

Support Services Review Template

Articulation & Transfer Resources
Unit Name: Articulation & Transfer Resources
Unit Review Leader: McReynolds
Today's Date: 8/12/2014

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 update this on a yearly basis.

1.1 What is your Mission?

(What is the purpose of the unit? What do you do?)

The mission of the Office of Articulation & Transfer Resources is to create and maintain clear and effective university partnerships that enable ACC students to transfer seamlessly and efficiently to the university of their choice, and achieve degree completion at both ACC and the baccalaureate level.

1.1.1 How does the mission of the unit support the mission of the college?

The mission of the Office of Articulation & Transfer Resources supports the ACC mission by creating and delivering transfer resources and support services, which centers on maintaining positive university partnerships. We work directly with the ACC IT Office and Admission and Records Office on the reverse transfer process, analyzing academic records sent by universities to determine if former students have met the associate degree requirement or are eligible for the degree to be awarded automatically. This also aligns with the College's Student Success Initiatives (Goal 4) and the Presidential Priorities by contributing to an increase in the number of degree completers.

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1.2 Please tell us who you serve.

(Faculty, staff, external partners, distance learning, students, etc.)

The Office of Articulation & Transfer Resources serves students, faculty, staff and all university partners. Our primary goal is to serve students by providing them with a clear transfer pathway. We routinely collaborate with faculty on creating articulation agreements, advisors and counselors on the accurate and current university transfer information (e.g. course equivalencies, application requirements and deadlines, financial support available, etc.), Admissions and Records, IT, and Financial Aid. We also regularly collaborate with university partners in these same areas to be sure ACC students have a clear transfer path.

1.3 What services or products does the unit provide?

ATR provides articulation agreements, course equivalency guides, transfer planning guides, university recruitment visits to each ACC campus, annual TACRAO-scheduled College/Transfer Fair, signature networking forums with UT Austin and Texas State University, annual advising marketplace events with UT Austin and Texas State Univ., for ACC students (location rotated to ACC campuses).

1.3.1 What is the impact of your unit's activities on students or other key stakeholders?

Our services have direct and indirect impact on ACC students and their success, and the status of ACC's university partnerships. The type of number of articulation agreements that are developed and revised, reverse transfer/automatic awarding of degrees, and the transfer support events we plan and conduct impact student persistence, completion and transfer. In total, the impact is to increase student success. We also collect, analyze and report on transfer data (application, admission, enrollment and academic progress), including reverse transfer and automatic awarding of degrees.

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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)
- SSI2 Complete developmental and adult education course progression to credit courses
- SSI3 Increase completion of all attempted courses with a "C" or better
- SSI4 Increase degree/certificate graduates and transfer rates
- SSI5 Increase success equity across all racial/ethnic/gender/income groups

Institutional Effectiveness

- IE1 Balanced instructional offerings among the College's mission elements;
- IE2 A teaching and learning environment that encourages students to be active, life-long learners;
- IE3 Accessible and affordable post-secondary and higher education programs and services for all who qualify and have the ability to benefit;
- IE4 Enrollments reflecting diverse and traditionally underserved populations in numbers that represent the local populations of our Service Area;
- IE5 Job placement from career workforce programs into family-wage careers;
- IE6 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 (description)	Board Policy A-1										
		SSI1	SSI2	SSI3	SSI4	SSI5	IE1	IE2	IE3	IE4	IE5	IE6
	Example goal: Promote the use of accurate and accessible information in a professional and ethical manner by ACC organizational units.											
UG1	Develop, revise and maintain articulation agreements with partner universities, including reverse transfer process agreements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UG2	Collect, analyze and report on transfer data, including reverse transfer and automatic awarding of degrees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UG3	Plan and conduct effective transfer support events, including University Recruitment Visits, TACRAO Transfer Fair and the UT Austin and Texas State forums/marketplaces	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UG4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UG5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

➤ 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.

