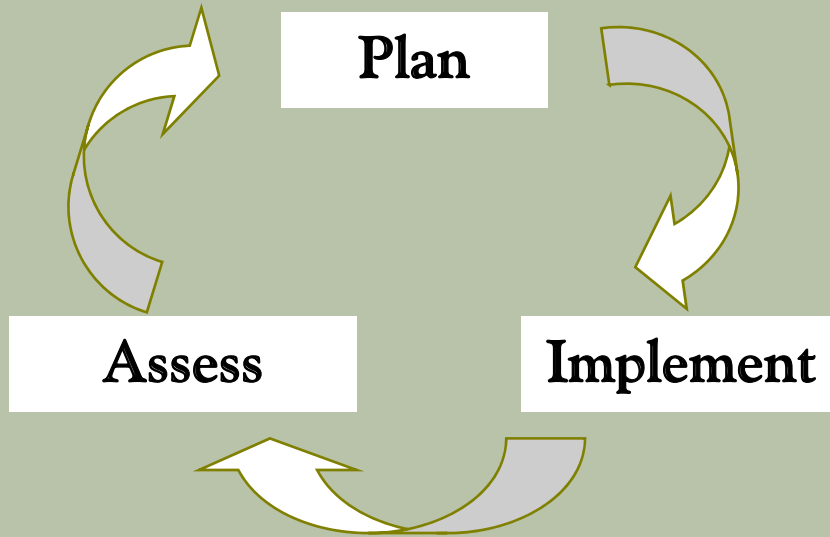


Atlanta Metropolitan College



Strategic Plan
2008-2013



University System of Georgia



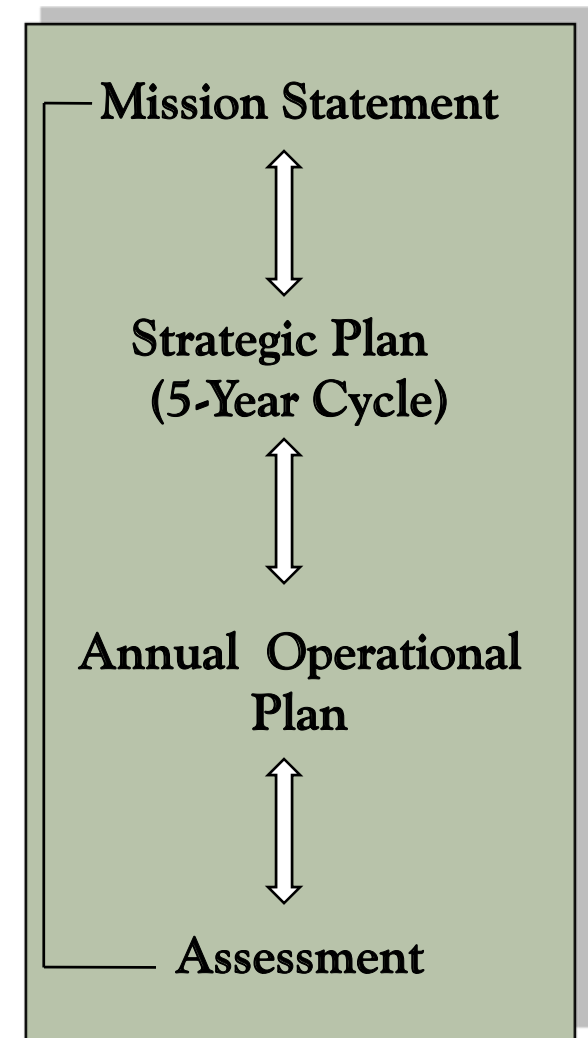
Institutional Effectiveness.....	2
AMC Mission and Values.....	3
Strategic Plan.....	4
Seven Strategic Goals, Objectives, and Assumptions	
Annual Planning Process.....	12
Description of Annual Planning Process and The Planning Cycle	
Flow of Information for Annual Planning.....	14
Planning Phase and Assessment Phase	
<u>Appendix</u>	
Forms and Reports.....	16
Planning Form, Budget Form, and Assessment Report	
Guidelines and Instructions for Completing Forms.....	26

Institutional Effectiveness

Institutional Effectiveness (IE)...

