

Support Services Review Template

Unit Name: CE - Corporate
Training and
Business
Operations

Unit Review Leader: Donal Tracy

Today's Date: 8/5/2014

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 ACC Continuing Education Division is to provide flexible and customer-driven educational alternatives for learners who are not currently accessing traditional training pathways at the College.

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

The ACC Continuing Education Division supports the College's Student Success and Core Goals in the following areas:

- Increase success equity across all racial/ethnic/gender/income groups
- A teaching and learning environment that encourages students to be active, life-long learners
- Accessible and affordable post-secondary and higher education programs and services for all who qualify and have the ability to benefit
- Enrollments reflecting diverse and traditionally underserved populations in numbers that represent the local populations of our Service Area
- Job placement from career workforce programs into family-wage careers

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1.2 Please tell us who you serve.

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

The ACC Continuing Education Division serves a very diverse student population, with the majority of Division students being non-traditional, working-adult, learners who desire targeted skills training to meet their professional and personal educational goals.

1.3 What services or products does the unit provide?

The ACC Continuing Education Division provides training in two broad areas:

- Workforce Development - includes nearly 50 industry-certified vocational programs and hundreds of courses across three major instructional domains: Healthcare Professions, High Technology, and Business & Industry; and,
- Community Programs - includes vocational and avocational programs in areas such as floral arrangement, photography, event planning and ESOL.

In addition, the CE Division offers customized training to businesses and other organizations across a wide range of general and technical topics. These customized training programs are funded by clients directly, or, in some cases, through programs such as the Texas Workforce Commission Skills Development Fund grants and other community partnership arrangements.

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

The ACC Continuing Education Division provides training that supports non-traditional, working-adult, learners who desire targeted skills training to meet their professional and personal educational goals, as well as customized training to meet the workforce training needs of Central Texas businesses.

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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
- IE4 Enrollments reflecting diverse and traditionally underserved populations in numbers that represent the local populations
- 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

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	(Business Operations) The unit goal is to provide cost effective, revenue positive, operations and administration.				X							X
UG2	(Marketing) The unit goal is to provide effective internal and external marketing communications.				X	X			X	X	X	X
UG3	(Corporate Training) The unit goal is to provide effective skills training for new and existing businesses in Central Texas.				X		X	X	X	X	X	X
UG4												
UG5												

➤ this table will link to other areas in this report

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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: Promote the use of accurate and accessible information in a professional and ethical manner by ACC organizational units.		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 .		Example measure: Measure usage of TIPS by computing average number of TIPS users per month for fiscal year.
UG1	<i>(Business Operations) The unit goal is to provide cost effective, revenue positive, operations and administration.</i>	UO1.1	Maintain a financial reporting process that allows CE departments to access relevant data for planning and decision making.	UM1.1.1	Measure financial reporting by computing the number of monthly and EOY reports produced per month.
				UM1.1.2	
		UO1.2	Maintain a payroll process that allows CE departments to compensate hourly instructors and staff.	UM1.2.1	Measure payroll process by computing the percentage of relevant staff participating in corresponding Professional Development per quarter.
				UM1.2.2	
		UO1.3	Maintain a procurement process that allows CE departments to purchase books, curriculum, supplies, equipment and services.	UM1.3.1	Measure procurement process by computing the percentage of relevant staff participating in corresponding Professional Development per quarter.
				UM1.3.2	
		UO1.4	Maintain an inventory management process that allows CE departments to warehouse and distribute books, curriculum, supplies and equipment.	UM1.4.1	Measure inventory management process by computing the percentage of relevant staff participating in corresponding Professional Development per quarter.
				UM1.4.2	
		UO1.5		UM1.5.1	
				UM1.5.2	
		UO2.1	Maintain a web presence that allows CE departments to promote courses and programs to prospective students and business clients.	UM2.1.1	Measure web presence by computing the number of page visits per month.
				UM2.1.2	Measure web presence by computing the bounce rate per month.