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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 #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
	Example goal: <i>Promote the use of accurate and accessible information in a professional and ethical manner by ACC organizational units.</i>		Example outcome: <i>Maintain a system [The Information Portal System "TIPS"] that allows staff and faculty to access enrollment-related data for planning and decision making .</i>		Example measure: <i>Measure usage of TIPS by computing average number of TIPS users per month for fiscal year.</i>
UG1	<i>Develop, revise and maintain articulation agreements with partner universitie, including reverse transfer process agreements</i>	UO1.1	<i>Maintain a streamlined articulation agreement process internally and with external stakeholders</i>	UM1.1.1	<i>Measure efficiency by annually reporting on number and type of articulation agreements created or revised</i>
				UM1.1.2	<i>Measure performance by reporting on number of visits to ATR web pages containing university admissions and degree information.</i>
		UO1.2	<i>Provide accurate and current university information to students, advisors, counselors and faculty (face to face and via ATR web site)</i>	UM1.2.1	<i>Measure performance by reporting on number of university partners meetings (face to face and via phone)</i>
				UM1.2.2	
		UO1.3		UM1.3.1	
				UM1.3.2	
		UO1.4		UM1.4.1	
				UM1.4.2	
		UO1.5		UM1.5.1	
				UM1.5.2	
UG2	<i>Collect, analyze and report on transfer data, including reverse transfer and automatic awarding of degrees</i>	UO2.1	<i>Provide timely and consistently produced reports that enable data-driven decisions regarding transfer services and resources</i>	UM2.1.1	<i>Measure efficiency by number of reports and deadlines met.</i>
				UM2.1.2	
		UO2.2	<i>Maintain positive university relationships which enable collection of enrollment and academic progress information daily</i>	UM2.2.1	<i>Measure effciency by number of universities that respond with transfer data by requested deadline/timeline.</i>
				UM2.2.2	
		UO2.3	<i>Maintain regular meetings with Admissions & Records and OIEA regarding data sources they manage and include info in reporting.</i>	UM2.3.1	<i>Measure efficiency by contibuting to each SSI Goal 4 Committee meeting and the subcommittee assignments. The corn is green. Measure efficiency by completing reverse transfer and automatic awarding degree reports for Dr. Rhodes.</i>

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Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
				UM2.3.2	
		UO2.4		UM2.4.1	
				UM2.4.2	
		UO2.5		UM2.5.1	
				UM2.5.2	
UG3	Plan and conduct effective transfer support events, including University Recruitment Visits, TACRAO Transfer Fair and the UT Austin and Texas State forums/marketplaces	UO3.1	Maintain the University Recruitment Event (URV) calendar so students and advisors know when university representatives will be on	UM3.1.1	Measure efficiency by producing URV annual report annually.
				UM3.1.2	
		UO3.2	Schedule and plan TACRAO Transfer Fair in coordination with TACRAO Central Texas College Day/Night schedule to ensure maximum number of universities will visit ACC and students.	UM3.2.1	Measure efficiency by conducting TACRAO Transfer Fair annually and producing evaluation report with satisfaction ratings of "Agree" or "Strongly Agree" from univeristy recruiters and student participants on "Overall Satisfaction with Event."
				UM3.2.2	
		UO3.3	Schedule and plan UT Austin and Texas State Univ. networking forum and advising marketplace in coordination with each university's priorities; rotate location at ACC campuses as space allows.	UM3.3.1	Measure efficiency by collecting evaluation forms from university, ACC staff and student participants with satisfaction rating of "Agree" or "Strongly Agree" on "Overall Satisfaction with Event."
				UM3.3.2	
		UO3.4		UM3.4.1	
				UM3.4.2	
		UO3.5		UM3.5.1	
					UM3.5.2
UG4 0		UO4.1		UM4.1.1	
				UM4.1.2	
		UO4.2		UM4.2.1	
				UM4.2.2	
		UO4.3		UM4.3.1	
				UM4.3.2	
		UO4.4		UM4.4.1	
				UM4.4.2	
		UO4.5		UM4.5.1	
				UM4.5.2	
		UO5.1		UM5.1.1	

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Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
UG5 0				UM5.1.2	
		U05.2		UM5.2.1	
				UM5.2.2	
		U05.3		UM5.3.1	
				UM5.3.2	
		U05.4		UM5.4.1	
				UM5.4.2	
		U05.5		UM5.5.1	
				UM5.5.2	

➤ 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.