- ❖ demonstrates institutional achievements and enables the college to prepare for anticipated challenges.
- ❖ is **continuous**, involves the entire college constituency (**broad-based**), **unites** various units to common institutional goals, and requires the efforts of **ALL** shareholders (**integrated**), students, faculty, staff.
- ❖ ensures that AMC achieves its mission through short-term (**operational**) and long-term (**strategic**) planning processes, Figure 1.
- ❖ integrates the planning (**goals and objectives**), assessment, and budgetary processes of the College.
- ❖ ensures that AMC is current with its educational programs and services through regular internal reviews of its strengths, weaknesses, opportunities, and threats (**SWOT**) and external reviews (**environmental scans**) of student needs and demands.

Figure 1. IE Components





Atlanta Metropolitan College

Mission and Values

Mission

Atlanta Metropolitan College (AMC) is committed to academic excellence and seeks to fulfill a vital role within the University System of Georgia and the Metro Atlanta community. A degree-granting unit of the University System of Georgia, the college offers transfer, certificate, career, and joint programs, in which student learning outcomes are a core requirement of all educational programs. The college provides an affordable, accessible, and relevant education for a diverse population of traditional and non-traditional students. Programs of study are offered on a year-round basis during the day, evening, and weekend.

Values

The value system the institution upholds defines its identity and establishes the standards by which the college operates its programs and services. These values include:

❖ Student Learning

Atlanta Metropolitan College values student learning as its primary objective and is committed to providing a competent faculty and staff with access to the appropriate resources to achieve this objective.

❖ Excellence

Atlanta Metropolitan College strives for excellence in all aspects of its programs and services. In addition, the institution is committed to upholding high academic standards, fostering an environment conducive to learning, and providing ongoing faculty and staff development in order to remain effective when addressing student needs in a constantly changing and competitive global environment.

❖ Community

Atlanta Metropolitan College is committed to the civic responsibility of contributing to a local community that is thriving, safe, and educated. Atlanta Metropolitan College values collaborative partnerships with the community and businesses, and always strives to be a value-added constituent of the community.

Vision

To build an educational community focusing on excellence, where outstanding faculty members and committed staff teach and facilitate the successful academic matriculation and holistic development of all students.



Strategic Plan



Strategic Goal I

Increase capacity and student access.

Assumption

The growing student population in both the State of Georgia and nationally will have a wide-range of educational and socio-economic needs and demands. Atlanta Metropolitan

College has committed to providing these students with access to a higher education. To that end, AMC must increase and enhance its human resources, physical and fiscal infrastructure, geographical access, course delivery methods, and institutional strategies in order to accommodate this rapidly growing and diverse student population.

Objective

- A. Develop and implement strategies that identify, monitor, and eliminate factors that limit student access.
- B. Plan, develop, and establish satellite campuses in strategic locations that target high growth populations.
- C. Offer online courses and/or other distance learning modes of curriculum delivery.
- D. Provide support services to address barriers that limit student access.
- E. Develop and/or implement technological means that facilitate and support student access.
- F. Provide pre-college programs and support services that ensure student preparedness for college.
- G. Pursue various internal and/or external financial streams (grants and/or scholarships) that will provide the necessary resources to support and sustain student access initiatives.



Strategic Goal II

Increase student enrollment and retention rates.

Assumption

The challenges that negatively affect the educational progress of a commuting, predominantly non-traditional student population, may significantly impact retention rates. To sustain high retention and graduation rates, and support continuing enrollment increases, Atlanta Metropolitan College must develop creative approaches to the design and implementation of its programs and services.

Objective

- A. Design and implement effective retention and enrollment management strategies.
- B. Increase and expand student recruiting efforts to target a variety of markets.
- C. Offer relevant educational programs and career options that attract a larger student interest.
- D. Improve communication with students in order to better understand and address the challenges that lead to low retention rates and increased attrition.
- E. Ensure that programs and/or services are effectively and efficiently designed and implemented to maximize student matriculation.
- F. Ensure that the College's physical and fiscal resources are adequate and appropriated in a manner that sustains enrollment increases.
- G. Plan and implement early intervention programs.



Strategic Goal III

Provide an affordable, high quality education for economically disadvantaged, educationally gifted, and promising students.

Assumption

Atlanta Metropolitan College is deeply committed to providing a quality education for both educationally gifted students and students with great promise who are underprepared for the rigors of college work. Given the proper nurturing, supportive, affordable, and educationally motivating environment, Atlanta Metropolitan College can provide these students the opportunity to realize their full personal and professional potential.

