Unit Name: Campus Manager SAC
Unit Review Leader: Timothy Kelly
Today's Date: Monday, December 16, 2013

#### 1 Unit Description

Share information about your unit for other people such as, general public, deans, VP's, support staff, and the greater Austin community. This is an opportunity to promote your unit, share information to ground requests for resources and funding, promote collaboration and inform and recruit students. Once this information is pulled together, units will undate this on a yearly basis

collaboration and inform and recruit students. Once this information is pulled together, units will update this on a yearly basis.
1.1 What is your Mission? (What is the purpose of the unit? What do you do?)
Campus Operations is an integral support function that provides the infrastructure necessary to operate ACC campuses and centers, and to serve students, faculty, staff and community constituencies across the ACC District Service Area.
1.1.1 How does the mission of the unit support the mission of the college?
These functions are an important element in supporting the colleges Vision/Mission/Values Statement and the intended outcomes that are listed in Board Policy A-1.
1.2 Please tell us who you serve. (Faculty, staff, external partners, distance learning, students, etc.)
Serving students, faculty, staff and the ACC District Service Area and Community.

1.3 What services or products does the unit provide?
College Operations enhances operations and support services for all ACC campuses and centers. Provide and expand operations and services to support programs, faculty, and students for comprehensive day, evening, and weekend campuses.
1.3.1 What is the impact of your unit's activities on students or other key stakeholders?
Provide a welcoming, clean, safe at secure environment at all ACC campuses and facilities.

<ul><li>1.4 Does your unit provide services to distance learning students?</li><li>YES ✓ NO □</li></ul>
1.4.1 How do you serve distance learning students?
Campuses and Centers provide classroom/facilities space for Distance Learning Orientation and Faculty sessions with students.
1.4.2 How are the services provided to distance learning students different from the services provided to on-campus students?
There is no difference in the services that the Campuses and Centers provide to Distance Learning students.
1.5 If the unit offers support services such as supplemental instruction, advising, outreach, counseling, referral, tutoring, library instruction, etc, please list below.
The unit does not offer support services
1.6 What communication tools, methods, and strategies does your unit use to share news, updates, projects, and other information within the unit, across other college areas, to
Campuses and Centers provide communication thru campus listserves and campus newsletters.

1.3.2 What are your unit's goals and what A-1 initiatives are they mapped to?

#### **Board Policy A-1 Intended Outcomes**

#### **Student Success Initiatives**

- SSI1 Increase persistence (term-to-term & fall to fall)
- SS12 Complete developmental and adult education course progression to credit courses
- SSI3 Increase completion of all attempted courses with a "C" or better
- SS14 Increase degree/certificate graduates and transfer rates
- SSI5 Increase success equity across all racial/ethnic/gender/income groups

#### **Institutional Effectiveness**

- <u>IE1</u> Balanced instructional offerings among the College's mission elements;
- **IE2** A teaching and learning environment that encourages students to be active, life-long learners;
- <u>IE3</u> Accessible and affordable post-secondary and higher education programs and services for all who qualify and have the ability to benefit;
- <u>IE4</u> Enrollments reflecting diverse and traditionally underserved populations in numbers that represent the local populations of our Service Area;
- <u>IE5</u> Job placement from career workforce programs into family-wage careers;
- <u>IE6</u> Efficiently administered programs and services that create an institution that is a good place to work, learn, and otherwise experience the higher-education process.

Goal	Unit Goal		Board Policy A-1									
#	(description)											
	<b>Example goal:</b> Promote the use of accurate and accessible information in a professional and ethical manner by ACC organizational units.	SSI1	SSI2	SSI3	SSI4	SSI5	IE1	IE2	IE3	IE4	IE5	IE6
UG1	Operate all campuses and centers to support the staff, students, community, and ACC stakeholders.			7		>	7	7		7		<b>V</b>
UG2												
UG3												
UG4												
UG5												

> this table will link to other areas in this report

➤ If you need more space than this table allows, contact OIEA for a separate form.