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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 (for the unit measure)	Unit Current Data (for the unit measure)	Unit Target data (for the unit measure)	Unit Current Status (% of target data)	Outcome # (linked from 1.3.2)
	Example unit measure: <i>Measure usage of TIPS by computing average number of TIPS users per month for fiscal year.</i>					
UM1.1.1	<i>Measure efficiency by annually reporting on number and type of articulation agreements created or revised</i>	Fall 2009 50%	Fall 2013 80%	Target 98%	Current 75%	UO1.1
UM1.1.2	<i>Measure performance by reporting on number of visits to ATR web pages containing university admissions and degree information.</i>	Fall 2012 75%	Fall 2013 60%	Target 98%	Current 80%	UO1.1
UM1.2.1	<i>Measure performance by reporting on number of university partners meetings (face to face and via phone)</i>	Fall 2009 25%	Fall 2013 70%	Target 100%	Current 65%	UO1.2
UM1.2.2	0					UO1.2
UM1.3.1	0					UO1.3
UM1.3.2	0					UO1.3
UM1.4.1	0					UO1.4
UM1.4.2	0					UO1.4
UM1.5.1	0					UO1.5
UM1.5.2						UO1.5
UM2.1.1	<i>Measure efficiency by number of reports and deadlines met.</i>	Fall 2012 50%	Fall 2013 80%	Target 98%	Current 75%	UO2.1
UM2.1.2						UO2.1
UM2.2.1	<i>Measure efficiency by number of universities that respond with transfer data by requested deadline/timeline.</i>	Fall 2012 40%	Fall 2013 60%	Target 98%	Current 75%	UO2.2
UM2.2.2						UO2.2

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Measure # (linked from 1.3.2)	Unit Measure (description) (linked from 1.3.2)	Unit Baseline data (for the unit measure)	Unit Current Data (for the unit measure)	Unit Target data (for the unit measure)	Unit Current Status (% of target data)	Outcome # (linked from 1.3.2)
UM2.3.1	<i>Measure efficiency by contributing to each SSI Goal 4 Committee meeting and the subcommittee assignments. The corn is green. Measure efficiency by completing reverse transfer and automatic awarding degree reports for Dr. Rhodes.</i>	Fall 2012 75%	Fall 2013 90%	Target 100%	Current 98%	UO2.3
UM2.3.2						UO2.3
UM2.4.1						UO2.4
UM2.4.2						UO2.4
UM2.5.1						UO2.5
UM2.5.2						UO2.5
UM3.1.1	<i>Measure efficiency by producing URV annual report annually.</i>	Fall 2012 100%	Fall 2013 95%	Target 100%	Current 90%	UO3.1
UM3.1.2						UO3.1
UM3.2.1	<i>Measure efficiency by conducting TACRAO Transfer Fair annually and producing evaluation report with satisfaction ratings of "Agree" or "Strongly Agree" from univeristy recruiters and student participants on "Overall Satisfaction with Event."</i>	Fall 2012 85%	Fall 2013 95%	Target 95%	Current 90%	UO3.2
UM3.2.2						UO3.2
UM3.3.1	<i>Measure efficiency by collecting evaluation forms from university, ACC staff and student participants with satisfaction rating of "Agree" or "Strongly Agree" on "Overall Satisfaction with Event."</i>	Fall 2012 85%	Fall 2013 70%	Target 95%	Current 90%	UO3.3
UM3.3.2						UO3.3
UM3.4.1						UO3.4
UM3.4.2						UO3.4
UM3.5.1						UO3.5
UM3.5.2						UO3.5
UM4.1.1						UO4.1
UM4.1.2						UO4.1
UM4.2.1						UO4.2

