

PET FORM
Planning and Evaluation Tracking
(2011-2012 Assessment Period)

Division of: Center for Teaching and Learning

Person Responsible for this Division: Patsy Lemaster

Department of: CTL (all departments combined)

Person Responsible for this Form: Patsy Lemaster and CTL Staff

(Charles Hendrick, Becky Burton, Buster Bonjour, H.Q. Wrampelmeier, Kay Taylor, Cara Crowley, Dale McCurdy, Brian Nixon, Heather Voran, Brenda Davidson)

Purpose Statement (With Last Updated Date):

To prepare employees, provide resources, and promote a learning culture to position for change and lifelong learning. (Reviewed and Updated: Fall 2010)

Goal Statement #1: (Goal will be replaced/revised for 2012-2013)

Offer Supervisors/Managers Training, New Employee Orientation, New Faculty Academy, Adjunct Certification, and Mindleaders (online training resource) opportunities to increase the primary skill-levels of college employees.

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method):

1. After completing training, AC employees participating will respond that the training was worthwhile and helped them to achieve their objective for participating with an average rating of "4," (agree/strongly agree).
2. After completing training, 75% of participants will respond that they "learned more than expected," "found the information needed," or "learned what they expected."

• **Results (Provide Numbers and Percentages for Quantitative Data)**

○ **2009-2010 Data:**

1. Training was worthwhile and helped them to achieve their objective for participating:
 - a. New Employee Orientation
Average Rating = 4.5% (strongly agree/agree)
 - b. Adjunct Faculty Certification
Average Rating = 4.3% (strongly agree/agree)
 - c. New Faculty Academy
Average Rating = 4.8% (strongly agree/agree)
 - d. Supervisors/Managers Certification
Average Rating = 4.4% (strongly agree/agree)
2. Participants responding they "learned more than expected," "found the information needed," or "learned what they expected."
 - a. Mindleaders Responses:
Responses from Participants (91% exceeded goal of 75%)
 1. I learned more than I expected – 46%
 2. Yes. I found the information I needed – 27%
 3. I learned what I expected – 18%Other Responses
 1. No. But, I found other useful information – 9%

- **2010-2011 Data:**

3. Training was worthwhile and helped them to achieve their objective for participating:
 - a. New Employee Orientation
Average Rating = 4.5% (strongly agree/agree)
 - b. Adjunct Faculty Certification
Average Rating = 4.4% (strongly agree/agree)
 - c. New Faculty Academy
Average Rating = 4.7% (strongly agree/agree)
 - d. Supervisors/Managers Certification
Average Rating = Results are not available.
The program was not conducted during 2010-2011 and currently being reviewed for improvement before offering again.
4. Participants responding they “learned more than expected,” “found the information needed,” or “learned what they expected.”
 - a. Mindleaders Responses: Results are not available.
Due to budget priorities, the licenses for 2010-2011 were not renewed.

- Analysis

- Provide Previous Data/Result Analysis

(Include if benchmark was met and how results relate to outcome statement):

- 2009-2010 Analysis and Plan of Action
Results indicated that the goal and related objectives were achieved.
This goal will be retained, tracked, and compared for 2010-2011 PETS.
- 2010-2011 Analysis
Results indicate that the goal and related objectives were achieved.
This goal will be modified for the next PET analysis. Evaluation instruments and procedures of presentation are being modified.

- Improvements

- List any Improvements Made in the **2010-2011** (Last Academic) Year Based on the **2009-2010** PET Results:
 - NEO remained the same and earned comparable ratings.
 - NFA and Adjunct Faculty Certification were modified to include more content online and require less attendance. Although participants liked the online content, it was a new adventure for many so there were some complications.
 - Supervisors/Managers sessions were not conducted as planned. Information was too basic, comparable to NEO. Presenters were not addressing advanced information for leadership. This program will be redirected/redesigned as time allows.
- Evaluate Why Improvements Were Successful/Were Not Successful:
 - All programs were successful. However, methods for strengthening were identified.
- Provide the Budget Information Needed to Make Past Improvements (Cost/Details):
 - Personnel time to develop online resources for greater learning and participation.