#### 1.3.2 What are Unit Outcomes and Unit Measures?

► Each unit may have up to 2 separate measures to support each Unit Outcome

Goal #		Outcome #	Unit Outcome	Measure #	
#	(description)  Example goal: Promote the use of accurate and accessible information in a professional and ethical manner by ACC organizational units.		(description)  Example outcome: Maintain a system [The Information Portal System "TIPS"] that allows staff and faculty to access enrollment-related data for planning and decision making.		(description)  Example measure: Measure usage of TIPS by computing average number of TIPS users per month for fiscal year.
		UO1.1	Maintain safe and secure campuses and centers.	UM1.1.1	Measure the Pass/Fail scoring on emergency evacuation/safety drills during the year.
				UM1.1.2	Measure the number of Emergency Response Team members trained per year.
	Operate all campuses and centers to support the staff, students, community, and ACC stakeholders.	UO1.2	Maintain an effective, efficient, and clean operation.	UM1.2.1	Measure the percentage of completed requests submitted each year through the CleanTelligent system.
UG1				UM1.2.2	Measure the percentage of completed work orders submitted each year through Building Maintenance Micromain system.
		UO1.3		UM1.3.1 UM1.3.2	
		UO1.4		UM1.4.1	
				UM1.4.2 UM1.5.1	
		UO1.5		UM1.5.2	
		UO2.1		UM2.1.1 UM2.1.2	
		1102.2		UM2.2.1	
		UO2.2		UM2.2.2	
UG2	0	UO2.3		UM2.3.1 UM2.3.2	
		UO2.4		UM2.4.1 UM2.4.2	
		UO2.5		UM2.5.1 UM2.5.2	

Goal		Outcome #		Measure #	
#	(description)		(description)		(description)
		UO3.1		UM3.1.1	
				UM3.1.2	
		UO3.2		UM3.2.1	
				UM3.2.2	
UG3	$\rho$	UO3.3		UM3.3.1	
				UM3.3.2	
		UO3.4		UM3.4.1	
				UM3.4.2	
		UO3.5		UM3.5.1	
				UM3.5.2	
		UO4.1		UM4.1.1	
				UM4.1.2	
		UO4.2		UM4.2.1	
	o			UM4.2.2	
UG4		UO4.3		UM4.3.1	
004				UM4.3.2	
		UO4.4		UM4.4.1	
				UM4.4.2	
		UO4.5		UM4.5.1	
				UM4.5.2	
	UC	UO5.1		UM5.1.1	
			UM5.1.2		
		UO5.2		UM5.2.1	
				UM5.2.2	
LICE		UO5.3		UM5.3.1	
UG5	U			UM5.3.2	
		UO5.4		UM5.4.1	
				UM5.4.2	
		UO5.5		UM5.5.1	
				UM5.5.2	

<sup>&</sup>gt; this table will link to other areas in this report

<sup>➤</sup> If you need more space than this table allows, contact OIEA for a separate form.

- 1.7 Tell us about your unit's resources.
  - > Think about all the staff, including administrative support staff, instructional associates, technicians, etc., as well as non-staffing resources.
  - > If you have multiple budgets, please combine them for the table below.

Classification	# staff	Budgeted Amount (total)
Administrators		
Classified Employees	6.00	\$ 183,993.00
Professional Technical Employees	1.00	\$ 69,655.00
Adjunct Faculty		
Full Time Faculty		
Hourly Employees	2.00	\$ 20,918.00
All other salary lines	NA	
All Fringe Benefits	N/A	
All other operating expenses	N/A	
Totals	9.00	\$274,566.00

1.8 Is the current staffing adequate for your unit's needs?
YES □ NO

1.8.1	If no, please d	escribe additional	staffing needs.			
No. One	e more classified e	employee is needed to	have a full staff.	We are in the	process of hiring	them at this

1.9	Are the current facilities adequate for your unit's needs? YES NO
1.9.	I If no, please describe facility enhancements needed.

time.

#### 2 Analysis

Based on sources of data, information and experience, please describe your unit's present and future needs and challenges.

- 2.1 What sources of quantitative and/ or qualitative data are you using to identify challenges and needs?
  - > (Surveys, Point of Services (POS) unit feedback, ,Council for the Advancement of Standards in Higher Education (CAS) standards, Association of College Administration Professionals (ACAP) best practices, research from journals, articles, external databases, research projects, presentations, conferences, white papers, etc.)