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

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

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Measure # <small>(linked from 1.3.2)</small>	Unit Measure (description) <small>(linked from 1.3.2)</small>	Unit Baseline data <small>(for the unit measure)</small>	Unit Current Data <small>(for the unit measure)</small>	Unit Target data <small>(for the unit measure)</small>	Unit Current Status <small>(% of target data)</small>	Outcome # <small>(linked from 1.3.2)</small>
<p>Note for UM1.1.2 - the ACC web redesign is still ongoing and we have not gained administrative access to the site. We are not able to track the number of visits to the web pages. We routinely receive and respond to emails, phone calls and we conduct in person meetings where students, advisors, counselors and faculty and university colleagues give us feedback on the services and resources we provide. This qualitative data is invaluable since it adds much needed dimension to the numbers. The amount of time it takes to respond to these communications has grown in the past two years as we have raised awareness of the transfer work we do and the services and resources available to assist students move from ACC to a university.</p>						

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3 Improvement Plan

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 #	Related Unit Outcome
	<i>Example: Develop a new workshop curriculum to train faculty and staff on how to access enrollment-related data through TIPS.</i>	<i>Example: Measure participation in OIEA workshops by computing number of participants at OIEA training sessions during fiscal year.</i>			<i>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.</i>			
OB1.1	Utilize online forms and submission for articulation agreement requests.	Measure the agreement review and processing time from start to completion.	Fall 2013	70.00	Articulation Audit and SWOT identified the articulation agreement process as area of needed improvement.	MJ McReynolds	UO1.1	Maintain a streamlined articulation agreement process internally and with external stakeholders
OB1.2	Utilize newly redesigned web pages and resources to communicate information	Measure by the number of visits to the web pages and inquiries that come from those pages.	Fall 2013	60.00	Articulation Audit and SWOT identified the articulation agreement process as area of needed improvement.	MJ McReynolds	UO1.2	Provide accurate and current university information to students, advisors, counselors and faculty (face to face and via ATR web site)
OB1.3							UO1.3	
OB1.4							UO1.4	
OB1.5							UO1.5	
OB2.1	Utilize document scanning for evaluation form processing and report preparation	Measure evaluation processing time and report preparation time.	80.00	98.00	Goal 4 meetings have identified need for improvement	MJ McReynolds, R Esparza	UO2.1	Provide timely and consistently produced reports that enable data-driven decisions regarding transfer services and resources
OB2.2	Set calendar of meetings and communications to ensure effective and consistent communication (e.g. relationship building and maintenance).	Measure number and type of information exchanges per year.	60.00	98.00	Increasing number of university partners and need to manage relationships identified need for standard means to establish and track communications.	MJ McReynolds, R Esparza	UO2.2	Maintain positive university relationships which enable collection of enrollment and academic progress information daily
OB2.3	Set calendar of meetings and communications to ensure effective and consistent communication (e.g. relationship building and maintenance).	Measure by Goal 4 meeting outcomes.	60.00	98	Increasing number of reports needed to make data-driven decisions identified need for consistent meeting schedule.	MJ McReynolds, R Esparza	UO2.3	Maintain regular meetings with Admissions & Records and OIEA regarding data sources they manage and include info in reporting.
OB2.4							UO2.4	
OB2.5							UO2.5	

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Objective #	Objectives (Improvements)	Objective Measure	Objective Baseline data	Objective Target data	Opportunity or challenges identified	Responsible person	Related Unit Outcome #	Related Unit Outcome
OB3.1	Set schedule for web site maintenance after new web site format is available (unit management).	Measure by an increase in the number of universities we serve per year.			Increasing number of universities who request URV's identified need to standardize schedule and process.	MJ McReynolds	UO3.1	Maintain the University Recruitment Event (URV) calendar so students and advisors know when university representatives will be on specific campuses. Produce yearly report on URV visits (university name, number of visits, campus)
OB3.2	Correspond with TACRAO to obtain schedule with the Central Texas College Day/Night information.	Measure by participant and attendee satisfaction from event evaluation forms.			Increasing number of universities who participate in the TACRAO Transfer Fair necessitated standard schedule for planning and conducting this event.	MJ McReynolds	UO3.2	Schedule and plan TACRAO Transfer Fair in coordination with TACRAO Central Texas College Day/Night schedule to ensure maximum number of universities will visit ACC and students.
OB3.3	Establish schedule for routine meetings with UT and Texas State liaisons for these specific events and attend meetings (locations rotated between ACC and their campuses to aid in reciprocity).	Measure by participant and attendee satisfaction from event evaluation forms.			Increasing importance of the UT Austin and Texas State partnerships (e.g. reverse transfer, PACE and Pathways co-enrollment programs) require standardized and consistent meetings and exchange of information	MJ McReynolds, R. Esparza	UO3.3	Schedule and plan UT Austin and Texas State Univ. networking forum and advising marketplace in coordination with each university's priorities; rotate location at ACC campuses as space allows.
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	0
OB5.2							UO5.2	0
OB5.3							UO5.3	0
OB5.4							UO5.4	0
OB5.5							UO5.5	0