- Recommendations/Actions for 2011-2012

- Person Responsible (Who will complete the action?):
 - CTL Staff
- Action Plan:
 - This goal will no longer be included in PET as it exists. Evaluation instruments are currently being revised.
 - Measurements/goals will be attached to the new instrument and related information.

- Tracking system for all service, assistance, help offered by CTL is being developed. Satisfaction survey results will be used in the future as these standards are created.
- Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
 - CTL is anticipating implementation of new tracking and survey software for reporting satisfaction of those receiving assistance by no later than December 2011.
- Budget Information Needed for Future Action (Cost/Details):
 - Unable to estimate at this time with research just beginning. We are currently working with ITS to determine if we can customize and share the software they are using with site licenses.

Goal Statement #2: (Goal replaced/revised for 2012-2013)

Develop responsive new programs and training to meet documented community needs (AC Distance Learning through 2011 Strategic Plan: Goal 1).

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method):

CTL, in cooperation with curriculum managers, will identify the criteria, procedures and revenue growth approaches for instructor incentives for online development by January 2010 (AC Distance Learning through 2011 Strategic Plan: Strategy 1.1).

- Results (Provide Numbers and Percentages for Quantitative Data)
 - **2009-2010 Data:**
 - Objective Incomplete.
 - **2010-2011 Data:**
 - The outcome was partially met during 2010-2011. Procedures for requesting stipends to develop master courses were created and introduced to faculty by Deans. Master courses will serve as the templates for common courses. Application information for approval requires justification for development as follows:
 - Project Type
 - Traditional Course to be used as departmental master course
 - Online Course to be used as departmental master course
 - Online modules to enhance classroom instruction (hybrid/web enhanced) to be used by entire department as master resources
 - Other.
 - Purpose
 - Explain stipend request and provide a synopsis of the project.
 - Rationale
 - Why is the project innovation, necessary, or beyond expected duties?
 - Benefits
 - How will AC and students benefit from this request?
 - Department
 - How can the individual department assist in the support of this project? (departmental funds, equipment, etc.)
 - Milestones
 - Plan of action/timetable/deliverables.
 - Budget
 - Explanation and estimate of cost if above the standard stipend.
 - Departmental Justification and Approval
 - Basic justification for the course and stipend by Department Chair

- New course or existing course with extensive redesign
- Percentage of course to be offered online
- Student demand documenting course design/revision
- Enrollment growths and revenue anticipated from the course in the future
- Additional justification

- Analysis

- Provide Previous Data/Result Analysis

(Include if benchmark was met and how results relate to outcome statement):

- 2009-2010 Analysis and Plan of Action

This objective was presented to members of VP Council (current Deans Council), however, not strategies for outcomes were identified. No plan of action was discussed and/or created.

This objective will be retained for 2010-2011 PETS. With the new academic leadership, Deans and VP and VP Deans Council, a plan of action will be developed for achieving related outcomes.

- 2010 Analysis

Since these are new guidelines and procedures, outcomes have not been identified. The participants who applied were approved for the stipends have successfully completed their course creation. Participants and the courses developed are as follows:

Participant	Course
Dr. Nichol Dolby	Mortuary Microbiology Online Course
Kristin L. Edford	HUMA 1301: Introduction to Humanities
Catherlyne Lankford	Hospitality Management Certificate

- At this time, the possibility of offering a comparable program with continuing education is being discussed. However, with funding issues, there are no plans to move forward at this time.

- Improvements

- List any Improvements Made in the **2010-2011** (Last Academic) Year Based on the **2009-2010** PET Results:

- Progress was made. The process for master course stipends was created and implemented.

- Evaluate Why Improvements Were Successful/Were Not Successful:

- To date, improvements are successful. Courses are being identified, developed, and offered.

- Provide the Budget Information Needed to Make Past Improvements (Cost/Details):

- For each faculty member or course designer creating a master course, the approximate cost is \$1500 to \$1800 (3-semester hour overload for development)

- Recommendations/Actions for 2011-2012

- Person Responsible (Who will complete the action?):

- CTL (Predominantly, Patsy Lemaster)

- Action Plan:

- This goal will be deleted from PET tracking for the coming year.