Objective

- A. Within the College's broader recruiting strategy, target an economically disadvantaged and more diverse student population.
- B. Strengthen the College's Foundation capacity to award academic scholarships, as well as establish need-based financial aid assistance.
- C. Review and modify strategies, as necessary, to ensure that the College recruits and retains a well-qualified administration, faculty, and staff who will ensure high quality student educational programs and services.
- D. Provide professional development and/or incentives for faculty and staff that encourage and reward activities that enhance institutional and teaching effectiveness.
- E. Maintain low and affordable tuition rates and fees.
- F. Develop innovative programs and services that address the needs of promising but underprepared students, and challenge gifted students.



Strategic Goal IV

Ensure effective and efficient educational programs and academic services that meet student and market demands.

Assumption

To be competitive in the 21st century, Atlanta Metropolitan College must provide relevant educational programs that foster a skill-set that prepares its students for the changing global economy. Quality instructional programs, high academic standards, and a learning-centered environment will ensure AMC graduates are prepared for either transfer to a four-year college/university or transition to the job market.

Objective

- A. Develop science, math, teacher education, and/or other program initiatives, both collaborative and internal, to increase the number of underrepresented minorities in these particular fields.
- B. Develop a balance between transfer, career, and certificate educational programs to meet student demand.
- C. Ensure effective educational programs and academic support services that address student institutional requirements, such as those associated with the Regents' Exam and Learning Support.
- D. Develop and implement a periodic and scheduled evaluation/assessment of all educational programs to ensure continued quality, consistency, and relevance to student needs.
- E. Implement the Board of Regents' strategic initiatives to enhance AMC's educational programs and services.
- F. Employ an enhanced planning, evaluation, and budgeting process that ensures continuous improvement in the delivery of educational services and development of academic programs.



Strategic Goal V

Enhance customer service and student support services.

Assumption

Students are placing increased value on the quality of customer service and student support services offered at colleges and universities, and are increasingly utilizing these criteria when selecting which institutions they will attend. Atlanta Metropolitan College must ensure that all services rendered are customer-oriented, and that the necessary assessment instruments are in place to continually measure and monitor the level of student satisfaction.

Objective

- A. Develop and implement customer service feedback instruments and processes at all levels and for all constituencies.
- B. Provide effective and efficient technology to ensure improved student support services.
- C. Implement enhanced communication strategies and methods to better assess and monitor customer service and support service needs.
- D. Institute a planning and evaluation process that will ensure continuous improvement in the delivery of student support services.
- E. Design and implement a comprehensive student development model that provides opportunities for personal and professional growth, leadership, and civic responsibility.



Strategic Goal VI

Develop outreach initiatives,
improve public awareness
and public relations.

Assumption

Atlanta Metropolitan College must aggressively strengthen its public relations with the Metro-Atlanta region to make the availability of its programs and services known to the general public. An increase of outreach and public awareness initiatives will significantly strengthen the institution's position as a key player in the community, promote its civic and community service responsibilities, and expand its service area, which will lead to higher student enrollment.

Objective

- A. Develop effective marketing strategies.
- B. Increase involvement with community improvement initiatives.
- C. Integrate and encourage community participation in College services and activities.
- D. Develop and institute outreach programs that support continuing education.



Strategic Goal VII

Develop collaborations and partnerships.

Assumption

Mutually beneficial collaborations and partnerships with other colleges/universities, professional organizations, and businesses will facilitate a synergistic relationship between AMC and its external partners. Moreover, student learning will be optimized as a result of these combined services and human and fiscal resources that will provide students a pathway to excellent educational opportunities.

Objective

- A. Collaborate with K-12 schools in the development of programs and services to facilitate the admission and “pipeline” of high school students into college.
- B. Partner with the private sector to secure student and faculty internships, and establish employee training programs.
- C. Establish collaborations with local, state, and national funding agencies that especially target the underrepresented minority student population for educational and entrepreneurial opportunities.
- D. Facilitate successful and seamless student transfers to 4-year colleges and universities through articulation agreements and partnerships.