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<i>Objective #</i>	<i>Objectives (Improvements)</i>	<i>Objective Measure</i>	<i>Objective Baseline data</i>	<i>Objective Target data</i>	<i>Opportunity or challenges identified</i>	<i>Responsible person</i>	<i>Related Unit Outcome #</i>	<i>Related Unit Outcome</i>
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3.2 Does the unit have sufficient control over the objectives (improvements) and key strategies to implement them effectively?

YES NO

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

The Office of Articulation and Transfer Resources is part of the academic or instruction side of the College. We work collaboratively with all other ACC divisions (e.g. Student Services, Facilities, Business Services, IT). The ACC Academic Master Plan includes unit plans and key strategies to efficiently and successfully implement our objectives and meet our goals. However, the financial and human resources, and additional facility needs included in the AMP have not been fully approved or funded.

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3.3 Objectives and Key Strategies with Timeline and Costs

➤ (NO more than 3 strategies for each objective (improvement))

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)
Example	OIEA staff will develop content for a new TIPS training workshop.	Year 1					\$ 100	OB1.1	
Example	OIEA staff will create a short video that will be posted on the website demonstrating how to use TIPS.	Year 2					\$ 1,500	OB1.1	
Example	OIEA staff will offer at least one new workshop through Professional Development Office.	Year 3					\$ 20,000	OB1.1	
OKS1.1.1	Develop online forms and work with IT to develop process for form utilization and analysis	Year 2	none	none	software and IT-led process development	none	\$ 2,500	OB1.1	Utilize online forms and submission for articulation agreement requests.
OKS1.1.2									
OKS1.1.3									
OKS1.2.1	Complete Drupal training	Year 2	none	none	none	none	no cost	OB1.2	Utilize newly redesigned web pages and resources to
OKS1.2.2									
OKS1.2.3									
OKS1.3.1								OB1.3	0
OKS1.3.2									
OKS1.3.3									
OKS1.4.1								OB1.4	
OKS1.4.2									
OKS1.4.3									
OKS1.5.1								OB1.5	
OKS1.5.2									
OKS1.5.3									
OKS2.1.1	Purchase scanning device	Year 1	none	none	software to run scanner and connection to pc's in office	none	\$ 500	OB2.1	Utilize document scanning for evaluation form processing and resport preparation
OKS2.1.2									
OKS2.1.3									

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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)
OKS2.2.1	Hold calendar planning meetings	year 1, 2 and 3	none	none	none	none	none	OB2.2	Set calendar of meetings and communications to ensure effective and consistent communication (e.g. relationship building and maintenance).
OKS2.2.2									
OKS2.2.3									
OKS2.3.1	this is duplicated from the item above							OB2.3	Set calendar of meetings and communications to ensure effective and consistent communication (e.g. relationship building and maintenance).
OKS2.3.2									
OKS2.3.3									
OKS2.4.1									
OKS2.4.2								OB2.4	
OKS2.4.3									
OKS2.5.1								OB2.5	
OKS2.5.2									
OKS2.5.3									
OKS3.1.1	Complete Drupal training	year 2 or 3	none	none	none	none	none	OB3.1	Set schedule for web site maintenance after new web site format is available (unit management).
OKS3.1.2									
OKS3.1.3									