- If master course stipend funding becomes available for continuing education, the revenue and enrollments of such courses will be tracked but will not be included as a goal for PET 2012-13. However, this decision has not been made and funding is not readily available at this time.

- Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):

- Decisions related to offering stipends for continuing education are pending.

- Tracking such information would depend upon implementation so a date of Fall 2012 would be projected.

- Budget Information Needed for Future Action (Cost/Details):

- Stipends for development would be comparable to those existing for credit course (\$1500 to \$1800 for the creation of a 3-semester hour course).

Goal Statement #3: (Goal retained for 2012-2013)

Ensure that learning has taken place during each technology training class.

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method):

After attending a technology training class, 75% of the attendees will score 80 or higher on a standardized online assessment exercise administered at the end of class.

- Results (Provide Numbers and Percentages for Quantitative Data)
 - Timeframe: 11/01/09 – 10/31/10 (see note below):
 - Data: Pass/Fail assessment

Office 2007/2010		
	2009-2010	2010-2011
Word	100%	93%
Excel	93%	95%
PowerPoint	100%	100%
Outlook 2007/2010		
Beginning	100%	100%
Intermediate	80%	93%
Advanced	Not Tested	Not Tested
Delegation	Not Offered	Not Offered
SoftChalk 6/7		
Introduction	100%	Not Tested
Activities	100%	Not Offered
Advanced	Not Offered	Not Offered
eCoursebuilder	Not Offered	Not Offered
Media	Not Offered	Not Offered
QuizPoppers	Not Offered	Not Offered
Stylebuilder	Not Offered	Not Offered

- **NOTE: Due to an administrative change in PET Form due-dates, the timeframe for this result was changed to 7/31/10 instead of 10/31/10**

- **2010-2011 Data:** Numbers = 145 out of 154 and Percentage = 94 %
 - Timeframe: 8/1/10 – 7/31/11
- **Analysis**
 - Provide Previous Data/Result Analysis
(Include if benchmark was met and how results relate to outcome statement):
 - Slight improvement made in Excel classes
 - Slight improvement made in Outlook classes
 - Employees are using Office 2007/2010 products more now, so are interested in more classes.
- **Improvements**
 - List any Improvements Made in the **2010-2011** (Last Academic) Year Based on the **2009-2010** PET Results:
Integration of SoftChalk software that faculty will now use to create some online content for their classes.
 - Evaluate Why Improvements Were Successful/Were Not Successful:
 - Improvements were made based on problem areas identified in the 2009-2010 academic year. Those problem areas were reworked and stressed more in the current academic year.
 - Provide the Budget Information Needed to Make Past Improvements (Cost/Details):
- **Recommendations/Actions for 2011-2012**
 - Person Responsible (Who will complete the action?):
 - Charles Hendrick
 - Action Plan:
 - Offer one-on-one coaching on problem areas
 - Participants will complete an online or written assessment consisting of exercises at the end of each training class and submit it to be graded.
 - Attendees scoring less than 75% will receive a study guide and a second assessment exercise to determine if learning has occurred.
 - A low percentage of success will indicated that a change in training is needed.
 - Some participants stated that they had problems with the new version of Office which is being implemented this year. We are moving from Office 2007 to Office 2010.
 - Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
 - This plan of action will occur as needed for the entire 2011/2012 academic year
 - Budget Information Needed for Future Action (Cost/Details):
 - None at this time for coaching. Software costs for Office 2010.

Goal Statement #4: (Goal replaced/revised for 2012-2013)

Deliver instruction and services using technology to improve effectiveness, efficiency, and convenience for students, faculty, and staff (AC Distance Learning through 2011 Strategic Plan: Goal 5).

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method):

- a. Dual Credit Faculty/Best Practices: After completing training offered by CTL and targeted to dual credit instructors and facilitators teaching courses with online components, 50% of these dual credit faculty will have at least 5 instructional design or pedagogy techniques into their course based on an assessment by the eLearning staff using the Best Practices form (AC Distance Learning through 2011 Strategic Plan: Strategy 5.3).
- b. Faculty Performance Reviews/Best Practices: After completing training, Division and Department Chairs will include review of Best Practices for course content and delivery beginning with faculty performance reviews in Spring 2010 (AC Distance Learning through 2011 Strategic Plan: Strategy 5.3).
- c. eLearning Assessment/Best Practices: After completing training offered by CTL targeted to those who need assistance with support for AC Online and course development, 70% of the faculty and instructional staff who complete this training will have implemented at least 5 instructional design or pedagogy techniques into their courses

based on an assessment by eLearning staff using the standards of Best Practices (AC Distance Learning through 2011 Strategic Plan: Strategy 5.3).