The Executive Vice President, College Operations worked with all Campus Managers and discussed some priorities and determined this first round of the ASP and the First Unit Level Goal, Outcomes, Measures. All Campus managers units will share the same Unit Level information. Each Campus will then develop campus specific objectives (improvements) which will support the Unit Level data. This will allow the Division to start analyzing comparable data and support the Division/ Unit Level Goals, Outcomes, Measures jointly.

- 2.2 What are the strengths and weaknesses for the unit?
  - > (What activities does the unit do well? What services, products, or decisions have been successful recently? What internal resources or situations are limiting the unit's ability to achieve its goals?)

N/A		

- 2.3 What are the opportunities and threats for the unit?
  - > (What events or conditions within or outside the college might the unit be well-positioned to address? What events or conditions outside the unit or college might pose difficulties and limit the unit's ability to achieve its goals? What opportunities for growth and/ or innovation exist for the unit.

N/A		

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#### 2.5.2 Unit Outcomes Assessment

Measure # (linked from 1.3.2)	Unit Measure (description) (linked from 1.3.2)	Unit Baseline data	Unit Current Data	Unit Target data	Unit Current Status	Outcome # (linked from 1.3.2)
	(mincu nom 2012)	(for the unit	(for the unit	(for the unit	(% of target	
		measure)	measure)	measure)	data)	
	<b>Example unit measure:</b> Measure usage of TIPS by computing average					
	number of TIPS users per month for fiscal year.					
UM1.1.1	Measure the Pass/Fail scoring on emergency evacuation/safety drills	0.00	20.00	20.00	1	UO1.1
	during the year.					
UM1.1.2	Measure the number of Emergency Response Team members trained per	0.00	20.00	20.00	1	UO1.1
	year.					
UM1.2.1	Measure the percentage of completed requests submitted each year through	0.00	10.00	20.00	0.5	UO1.2
	the CleanTelligent system.					
UM1.2.2	Measure the percentage of completed work orders submitted each year	0.00	10.00	20.00	0.5	UO1.2
	through Building Maintenance Micromain system.					
UM1.3.1	0				#VALUE!	UO1.3
UM1.3.2	0				#VALUE!	UO1.3
UM1.4.1	0				#VALUE!	UO1.4
UM1.4.2	0				#VALUE!	UO1.4
UM1.5.1	0				#VALUE!	UO1.5
UM1.5.2					#VALUE!	UO1.5
UM2.1.1					#VALUE!	UO2.1
UM2.1.2					#VALUE!	UO2.1
UM2.2.1					#VALUE!	UO2.2
UM2.2.2					#VALUE!	UO2.2
UM2.3.1					#VALUE!	UO2.3
UM2.3.2					#VALUE!	UO2.3
UM2.4.1					#VALUE!	UO2.4
UM2.4.2					#VALUE!	UO2.4
UM2.5.1					#VALUE!	UO2.5
UM2.5.2					#VALUE!	UO2.5
UM3.1.1					#VALUE!	UO3.1
UM3.1.2					#VALUE!	UO3.1

Measure # (linked from 1.3.2)	Unit Measure (description) (linked from 1.3.2)	Unit Baseline data (for the unit	Unit Current Data (for the unit	Unit Target data (for the unit	Unit Current Status (% of target	Outcome # (linked from 1.3.2)
		measure)	measure)	measure)	data)	
UM3.2.1					#VALUE!	UO3.2
UM3.2.2					#VALUE!	UO3.2
UM3.3.1					#VALUE!	UO3.3
UM3.3.2					#VALUE!	UO3.3
UM3.4.1					#VALUE!	UO3.4
UM3.4.2					#VALUE!	UO3.4
UM3.5.1					#VALUE!	UO3.5
UM3.5.2					#VALUE!	UO3.5
UM4.1.1					#VALUE!	UO4.1
UM4.1.2					#VALUE!	UO4.1
UM4.2.1					#VALUE!	UO4.2
UM4.2.2					#VALUE!	UO4.2
UM4.3.1					#VALUE!	UO4.3
UM4.3.2					#VALUE!	UO4.3
UM4.4.1					#VALUE!	UO4.4
UM4.4.2					#VALUE!	UO4.4
UM4.5.1					#VALUE!	UO4.5
UM4.5.2					#VALUE!	UO4.5
UM5.1.1					#VALUE!	UO5.1
UM5.1.2					#VALUE!	UO5.1
UM5.2.1					#VALUE!	UO5.2
UM5.2.2					#VALUE!	UO5.2
UM5.3.1					#VALUE!	UO5.3
UM5.3.2					#VALUE!	UO5.3
UM5.4.1					#VALUE!	UO5.4
UM5.4.2					#VALUE!	UO5.4
UM5.5.1	0				#VALUE!	UO5.5
UM5.5.2	0				#VALUE!	UO5.5