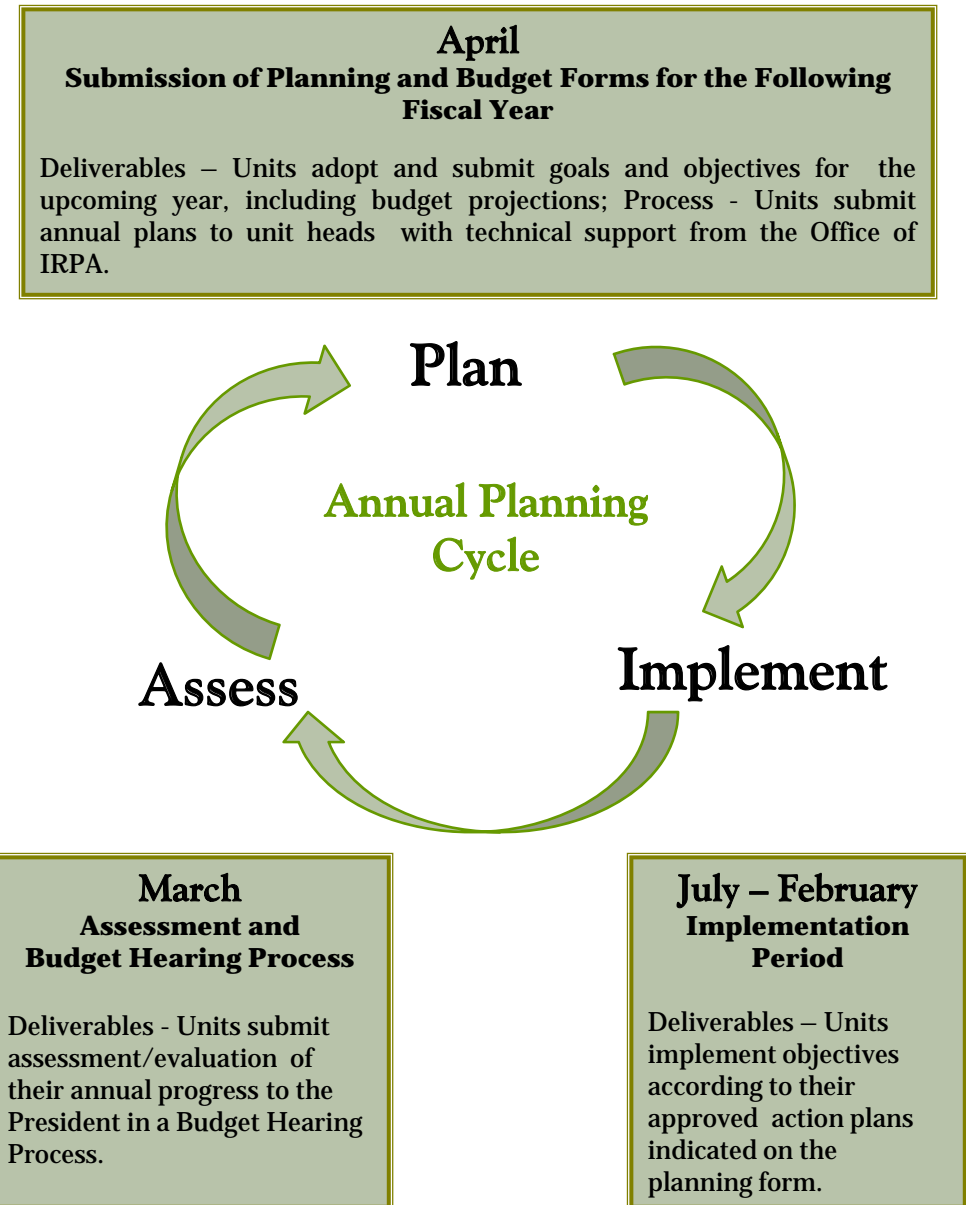


Annual Planning Process

Description of the Annual Planning Process

1. The annual planning cycle, Figure 2, is initiated by the President of the College, who will prioritize the institutional strategic goals. As necessary, the President may designate specific planning assignments.
2. **In the Planning Phase**, by April 15th, each unit will submit its annual plan. The annual plan consists of **institutional strategic goal(s) and measurable objectives(s)**. Objectives include budget projections, expected outcomes/targets, and an implementation strategy, an **action plan** describing who will do what, how, when, and at what cost. Annual plans should be submitted to the Office of Institutional Research, Planning, and Assessment (IRPA) using the **Planning Forms**(Figures 3-9) **and the Budget Form** (Figure 10). The Office of IRPA will review the unit plans, provide technical feedback as necessary, and submit the unit planning documents to the respective unit Vice Presidents for final approval.
3. **In the Implementation Phase**, units will implement their plans during the period of July-February. Unit requests for a change in scope and/or nature in their originally approved annual plans should be submitted to the respective unit head using the Audit Form, Figure 11. A copy of the audit form request should be submitted to the Office of IRPA.
4. **In the Assessment Phase**, by mid-March, each unit will evaluate/assess its progress toward achieving its annual goals and objectives, and submit its assessment and evaluation on the **Annual Assessment Form**, Figure 12. The Office of IRPA will then review the submitted forms, provide technical feedback to the units, and distribute unit assessment/evaluations to the Unit Heads and appropriate entities for the budget hearing process. The flow of information, p. 14, is the same in the Review Phase as that described earlier for the Planning Phase, except the process will culminate with the units presenting their annual progress and next year projections, including budgetary considerations, to the President and/or an appropriate group that he deems appropriate.