- Results (Provide Numbers and Percentages for Quantitative Data)
 - **2009-2010 Data:** Numbers = ____ out of ____ and Percentage =s ____%
 - a. Dual Credit Faculty/Best Practices: Assessments are unavailable. Faculty Senate questioned the incorporation and use of the Best Practices criteria as developed by faculty peers throughout 2008-2009.
 - b. Faculty Performance Reviews/Best Practices: Assessments are unavailable. Faculty Senate and the members of the Faculty Evaluation Committee for 2009-2010 questioned the use of Best Practices criteria as developed by faculty peers and committees, including members of the Faculty Evaluation Committee throughout 2009-2010.
 - c. eLearning Assessments/Best Practices: Informal assessments reflect best practices goals being achieved; however, the document has not been officially endorsed with exception of use in the reviews being conducted for faculty receiving stipends for online course development. Assessments of best practices among such courses reflect 100% are using standards of Best Practices.
 - **2010-2011 Data:** Numbers = ____ out of ____ and Percentage =s ____%
 - No data has been collected. Best practices are being used as a self-check tool for faculty related to online course development. Faculty are encouraged each semester to evaluate their courses using the tool but only on an informal basis. The Best Practices tool is used as a part of the evaluation procedures for master course development. This goal will be eliminated from PET for the coming years.
- Analysis
 - Provide Previous Data/Result Analysis
(Include if benchmark was met and how results relate to outcome statement):
 - Dual Credit Faculty/Best Practices: This objective will be reviewed and modified, as needed, for 2010-2011. With new leadership, Best Practices assessments as originally identified within the Distance Learning (DL) Strategic Plan will be revisited and reassigned as determined.
 - Faculty Performance Reviews/Best Practices: This objective will be reviewed and modified, as needed, for 2010-2011 as directed by the incoming VP, Deans, and members of the Faculty Evaluation Committee for the coming year.
 - eLearning Assessments/Best Practices: The retention of this objective will be determined by decisions made related to the use and incorporation of procedures for assessing Best Practices within online courses developed. Tracking for best practices for new course being developed for online classes for which stipends are rewarded will continue to be monitored throughout 2010-2011.
 - The plan of action for the objectives above will be dependent on decisions related to the use and adoption of the Best Practices instrument as created by the faculty committee throughout 2009-2010. When decisions are made, objectives within the DL Strategic Plan and related PETS will be revised as directed.
- Improvements
 - List any Improvements Made in the **2010-2011** (Last Academic) Year Based on the **2009-2010** PET Results:
 - Data unavailable
 - Evaluate Why Improvements Were Successful/Were Not Successful:
 - Improvements were not implemented as originally planned. This goal will be deleted in the future.
 - Provide the Budget Information Needed to Make Past Improvements (Cost/Details):
 - Not applicable
- Recommendations/Actions for 2011-2012
 - Person Responsible (Who will complete the action?):
 - Patsy Lemaster
 - Action Plan:
 - This goal will be deleted (could not receive endorsement; appear to be doing adequately).
 - Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
 - Not applicable
 - Budget Information Needed for Future Action (Cost/Details):
 - Not applicable.

Goal Statement #5: (New Goal)

Identify weaknesses and develop resources for addressing deficient computer and online skills of students (AC Strategic Plan through 2015: Strategy 1.1).

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method):

After CTL and library staff provides online tutorial resources for using navigation, 50 percent of students completing such training will demonstrate proficiency of at least 70 percent on online tool navigation assessments tracked by CTL (AC Strategic Plan through 2015: Task 1.1.1.6.2.1).