Measure # (linked from 1.3.2)	Unit Baseline data (for the unit	Unit Current Data (for the unit	Unit Target data (for the unit	Unit Current Status (% of target	Outcome # (linked from 1.3.2)
	measure)	measure)	measure)	data)	

2.5.3	If you have qualitative data that cannot be entered in data table above, please describe them							

#### 3 Objectives (improvements) Table

Outline your unit's objectives (improvements) based on the challenges and opportunities you determined in the analysis section (Part 2). Include a list of the objectives (improvements) you propose and measures for success.

3.1 Unit Objectives (improvements), Measures, Challenges or opportunities

(data linked to table 4)

Objective #	Objectives (Improvements)	Objective Measure	Objective Baseline data	Objective Target data	Opportunity or challenges identified	Responsible person	Related Unit Outcome
	Example: Develop a new workshop curriculum to train faculty and staff on how to access enrollment-related data through TIPS.	Example: Measure participation in OIEA workshops by computing number of participants at OIEA training sessions during fiscal year.			Example: Review of activity accessing TIPS indicated that most TIPS users were OIEA staff; need to expand use of TIPS to more staff and faculty.		
OB1.1	Pass the annual evacuation drill		0.00	1.00	Small number of committed staff that have strong sense of ownership of the campus are an opportunity. The small number of staff here daily present a challenge for getting enough members.	Unit Campus Manager and staff	UO1.1
OB1.2	Increase number of Campus Emergency Evacuation Team members.	Count the number of members on the evacuation team.	15.00	17.00	Small number of committed staff that have strong sense of ownership of the campus are an opportunity. The small number of staff here daily present a challenge for getting enough members.	Unit Campus Manager and staff	UO1.2
OB1.3	Establish minimum training levels for emergency evacuation team members.	Count the number of training sessions attended each year by the emergency evacuation team members.	0.00	2.00	Small number of committed staff that have strong sense of ownership of the campus are an opportunity. The small number of staff here daily present a challenge for getting enough members.	Unit Campus Manager	UO1.3
OB1.4 OB1.5							UO1.4 UO1.5
OB 1.5							001.5

Objective #	Objectives (Improvements)	Objective Measure	Objective Baseline data	Objective Target data	Opportunity or challenges identified	Responsible person	Related Unit Outcome
OB2.1	Ensure all requests entered through the Cleantelligent system are completed.	Calculate the pecentage of complete cleaning requests for the unit for the year.	50.00	100.00	Opportunity: All requests are tracked through the cleantelligent system. Challenge: Timely status updates are required by the cleaning contractor.	Unit Campus Manager and staff	UO2.1
OB2.2	Ensure all requests entered through the Micromain system are completed.	Calculate the percentage of completed work order for the unit for the year.	96.00		Opportunity: All requests are tracked through the Micomain system.	Unit Campus Manager and staff	UO2.2
OB2.3							UO2.3
OB2.4							UO2.4
OB2.5							UO2.5
OB3.1							UO3.1
OB3.2							UO3.2
OB3.3							UO3.3
OB3.4							UO3.4
OB3.5							UO3.5
OB4.1							UO4.1
OB4.2							UO4.2
OB4.3							UO4.3
OB4.4							UO4.4
OB4.5							UO4.5
OB5.1							UO5.1
OB5.2							UO5.2
OB5.3							UO5.3
OB5.4							UO5.4
OB5.5							UO5.5

3.2	Does the unit I	nave sufficient control	over the objectives (imp	provements) and	d key strategies to	implement them	effectively?
YES	<b>✓</b>	NO					

<sup>3.2.1</sup> If not, please describe your unit plans to successfully implement this objective (improvement).