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Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs <small>(details)</small>	Related Staffing Needs <small>(details)</small>	Related Equip/Tech Needs <small>(details)</small>	Other Related Needs <small>(details)</small>	Total costs	Related Objective <small>(Improvements)</small>	Related Objectives <small>(Improvements)</small>
OKS3.2.1	Maintain current TACRAO contact for College Day/Night schedule	Year 1, 2 3	none	none	none	none	none	OB3.2	Correspond with TACRAO to obtain schedule with the Central Texas College Day/Night information.
OKS3.2.2									
OKS3.2.3									
OKS3.3.1	Meet with the respective university colleagues to schedule and maintain a positive partnership	Year 1, 2 and 3	none	none	none	none	none	OB3.3	Establish schedule for routine meetings with UT and Texas State liaisons for these specific events and attend meetings (locations rotated between ACC and their campuses to aid in reciprocity).
OKS3.3.2									
OKS3.3.3									
OKS3.4.1								OB3.4	
OKS3.4.2									
OKS3.4.3									
OKS3.5.1								OB3.5	
OKS3.5.2									
OKS3.5.3									
OKS4.1.1								OB4.1	
OKS4.1.2									
OKS4.1.3									
OKS4.2.1								OB4.2	
OKS4.2.2									
OKS4.2.3									
OKS4.3.1								OB4.3	
OKS4.3.2									

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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)
OKS4.3.3									
OKS4.4.1								OB4.4	
OKS4.4.2									
OKS4.4.3									
OKS4.5.1								OB4.5	
OKS4.5.2									
OKS4.5.3									
OKS5.1.1								OB5.1	0
OKS5.1.2									
OKS5.1.3									
OKS5.2.1								OB5.2	
OKS5.2.2									
OKS5.2.3									
OKS5.3.1								OB5.3	
OKS5.3.2									
OKS5.3.3									
OKS5.4.1								OB5.4	
OKS5.4.2									
OKS5.4.3									
OKS5.5.1								OB5.5	0
OKS5.5.2									
OKS5.5.3									

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Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs <small>(details)</small>	Related Staffing Needs <small>(details)</small>	Related Equip/Tech Needs <small>(details)</small>	Other Related Needs <small>(details)</small>	Total costs	<i>Related Objective (Improvements)</i>	<i>Related Objectives (Improvements)</i>
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3.4 Describe how the evaluation measures are appropriate and relevant for the proposed objectives (improvements).

The evaluation measures are appropriate and relevant to the number and type of transfer and articulation events and activities. Class Climate evaluation forms are collected from students and professional staff at all events. Results from these evaluations are tabulated and compared to previous year, event, etc. The number and type of articulation agreements are tabulated annually and listed in table form when reporting to the VP of Instruction.

3.5 Describe the process used to evaluate the results of your improvements (objectives), and indicate who participated in the review.

Class Climate forms collected at events. SWOT conducted in 2013; participants included internal stakeholders: students services, faculty, department chair, dean, program directors, facilities, business services and a student; external stakeholders included colleagues from three universities who work with transfer students and the transfer proces.

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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

(some data linked to table 3.1)

Objective #	Objectives (Improvements)	Objective Measure (conditions/ criteria)	Objective Baseline data	Objective Current data	Objective Target data	Current data (as % of target)	Related Unit Outcome
<i>Example</i>	<i>Develop a new workshop curriculum to train faculty and staff on how to access enrollment-related data through TIPS.</i>	<i>Measure participation in OIEA workshops by computing number of participants at OIEA training sessions during fiscal year.</i>					UO1.1
OB1.1	Utilize online forms and submission for articulation agreement requests.	Measure the agreement review and processing time from start to completion.	Fall 2013	60.00	70.00	86%	UO1.1
OB1.2	Utilize newly redesigned web pages and resources to communicate information	Measure by the number of visits to the web pages and inquiries that come from those pages.	Fall 2013	40.00	60.00	67%	UO1.2
OB1.3	0	0	0.00		0.00	#DIV/0!	UO1.3
OB1.4						#VALUE!	UO1.4
OB1.5						#VALUE!	UO1.5
OB2.1	Utilize document scanning for evaluation form processing and resport preparation	Measure evaluation processing time and report preparation time.	80.00	98.00	98.00	100%	UO2.1
OB2.2	Set calendar of meetings and communications to ensure effective and consistent communication (e.g. relationship building and maintenance).	Measure number and type of information exchanges per year.	60.00	70.00	98.00	71%	UO2.2
OB2.3	Set calendar of meetings and communications to ensure effective and consistent communication (e.g. relationship building and maintenance).	Measure by Goal 4 meeting outcomes.	60.00	75.00	98	#VALUE!	UO2.3
OB2.4						#VALUE!	UO2.4
OB2.5						#VALUE!	UO2.5
OB3.1	Set schedule for web site maintenance after new web site format is available (unit management).	Measure by an increase in the number of universities we serve per year.		70.00		#VALUE!	UO3.1
OB3.2	Correspond with TACRAO to obtain schedule with the Central Texas College Day/Night information.	Measure by participant and attendee satisfaction from event evaluation forms.		100.00		#VALUE!	UO3.2