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Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
UG2	<i>(Marketing) The unit goal is to provide effective internal and external marketing communications.</i>	UO2.2	Maintain a direct marketing process that allows CE departments to promote courses and programs to prospective students and business clients.	UM2.2.1	Measure direct marketing by computing the number of promotional marketing campaigns per month.
				UM2.2.2	Measure direct marketing by computing the conversion-to-student rate for schedules and direct mail pieces.
		UO2.3	Maintain an inbound marketing process that allows CE departments to attract prospective students and business clients to courses and programs.	UM2.3.1	Measure inbound marketing by computing the number of blog posts, social media posts and email campaigns per month.
				UM2.3.2	Measure inbound marketing by computing the click through rate for blog posts.
		UO2.4	Maintain a reporting process that allows CE departments to communicate relevant data to internal and external constituencies.	UM2.4.1	Measure reporting by computing the number of monthly and EOY reports generated by department.
				UM2.4.2	
		UO2.5		UM2.5.1	
				UM2.5.2	

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Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
UG3	<i>(Corporate Training) The unit goal is to provide effective skills training for new and existing businesses in Central Texas.</i>	UO3.1	Maintain a course and program development process that allows CTS to increase instructional capacity in Advanced Technologies & Manufacturing, Information Technology, and other target industry sectors.	UM3.1.1	Measure capacity building by computing the number of courses delivered and new courses developed by curriculum type and industry sector per quarter.
				UM3.1.2	Measure capacity building by computing the number of instructors trained by curriculum type and industry sector per quarter.
		UO3.2	Maintain a training project development process that leverages customized courses, open enrollment CE courses, and college credit courses to meet the skills training needs of business clients.	UM3.2.1	Measure training project development by computing the number of training projects in the sales pipeline per month.
				UM3.2.2	Measure training project development by computing the number of training projects underway per month.
		UO3.3	Maintain a grant development and management process that allows CTS to leverage external funding opportunities to support customized training programs for business clients.	UM3.3.1	Measure grant development by computing the number of grant training projects in the sales pipeline per month.
				UM3.3.2	Measure grant management by computing the number of grant training projects underway per month.
		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	
				UM5.1.2	
		UO5.2		UM5.2.1	
				UM5.2.2	

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Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
UG5	0	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

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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 financial reporting by computing the number of monthly and EOY reports produced per month.</i>	1	13	13	1.00	UO1.1
UM1.1.2	0				#VALUE!	UO1.1
UM1.2.1	<i>Measure payroll process by computing the percentage of relevant staff participating in corresponding Professional Development per quarter.</i>	0%	0%	25%	0.00	UO1.2
UM1.2.2	0				#VALUE!	UO1.2
UM1.3.1	<i>Measure procurement process by computing the percentage of relevant staff participating in corresponding Professional Development per quarter.</i>	0%	0%	25%	0.00	UO1.3
UM1.3.2	0				#VALUE!	UO1.3
UM1.4.1	<i>Measure inventory management process by computing the percentage of relevant staff participating in corresponding Professional Development per quarter.</i>	0%	0%	25%	0.00	UO1.4
UM1.4.2	0				#VALUE!	UO1.4
UM1.5.1	0				#VALUE!	UO1.5
UM1.5.2	0				#VALUE!	UO1.5
UM2.1.1	<i>Measure web presence by computing the number of page visits per month.</i>	0	17,604	50,000	0.35	UO2.1
UM2.1.2	<i>Measure web presence by computing the bounce rate per month.</i>	0%	36%	25%	1.42	UO2.1
UM2.2.1	<i>Measure direct marketing by computing the number of promotional marketing campaigns per month.</i>	0	1	4	0.25	UO2.2
UM2.2.2	<i>Measure direct marketing by computing the conversion-to-student rate for schedules and direct mail pieces.</i>	0%	1%	5%	0.10	UO2.2
UM2.3.1	<i>Measure inbound marketing by computing the number of blog posts, social media posts and email campaigns per month.</i>	0.00	5.00	20.00	0.25	UO2.3
UM2.3.2	<i>Measure inbound marketing by computing the click through rate for blog posts.</i>	0%	0%	20%	0.00	UO2.3

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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)
UM2.4.1	<i>Measure reporting by computing the number of monthly and EOY reports generated by department.</i>	0	0	39	0.00	U02.4
UM2.4.2	0				#VALUE!	U02.4
UM2.5.1	0				#VALUE!	U02.5
UM2.5.2	0				#VALUE!	U02.5
UM3.1.1	<i>Measure capacity building by computing the number of courses delivered and new courses developed by curriculum type and industry sector per quarter.</i>	0	8	12	0.67	U03.1
UM3.1.2	<i>Measure capacity building by computing the number of instructors trained by curriculum type and industry sector per quarter.</i>	0	4	4	1.00	U03.1
UM3.2.1	<i>Measure training project development by computing the number of training projects in the sales pipeline per month.</i>	0	12	24	0.50	U03.2
UM3.2.2	<i>Measure training project development by computing the number of training projects underway per month.</i>	0	4	8	0.50	U03.2
UM3.3.1	<i>Measure grant development by computing the number of grant training projects in the sales pipeline per month.</i>	0	4	8	0.50	U03.3
UM3.3.2	<i>Measure grant management by computing the number of grant training projects underway per month.</i>	0	2	4	0.50	U03.3
UM3.4.1	0				#VALUE!	U03.4
UM3.4.2	0				#VALUE!	U03.4
UM3.5.1	0				#VALUE!	U03.5
UM3.5.2	0				#VALUE!	U03.5
UM4.1.1	0				#VALUE!	U04.1
UM4.1.2	0				#VALUE!	U04.1
UM4.2.1	0				#VALUE!	U04.2
UM4.2.2	0				#VALUE!	U04.2
UM4.3.1	0				#VALUE!	U04.3
UM4.3.2	0				#VALUE!	U04.3
UM4.4.1	0				#VALUE!	U04.4
UM4.4.2	0				#VALUE!	U04.4
UM4.5.1	0				#VALUE!	U04.5

