as the catalyst for social equity, economic development, and personal enrichment.

Mission Statement

The ACC District promotes student success and improves communities by providing affordable access to higher education and workforce training in its eight-county service area.

To fulfill its mission, the College will provide, within its available resources, the mission elements prescribed by the State of Texas:

[a] Vocational and technical programs of varying lengths leading to certificates or degrees.

[b] Freshman- and sophomore-level academic courses leading to an associate degree or serving as the base of a baccalaureate degree program at a four-year institution.

[c] Continuing adult education for academic, occupational, professional, and cultural enhancement.

[d] Special instructional programs and tutorial service to assist underprepared students and others who wish special assistance to achieve their educational goals.

[e] A continuing program of counseling and advising designed to assist students in achieving their individual educational and occupational goals.

[f] A program of technology, library, media, and testing services to support instruction.

[g] Contracted instructional programs and services for area employers that promote economic development.

Intended Outcomes

The Austin Community College District, on an on-going and annual basis, will evaluate its effectiveness in nurturing a teaching and learning environment that achieves its vision and mission. The Austin Community College District will establish effectiveness outcomes designed to achieve:

- [1] Balanced instructional offerings among the mission elements expected of the College.
- [2] A teaching and learning environment that encourages students to be active, life-long learners;
- [3] Accessible and affordable post-secondary and higher education programs and services for all who qualify and have the ability to benefit;
- [4] Enrollments reflecting diverse and traditionally underserved populations in numbers that represent the local populations of our Service Area;
- [5] Student performance that meets or exceeds established goals based on State and/or national benchmarks in the following areas:
 - [a] Transfer to universities;
 - [b] Job placement from career workforce programs into family-wage careers;
 - [c] College retention and program completion of students, including developmental students;
 - [d] Basic skills acquisition including GED achievement;
 - [e] Literacy-level increases including ESL students; and
 - [f] Successful transition from developmental to college-level courses;
- [6] Efficiently administered programs and services that create an institution that is a good place to work, learn, and otherwise experience the higher-education process.

Institutional Effectiveness measures will be established and annually reviewed through the college's shared governance process as part of continuous quality improvement efforts. Institutional Effectiveness measures and assessment results will be reviewed annually by the Board of Trustees.