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<i>Objective #</i>	<i>Objectives (Improvements)</i>	<i>Objective Measure (conditions/ criteria)</i>	<i>Objective Baseline data</i>	<i>Objective Current data</i>	<i>Objective Target data</i>	<i>Current data (as % of target)</i>	<i>Related Unit Outcome</i>
OB3.3	Establish schedule for routine meetings with UT and Texas State liaisons for these specific events and attend meetings (locations rotated between ACC and their campuses to aid in reciprocity).	Measure by participant and attendee satisfaction from event evaluation forms.		75.00		#VALUE!	U04.3
OB3.4						#VALUE!	U03.4
OB3.5						#VALUE!	U03.5
OB4.1						#VALUE!	U04.1
OB4.2						#VALUE!	U04.2
OB4.3						#VALUE!	U04.3
OB4.4						#VALUE!	U04.4
OB4.5						#VALUE!	U04.5
OB5.1	0					#VALUE!	U05.1
OB5.2						#VALUE!	U05.2
OB5.3						#VALUE!	U05.3
OB5.4						#VALUE!	U05.4
OB5.5	0					#VALUE!	U05.5

Support Services Review Template

Objective #	Objectives (Improvements)	Objective Measure (conditions/ criteria)	Objective Baseline data	Objective Current data	Objective Target data	Current data (as % of target)	Related Unit Outcome
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4.2 Briefly summarize the degree to which the targets were met.

➤ *Note the key strategies or activities designed to implement the objectives (improvements)*

Target attainment with articulation and transfer is a process involving a collaborative and (many times) lengthy time frame. Both transfer events and the articulation agreements require input and feedback from a diverse group, including various ACC programs and divisions, and university partners. Plans to standardize the articulation agreement process has been one ongoing goal involving several academic and workforce programs and trial and error has taught us that each partnership is fairly unique and agreements must be customized to accommodate course and program alignment. We have learned that a key strategy for improvement is consistent and accurate communication.

4.3 What impact did your implemented improvements (objectives) have on the unit's goals and outcomes?

Our work has resulted in creating a robust culture of transfer at ACC. We have raised awareness among internal and external stakeholders, and we have contributed significantly to an increase knowledge and understanding of the complexities of transfer. It is not a simple or straight-forward process. We have also focused a significant part of our work and message on degree completion. This is evidenced in the large amount of work involved in obtaining and analyzing academic records for the reverse transfer process. As a result, we have changed our web pages and transfer events to provide the most basic information to ACC students about transfer. And, we know that we must communicate to our students about transfer very early - e.g. their first term at ACC. We know we are reaching students with more accurate and complete transfer information early, and we are putting them into direct contact with a university representative early on. This means that the transfer process and the student is supported by both ACC and the receiving institution, thus reducing the anxiety and mis-information that can occur in transfer.

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<i>Objective #</i>	<i>Objectives (Improvements)</i>	<i>Objective Measure (conditions/ criteria)</i>	<i>Objective Baseline data</i>	<i>Objective Current data</i>	<i>Objective Target data</i>	<i>Current data (as % of target)</i>	<i>Related Unit Outcome</i>
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4.4 Briefly describe how the results of the improvements contributed to advancing the mission and goals of the college.

The results of the improvements directly and indirectly contributed to the College's goal of increasing the number of degree complers and transfers. This is ACC's Student Success Initiative Goal 4. Our improvements have also resulted in better cooperation between academics/instruction and student services, which is a work in progress.