- Results (Provide Numbers and Percentages for Quantitative Data) (N/A – New Goal)
- Analysis (N/A – New Goal)
- Improvements (N/A – New Goal)
- Recommendations/Actions for 2011-2012
 - Person Responsible (Who will complete the action?):
CTL Staff
 - Action Plan:
 1. Communicate with representatives from library and other instructional/lab staff to identify weakness of students in computer and online skills.
 2. Create strategies for improving and engaging students.
 3. Develop resources and assessments for learning.
 4. Identify procedures for tracking improvement.
 5. Implement
 - Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
The process may begin Fall 2012; however, results from tracking will not be available until Fall 2013.
 - Budget Information Needed for Future Action (Cost/Details):
None, at this time

Goal Statement #6: (New Goal for 2011-2012 – Evaluation of Adjunct Faculty)

Identify process and conduct training to implement standardized procedures for adjunct faculty evaluation.

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method):

At least 25 percent of adjunct faculty will participate in the performance evaluation process identified by CTL Staff, Deans Council, and representatives of Faculty Evaluation Committee based on data reported by the office of the Vice President of Academic Affairs for Fall 2012.

- Results (Provide Numbers and Percentages for Quantitative Data) (N/A – New Goal)
- Analysis (N/A – New Goal)
 - Provide Previous Data/Result Analysis
(Include if benchmark was met and how results relate to outcome statement):

- Improvements (N/A – New Goal)
 - List any Improvements Made in the **2010-2011** (Last Academic) Year Based on the **2009-2010** PET Results:
 - Evaluate Why Improvements Were Successful/Were Not Successful:
Provide the Budget Information Needed to Make Past Improvements (Cost/Details):
 - Recommendations/Actions for 2011-2012
 - Person Responsible (Who will complete the action?):
CTL Staff, Vice President of Academic Affairs Staff, Deans Council, Department Chairs, and Faculty Evaluation Committee
 - Action Plan:
 1. Communicate with representatives of Dean’s Council and Faculty Evaluation Committee
 2. Identify procedures and develop instrument for evaluation
 3. Identify roles for execution
 4. Create resources for training delivery and related assessments
 5. Train Dean’s Council, department chairs, and adjunct faculty
 6. Implement process and track results (based on total adjuncts teaching during first semester implemented)
 - Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
Procedures and instrument will be developed by August 2012; training will occur during Fall 2012; evaluations will be conducted at the end of Fall 2012; results of tracking will be available Spring 2013
 - Budget Information Needed for Future Action (Cost/Details):
None at this time.
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Goal Statement #7: (New Goal)

Increase the number of online degree and certificate programs (AC Strategic Plan through 2015: Strategy 2.2).

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method): Faculty will develop and teach a minimum of two programs fully online during Fall 2012 from the ten programs identified by CTL staff in conjunction with Deans Council and academic leadership (AC Strategic Plan through 2015: Task 2.2.1.1).

- Results (Provide Numbers and Percentages for Quantitative Data) (NA – New Goal)
- Analysis (NA – New Goal)
- Improvements (NA – New Goal)
- Recommendations/Actions for 2011-2012
 - Person Responsible (Who will complete the action?):
CTL staff, Deans Council, academic leadership, faculty from assigned disciplines
 - Action Plan:
 1. Meet with Deans Council
 2. Request information/query for review from Assessment and Development (at least 80% online currently)
 3. Identify programs to be targeted and meet with faculty
 4. Select ten programs to be developed fully online and create a timeline for completion/implementation

5. Train faculty as needed to develop online and to teach online using best practices
 6. Implement two or more programs and offer for Fall 2012
 7. Continue development for other programs identified and offer accordingly
- Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
Implementation of two new online programs by Fall 2012
 - Budget Information Needed for Future Action (Cost/Details):
Master Course Stipends for Faculty Course Developers - \$1500 to \$1800 for each course developed within each program targeted for online delivery
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Goal Statement #8: (New Goal 2011-2012)

Match professional development with the College's personnel training priorities (AC Strategic Plan through 2015: Strategy 4.5).

Outcome/Objective Statement

(Be sure to include audience, behavior, conditions, degree/benchmark, and evaluation method):

Fifty percent of AC employees will identify at least one change/modification in job-related areas to improve student success after participating in the featured professional development workshop annually as reflected from evaluation survey results administered and tracked by CTL (AC Strategic Plan through 2015: Task 4.5.2.2).