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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)
UM4.5.2	0				#VALUE!	U04.5
UM5.1.1	0				#VALUE!	U05.1
UM5.1.2	0				#VALUE!	U05.1
UM5.2.1	0				#VALUE!	U05.2
UM5.2.2	0				#VALUE!	U05.2
UM5.3.1	0				#VALUE!	U05.3
UM5.3.2	0				#VALUE!	U05.3
UM5.4.1	0				#VALUE!	U05.4
UM5.4.2	0				#VALUE!	U05.4
UM5.5.1	0				#VALUE!	U05.5
UM5.5.2	0				#VALUE!	U05.5

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

N/A

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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	Develop a streamlined financial reporting system that aggregates revenue and expense data at the course, program, coordinator and department level.	New reporting system developed	0	1	Current DEAN, TASK FORCE and GENERAL LEDGER codes do not match the current organizational structure; need to update all codes.	Donald Tracy	UO1.1	Maintain a financial reporting process that allows CE departments to access relevant data for planning and decision making.
OB1.2	Develop a new payroll system workshop to train staff on	New payroll system workshop developed	0	1	CE currently has three different processes for managing	Donald Tracy	UO1.2	Maintain a payroll process that allows CE departments to
OB1.3	Develop a new procurement system workshop to train staff	New procurement system workshop developed	0	1	CE currently has an ad hoc procurement system; need to	Donald Tracy	UO1.3	Maintain a procurement process that allows CE departments to
OB1.4	Develop a new inventory management system workshop	New inventory management system workshop developed.	0	1	CE currently has an ad hoc inventory management system;	Donald Tracy	UO1.4	Maintain an inventory management process that allows
OB1.5							UO1.5	0
OB2.1	Develop department, area and program pages for all CE course and program areas.	New web content creation process developed.	0	1	CE currently has an ad hoc web content creation process; need to institutionalize process and procedure.	Donald Tracy	UO2.1	Maintain a web presence that allows CE departments to promote courses and programs to prospective students and business clients.
OB2.2	Develop a direct marketing campaign template to support CE course and program promotion.	New direct marketing campaign creation process developed.	0	1	CE currently has an ad hoc direct marketing campaign creation process; need to institutionalize process and procedure.	Donald Tracy	UO2.2	Maintain a direct marketing process that allows CE departments to promote courses and programs to prospective students and business clients.
OB2.3	Design a blog post, social media post and email campaign process.	New blog post, social media post and email campaign process developed.	0.00	1.00	CE currently has an ad hoc blog post, social media and email campaign process; need to institutionalize process and procedure.	Donald Tracy	UO2.3	Maintain an inbound marketing process that allows CE departments to attract prospective students and business clients to courses and programs.
OB2.4	Develop a department-level reporting process to support monthly and EOY communication to both internal and external audiences.	New department-level reporting process developed.	0.00	1.00	CE currently has an ad hoc department-level reporting process; need to institutionalize process and procedure.	Donald Tracy	UO2.4	Maintain a reporting process that allows CE departments to communicate relevant data to internal and external constituencies.

