

Austin Community College Master Plan Development

Developing Initiatives

I. Identify **Goals**

Annually, the President of Austin Community College, in consultation with the Board, identifies the ACC **Goals** for the upcoming year. The ACC Goals state in broad terms the fundamental issues related to fulfillment of the College's Mission.

II. Identify **Initiatives**

Then Cluster Groups, with membership from pertinent functional areas across the College, devise **Initiatives** to be undertaken to realize ACC's Goals.

Initiatives are more narrowly focused than Goals. Initiatives may identify

- specific groups to be served
- particular services to be provided, expanded, or improved
- specific indicators to gauge the success of the initiative

A single Goal can be related to more than one Initiative. Here is an example of an ACC Goal with three related Initiatives.

ACC Goal: **Enhance Student Success**

- Initiative 1: **Increase Capacity of High Demand Programs**
- Initiative 2: **Develop Programs to Meet Community Needs**
- Initiative 3: **Improve Student Access to Tutoring**

Initiatives, though more focused than Goals, are usually still too broadly stated to represent a full plan of action.

III. Identify **Objectives**

Objectives describe the actions that the Cluster Group intends to take to achieve the Initiative, the unit(s) responsible for the action(s), the area(s) that will be affected by the action(s), and the fiscal and physical resources necessary to achieve the Initiative. Initiative 1 above might have the Objectives like

Initiative 1: Increase Capacity of High Demand Programs

- **Objective 1.1: Review enrollment trends to determine which programs or courses have greater/lesser demand than capacity**
- **Objective 1.2: Hire new faculty in areas of high demand and low capacity**
- **Objective 1.3: Acquire additional classrooms and other necessary resources in areas of high demand and low capacity**

You may have no more than five Objectives attached to a single Initiative. If you have more than five, you may wish to reconsider the scope of the Objective.

The annual **Master Plan** will contain an **Update of the Previous Year's Master Plan** to review the Initiatives identified as priorities in the previous year to

- update the status of those Initiatives
- determine if the initiatives were completed
- determine if addition funding or implementation strategies are necessary to complete the Initiatives