- Results (Provide Numbers and Percentages for Quantitative Data) (N/A – New Goal)
 - Analysis (New Goal)
 - Improvements (New Goal)
 - Recommendations/Actions for 2011-2012
 - Person Responsible (Who will complete the action?):
CTL Staff and AC participants
 - Action Plan:
 1. Target event for tracking results – October 21, No Excuses PD Workshops
 2. Review/revise evaluation instrument in preparation for workshop.
 3. Create electronic survey for collecting results after event.
 4. Identify procedures for distribution and tracking.
 5. After event, send electronically to participants
 6. Gather data and assess results.
 7. Document findings and enter results for PET analysis for 2011-2012 response.
 - Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
Fall 2011
 - Budget Information Needed for Future Action (Cost/Details):
Already included at this time.
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Goal Statement #9: (New Goal 2012-2013)

Synchronize recommendations for career advising and course registration (AC Strategic Plan through 2015: Strategy 1.2).

Outcome/Objective Statement:

- 9a. Career and Technical Education (CTE) faculty and the career cluster director will develop core curricula for assigned career clusters (AC Strategic Plan through 2015: Task 1.2.1.1).
- 9b. Cluster brochures which include career cluster pathway matrices will be used to advise and register Students (AC Strategic Plan through 2015: Task 1.2.1.1.2).

• **Results (Provide Numbers and Percentages for Quantitative Data)**

- 9a. Career and Technical Education (CTE) faculty and the career cluster director will develop core curricula for assigned career clusters:
 - 2009-2010 Data: 2 clusters completed
 - 2010-2011 Data: 2 clusters completed
 - Status = 4 out of 11 clusters or 36%
- 9b. Cluster brochures which include career cluster pathway matrices will be used to advise and register students.
 - 2009-2010 Data: 4 brochures completed
 - 2010-2011 Data: 7 brochures completed
 - Status = 11 out of 11 brochures or 100%

• **Analysis**

- 9a. Objective partially complete
- 9b. Objective complete

• **Improvements**

- 9a. Four of eleven clusters have core curriculum completed.
- 9b. All eleven brochures have been completed

• **Recommendations/Actions for 2011-2012**

- To expedite the process, we are moving our WIDS database to a web based version. This will allow for more real time data collection and assessment of programs.
- Career cluster director in conjunction with CTE faculty will input data. Career clusters director will analysis data and work with faculty to determine core curricula for the remaining clusters.
- Brochures will be re-evaluated for changes every two years.
- Budget Information Needed for Future Action (Cost/Details): move to web based program cost \$15,000.

Goal Statement #10: (New Goal 2012-2013)

Assess required competencies in credit CTE courses/programs, linked CE courses, and CE certification programs (AC Strategic Plan through 2015: Strategy 1.5).

Outcome/Objective Statement:

CTE and CE faculty and staff will collaboratively offer all necessary credentials which will allow students increasingly to sustain themselves via jobs within the chosen career cluster (AC Strategic Plan through 2015: Task 1.5.1.2.1).

• **Results (Provide Numbers and Percentages for Quantitative Data)**

- N/A – New Goal

• **Analysis**

- Data will be accessed when it becomes available.

• **Improvements**

- Marketable Skills Certificates (MSC) were approved through the curriculum committee and introduced to AC faculty. MSC help create a pathway of stackable credentials for students in a chosen cluster.

- Five MSC were created in three clusters and introduced into the 2011-12 AC catalog. Data will begin being tracked this semester.

Recommendations/Actions for 2011-2012

- Action Plan: Career clusters will continue to look for opportunities to inform and educate faculty on MSC and help with the formation of such certificates.
 - Expected Time Frame Needed to Implement Action Plan (Please provide specific deadline date):
 - Budget Information Needed for Future Action (Cost/Details):
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Goal Statements #11 and #12: (CARA CROWLEY – TITLE V) TO BE ADDED 2012-2013

Goal:

Outcome/Objective Statement:

- **Results (Provide Numbers and Percentages for Quantitative Data)**
- **Analysis**
- **Improvements**
- **Recommendations/Actions for 2011-2012**