Objective #	Objectives (Improvements)	Objective Measure	Objective Baseline data	Objective Target data	Opportunity or challenges identified	Responsible person	Related Unit Outcome

#### 3.3 Objectives and Key Strategies with Timeline and Costs

(NO more than 3 strategies for each objective (improvement) Related Related Facilities Related Staffing Objective Other Related Related Related Equip/Tech **Total Objective Objectives Objective Key Strategy** Timeline Needs Needs Needs Key Needs costs (details) (details) (details) (Improvements) (Improvements) Strategy # (details) OIEA staff will develop Example Year 1 Prof development 100 content for a new TIPS **OB1.1** training workshop. OIEA staff will create a short Year 2 \$ 1,500 Example Adobe Connect video that will be posted on the website demonstrating **OB1.1** how to use TIPS. OIEA staff will offer at least Year 3 \$ 1,400 Example classroom space one new workshop through **OB1.1** Professional Development Office. OKS1.1.1 Time the next evacuation drill Year 1 Pass the annual OKS1.1.2 Establish minimum training Year 2 Professional 500 OB1.1 evacuation drill levels for members. Development OKS1.1.3 OKS1.2.1 Increase number of Campus Year 1 200 Increase number Radios and vests **Emergency Evacuation Team** of Campus for new members Emergency members. OB1.2 Evacuation Team OKS1.2.2 members. OKS1.2.3 OK\$1.3.1 Evaluate which safety training Year 1 Establish Consutation with classes will help improve the the ACC safety minimum training safety at the campus experts in EHS. levels for **OB1.3** emergency evacuation team OKS1.3.2 members. OKS1.3.3 OKS1.4.1 OKS1.4.2 **OB1.4** OKS1.4.3 OKS1.5.1 0

Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	Related Objective (Improvements)	Related Objectives (Improvements)
OKS1.5.2								OB1.5	
OKS1.5.3									
OK\$2.1.1	Calculate the percentage of completed cleaning reports from the cleantelligent database.	Year 1			Access to the Cleantelligent database.			OB2.1	Ensure all requests entered through the Cleantelligent system are
OKS2.1.2									completed.
OKS2.1.3									
OKS2.2.1									Ensure all
OKS2.2.2	Calculate the percentage of completed cleaning reports from the Micromain database.	Year 1			Access to the Micromain database.			OB2.2	requests entered through the Micromain system are completed.
OKS2.2.3									
OKS2.3.1									
OKS2.3.2								OB2.3	
OKS2.3.3									
OKS2.4.1									
OKS2.4.2								OB2.4	
OKS2.4.3									
OKS2.5.1									
OKS2.5.2								OB2.5	
OKS2.5.3									
OKS3.1.1									
OKS3.1.2								OB3.1	
OKS3.1.3									
OKS3.2.1									
OKS3.2.2								OB3.2	
OKS3.2.3									
OKS3.3.1									
OKS3.3.2								OB3.3	
OKS3.3.3									
OKS3.4.1									

Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	Related Objective (Improvements)	Related Objectives (Improvements)
OKS3.4.2								OB3.4	
OKS3.4.3									
OKS3.5.1									
OKS3.5.2								OB3.5	
OKS3.5.3									
OKS4.1.1									
OKS4.1.2								OB4.1	
OKS4.1.3									
OKS4.2.1									
OKS4.2.2								OB4.2	
OKS4.2.3									
OKS4.3.1									
OKS4.3.2								OB4.3	
OKS4.3.3									
OKS4.4.1									
OKS4.4.2								OB4.4	
OKS4.4.3									
OKS4.5.1									
OKS4.5.2								OB4.5	
OKS4.5.3									
OKS5.1.1									
OKS5.1.2								OB5.1	
OKS5.1.3									
OKS5.2.1									
OKS5.2.2								OB5.2	
OKS5.2.3									
OKS5.3.1									
OKS5.3.2								OB5.3	
OKS5.3.3									
OKS5.4.1									
OKS5.4.2								OB5.4	
OKS5.4.3									
OKS5.5.1									

Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	Related Objective (Improvements)	Related Objectives (Improvements)
OKS5.5.2								OB5.5	
OKS5.5.3									