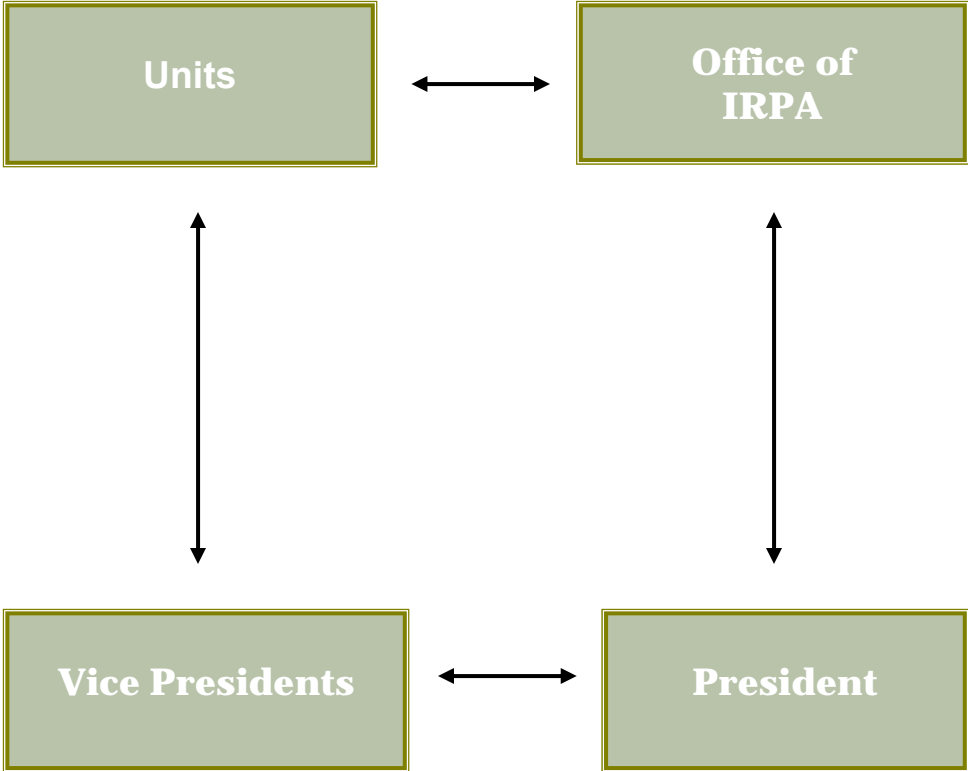
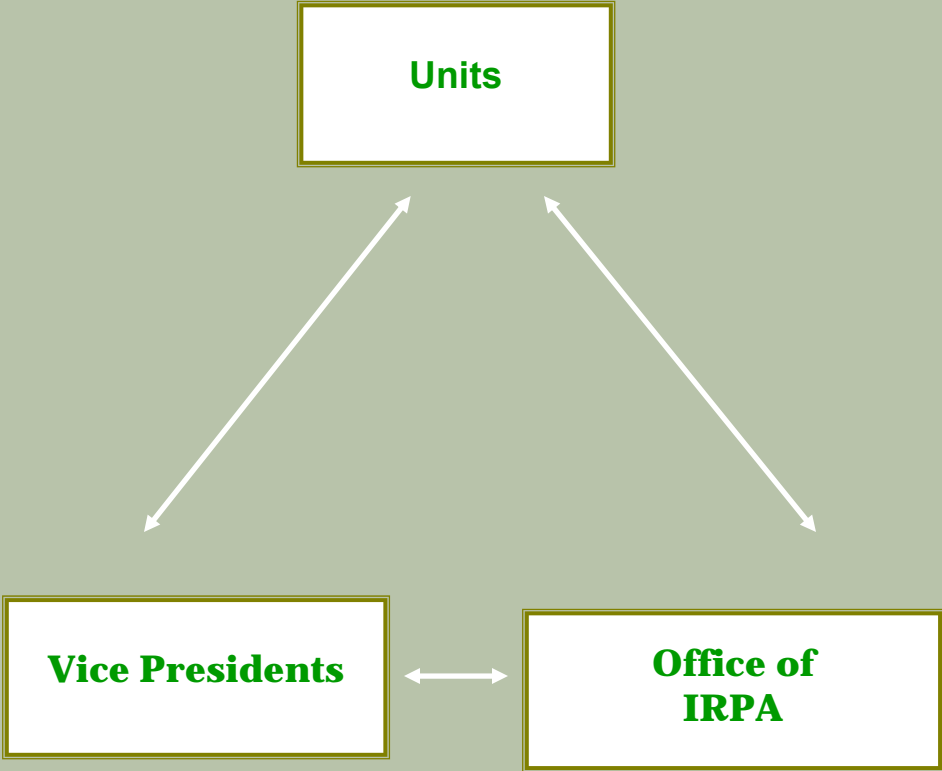
Figure 2. Annual Planning and Assessment Cycle