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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
OB2.5							UO2.5	0
OB3.1	Develop core training curricula with accompanying specialty tracks for priority industry clusters.	New core training curricula with speciality tracks developed for priority industry clusters.	0.00	3.00	CE Corporate Training currently has an ad hoc approach to curriculum development; need to focus efforts on target industry clusters including advanced technologies & manufacturing, information technology, and healthcare.	Donald Tracy	UO3.1	Maintain a course and program development process that allows CTS to increase instructional capacity in Advanced Technologies & Manufacturing, Information Technology, and other target industry sectors.
OB3.2	Develop an integrated training matrix to facilitate skills gap analysis and training program design for business clients.	New integrated training matrix developed.	0.00	1.00	CE Corporate Training currently has an ad hoc approach to customized training program design, need to institutionalize model.	Donald Tracy	UO3.2	Maintain a training project development process that leverages customized courses, open enrollment CE courses, and college credit courses to meet the skills training needs of business clients.
OB3.3	Develop a priority industry cluster map to facilitate collaborative grant training projects.	New priority industry cluster map developed.	0.00	1.00	CE Corporate Training currently has an ad hoc approach to clustering prospective grant clients; need to institutionalize model for collaborative grant funding.	Donald Tracy	UO3.3	Maintain a grant development and management process that allows CTS to leverage external funding opportunities to support customized training programs for business clients.
OB3.4							UO3.4	0
OB3.5							UO3.5	0
OB4.1							UO4.1	0
OB4.2							UO4.2	0
OB4.3							UO4.3	0
OB4.4							UO4.4	0
OB4.5							UO4.5	0
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).

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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	Review and update current Datatel course and instructor codes.	Year 1						OB1.1	Develop a streamlined financial reporting system that aggregates revenue and expense data at the course, program,
OKS1.1.2	Review and update current CE accounting codes.	Year 1							
OKS1.1.3	Training relevant staff on current and updated Datatel and accounting codes.	Year 1							
OKS1.2.1	Analyze current payroll process to determine areas of improvement.	Year 1						OB1.2	Develop a new payroll system workshop to train staff on current payroll processes and procedures.
OKS1.2.2	Identify solutions to address needed improvements.	Year 1							
OKS1.2.3	Update CE staff guidelines to reflect current and new payroll processes and procedures.	Year 1							
OKS1.3.1	Analyze current procurement processes and procedures to determine areas of improvement.	Year 1						OB1.3	Develop a new procurement system workshop to train staff on current procurement processes and
OKS1.3.2	Identify solutions to address needed improvements in procurement processes and procedures.	Year 1							

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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)
OKS1.3.3	Update CE staff guidelines to reflect current and new procurement processes and procedures.	Year 1							procedures.
OKS1.4.1	Analyze current inventory management processes and procedures to determine areas of improvement.	Year 1						OB1.4	Develop a new inventory management system workshop to train staff on current inventory management processes and procedures.
OKS1.4.2	Identify solutions to address needed improvements in inventory management processes and procedures.	Year 1							
OKS1.4.3	Update CE staff guidelines to reflect current and new inventory management processes and procedures.	Year 1							
OKS1.5.1									
OKS1.5.2								OB1.5	0
OKS1.5.3									
OKS2.1.1	Engage appropriate CE staff in creating and managing the CE web presence.	Year 1						OB2.1	Develop department, area and program pages for all CE course and program areas.
OKS2.1.2	Create consistent templates for course, program, area, department, promotional and other pages across the CE web presence.	Year 1							
OKS2.1.3	Design an efficient content development and management process for course, program, area, department, promotional and other pages across the CE web presence.	Year 1							
OKS2.2.1	Identify prospective student and business client groups.	Year 1						OB2.2	Develop a direct marketing campaign template to support CE
OKS2.2.2	Assess direct marketing tools and models.	Year 1							

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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)
OKS2.2.3	Design direct marketing campaigns based upon target group analysis.	Year 1							course and program promotion.
OKS2.3.1	Create consistent templates for blog posts, social media posts and email promotions.	Year 1						OB2.3	Design a blog post, social media post and email campaign process.
OKS2.3.2	Engage appropriate CE staff to serve as regular blog and social media post contributors.	Year 1							
OKS2.3.3	Develop a master schedule for blog, social media and email promotion delivery.	Year 1							
OKS2.4.1	Engage appropriate internal and external stakeholders around reporting requirements.	Year 1						OB2.4	Develop a department-level reporting process to support monthly and EOY communication to both internal and external audiences.
OKS2.4.2	Identify relevant reporting metrics for CE courses, programs, areas, departments and ad hoc projects.	Year 1							
OKS2.4.3	Design infographic reporting templates for CE courses, programs, areas, departments and ad hoc projects.	Year 1							
OKS2.5.1								OB2.5	
OKS2.5.2									
OKS2.5.3									
OKS3.1.1	Identify and prioritize key industry clusters in Central Texas	Year 1						OB3.1	Develop core training curricula with accompanying specialty tracks for priority industry clusters.
OKS3.1.2	Convene industry advisory councils around each priority industry cluster	Year 1							
OKS3.1.3	Design core and specialty curricula around priority industry clusters	Year 2							
OKS3.2.1	Develop business client training needs assessment tool.	Year 1							Develop an integrated training matrix to facilitate