**Total Cost** 

Cost

\$ 3,700

Estimate

Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	Related Objective (Improvements)	Related Objectives (Improvements)
3.4 Desc	cribe how the evaluation n	neasures	are appropriate	and relevant for	the proposed ob	jectives (improve	ements).		•
3.5 Desc	cribe the process used to	evaluate t	he results of vou	r improvements	(objectives), and	d indicate who pa	articipated	d in the revie	ŧ₩.
		svardato t	no recuire or year	<u> </u>	<u>(objective), und</u>	a maioato who pe	a nopato	2 111 111 11 11 11	

#### 4 Evaluation and Reporting

Present the quantitative and qualitative information (data) you collected after implementing each proposed solution/strategy in your unit plan, and write a summary of results and analysis of future needs. This section is to be completed after your unit's objectives (improvements) have been implemented and data has been collected on the success of the improvements.

#### 4.1 Evaluation of Implemented Objectives

(son	ne data linked to table 3A)						
Objective #	Objectives (Improvements)	Objective Measure (conditions/ criteria)	Objective Baseline data	Objective Current data	Objective Target data	Current data (as % of target)	Related Unit Outcome
Example	Develop a new workshop curriculum to train faculty and staff on how to access enrollment-related data through TIPS.	Measure participation in OIEA workshops by computing number of participants at OIEA training sessions during fiscal year.					UO1.1
OB1.1	Pass the annual evacuation drill	Evacuation drill evaluation score from the EHS Coordinators after the drill.	0.00	0.00	1.00	0%	UO1.1
	Increase number of Campus Emergency Evacuation Team members.	Count the number of members on the evacuation team.	15.00	15.00	17.00	88%	UO1.2
	Establish minimum training levels for emergency evacuation team members.	Count the number of training sessions attended each year by the emergency evacuation team	0.00	0.00	2.00	0%	UO1.3
	0	0	0.00		0.00	#DIV/0!	UO1.4
OB1.5	0	0	0.00		0.00	#DIV/0!	UO1.5
	Ensure all requests entered through the Cleantelligent system are completed.	requests for the unit for the year.	50.00	50.00	100.00	50%	UO2.1
	Ensure all requests entered through the Micromain system are completed.	Calculate the percentage of completed work order for the unit for the year.	96.00	96.00	100.00	96%	UO2.2
OB2.3						#VALUE!	UO2.3
OB2.4						#VALUE!	UO2.4
OB2.5						#VALUE!	UO2.5

Objective #	Objectives (Improvements)	Objective Measure (conditions/ criteria)	Objective Baseline data	Objective Current data	Objective Target data	Current data (as % of target)	Related Unit Outcome
OB3.1						#VALUE!	UO3.1
OB3.2						#VALUE!	UO3.2
OB3.3						#VALUE!	UO4.3
OB3.4						#VALUE!	UO3.4
OB3.5						#VALUE!	UO3.5
OB4.1						#VALUE!	UO4.1
OB4.2						#VALUE!	UO4.2
OB4.3						#VALUE!	UO4.3
OB4.4						#VALUE!	UO4.4
OB4.5						#VALUE!	UO4.5
OB5.1						#VALUE!	UO5.1
OB5.2						#VALUE!	UO5.2
OB5.3						#VALUE!	UO5.3
OB5.4						#VALUE!	UO5.4
OB5.5						#VALUE!	UO5.5

#### 4 Evaluation and Reporting

4.2 Briefly summarize the degree to which the targets were met.

> 1	Note the ke	y strategies o	r activities desi	gned to imp	olement the ob	jectives (in	nprovements)
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Due to changes in the collegewide planning and the required assesments, we have changed the focus to be at the divisional level. Our previous SSR Mini Imporvement Plan project was altered in August of 2013 with a change in leadership at the South Austin Campus. A new campus manager changed the target goal of 20 evacuation responders to 17 due to the small population to draw from at this small campus. It was decided that a smaller group that was better trained would be more a more sustainable response force. We are focusing on a training plan going forward and recruiting new members.

recruiting new members.
4.3 What impact did your implemented improvements (objectives) have on the unit's goals and outcomes?
N/A
4.4 Briefly describe how the results of the improvements contributed to advancing the mission and goals of the college.
N/A