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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)
OKS3.2.2	Develop a training program design process that leverages the training matrix and needs assessment tool.	Year 2						OB3.2	matrix to facilitate skills gap analysis and training program design for business clients.
OKS3.2.3									
OKS3.3.1	Identify Central Texas businesses according to industry cluster and geographic location.	Year 1						OB3.3	Develop a priority industry cluster map to facilitate collaborative grant training projects.
OKS3.3.2	Group prospective clients based upon complimentary relationships within and across priority industry clusters.	Year 1							
OKS3.3.3	Develop marketing communications plan to engage businesses within and across priority industry clusters.	Year 1							
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									
OKS4.3.3									
OKS4.4.1								OB4.4	
OKS4.4.2									
OKS4.4.3									
OKS4.5.1								OB4.5	
OKS4.5.2									

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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)
OKS4.5.3									
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									

Support Services Review Template

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</i> <small>(Improvements)</small>	<i>Related Objectives</i> <small>(Improvements)</small>
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3.4 Describe how the evaluation measures are appropriate and relevant for the proposed objectives (improvements).

Business Operations Objectives: objective measures (is the objective complete or incomplete) are appropriate in this area as the objectives call for the development of new systems or workshops which either are or are not complete. Marketing Objectives: objective measures (is the objective complete or incomplete) are appropriate in this area as the objectives call for the development of new processes which either are or are not complete. Corporate Training Objectives: objective measures (is the objective complete or incomplete) are appropriate in this area as the objectives call for the development of new curricula, models or maps which either are or are not complete.

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

Business Operations: operations staff participate in an on-going manner to determine results of improvement efforts. Marketing: marketing staff participate in an on-going manner to determine results of improvement efforts. Corporate Training: corporate training staff participate in an on-going manner to determine results of improvement efforts.

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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>					<i>UO1.1</i>
OB1.1	Develop a streamlined financial reporting system that aggregates revenue and expense data at the course, program, coordinator and department level.	New reporting system developed	0.00	0.25	1.00	25%	UO1.1
OB1.2	Develop a new payroll system workshop to train staff on current payroll processes and procedures.	New payroll system workshop developed	0.00	0.00	1.00	0%	UO1.2
OB1.3	Develop a new procurement system workshop to train staff on current procurement processes and procedures.	New procurement system workshop developed	0.00	0.25	1.00	25%	UO1.3
OB1.4	Develop a new inventory management system workshop to train staff on current inventory management processes and procedures.	New inventory management system workshop developed.	0.00	0.25	1.00	25%	UO1.4
OB1.5	0	0				#VALUE!	UO1.5
OB2.1	Develop department, area and program pages for all CE course and program areas.	New web content creation process developed.	0.00	0.50	1.00	50%	UO2.1
OB2.2	Develop a direct marketing campaign template to support CE course and program promotion.	New direct marketing campaign creation process developed.	0.00	0.25	1.00	25%	UO2.2
OB2.3	Design a blog post, social media post and email campaign process.	New blog post, social media post and email campaign process developed.	0.00	0.25	1.00	25%	UO2.3
OB2.4	Develop a department-level reporting process to support monthly and EOY communication to both internal and external audiences.	New department-level reporting process developed.	0.00	0.25	1.00	25%	UO2.4
OB2.5						#VALUE!	UO2.5
OB3.1	Develop core training curricula with accompanying speciality tracks for priority industry clusters.	New core training curricula with speciality tracks developed for priority industry clusters.	0.00	0.33	3.00	11%	UO3.1

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Objective #	Objectives (Improvements)	Objective Measure (conditions/ criteria)	Objective Baseline data	Objective Current data	Objective Target data	Current data (as % of target)	Related Unit Outcome
OB3.2	Develop an integrated training matrix to facilitate skills gap analysis and training program design for business clients.	New integrated training matrix developed.	0.00	0.00	1.00	0%	UO3.2
OB3.3	Develop a priority industry cluster map to facilitate collaborative grant training projects.	New priority industry cluster map developed.	0.00	0.50	1.00	50%	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	0					#VALUE!	UO5.1
OB5.2						#VALUE!	UO5.2
OB5.3						#VALUE!	UO5.3
OB5.4						#VALUE!	UO5.4
OB5.5	0					#VALUE!	UO5.5

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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)*

Business Operations: targets have been partially met through this reporting period, with the new coding structure, procurement system and inventory management system defined but not yet implemented. Marketing: targets have been partially met through this reporting period, with the new web content creation process rapidly nearing completion, and the direct marketing, inbound marketing and department reporting processes defined but not yet implemented. Corporate Training: targets have been partially met through this reporting period, with curricula in one of three target areas largely complete, and our priority industry cluster map significantly complete.

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

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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.

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