Flow of Information for Annual Planning

PLANNING PHASE

ASSESSMENT PHASE



NOTE: The arrows indicate the flow of information.



Appendix



Planning Unit: _____

Date Submitted: _____

Strategic Goal 1: Increase capacity and student access.

Objective	Action Plan				
	*Activities for Implementation	Person(s) Responsible	Activities Timeline	Expected Outcome(s)	Indicators/Metrics
<input type="checkbox"/> Develop and implement strategies that identify, monitor, and eliminate factors that limit student access. <input type="checkbox"/> Plan, develop, and establish satellite campuses in strategic locations that target high growth populations. <input type="checkbox"/> Offer online courses and/or other distance learning modes of curriculum delivery. <input type="checkbox"/> Provide support services to address barriers that limit student access. <input type="checkbox"/> Develop and/or implement technological means that facilitate and support student access. <input type="checkbox"/> Provide pre-college programs and support services that ensure student preparedness for college. <input type="checkbox"/> Pursue various internal and/or external financial streams (grants and/or scholarships) that will provide the necessary resources to support and sustain student access initiatives. <input type="checkbox"/> Other _____	<p>*Note: Include associated expenses on the Budget Form.</p>				

Reviewed _____ **Date** _____

Approved _____ **Date** _____

Office of Inst. Research, Planning, and Assessment

Office of the Vice President

Planning Unit: _____

Date Submitted: _____

Strategic Goal 2: Increase student enrollment and retention rates.

Objective	Action Plan				
	*Activities for Implementation	Person(s) Responsible	Activities Timeline	Expected Outcome(s)	Indicators/Metrics
<input type="checkbox"/> Design and implement effective retention and enrollment management strategies. <input type="checkbox"/> Increase and expand student recruiting efforts to target a variety of markets. <input type="checkbox"/> Offer relevant educational programs and career options that attract a larger student interest. <input type="checkbox"/> Improve communication with students in order to better understand and address the challenges that lead to low retention rates and increased attrition. <input type="checkbox"/> Ensure that programs and/or services are effectively and efficiently designed and implemented to maximize student matriculation. <input type="checkbox"/> Ensure that the College's physical and fiscal resources are adequate and appropriated in a manner that sustains enrollment increases. <input type="checkbox"/> Plan and implement early intervention programs. <input type="checkbox"/> Other _____	<p>*Note: Include associated expenses on the Budget Form.</p>				

Reviewed _____ **Date** _____

Approved _____ **Date** _____

Planning Unit: _____

Date Submitted: _____

Strategic Goal 3: Provide an affordable, high quality education for economically disadvantaged, educationally gifted, and promising students.

Objective	Action Plan				
	*Activities for Implementation	Person(s) Responsible	Activities Timeline	Expected Outcome(s)	Indicators/Metrics
<input type="checkbox"/> Within the College’s broader recruiting strategy, target an economically disadvantaged and more diverse student population. <input type="checkbox"/> Strengthen the College’s Foundation capacity to award academic scholarships, as well as establish need-based financial aid assistance. <input type="checkbox"/> Review and modify strategies, as necessary, to ensure that the College recruits and retains a well-qualified administration, faculty, and staff who will ensure high quality student educational programs and services. <input type="checkbox"/> Provide professional development and/or incentives for faculty and staff that encourage and reward activities that enhance institutional and teaching effectiveness. <input type="checkbox"/> Maintain low and affordable tuition rates and fees. <input type="checkbox"/> Develop innovative programs and services that address the needs of promising but underprepared students, and challenge gifted students. <input type="checkbox"/> Other _____	<p>*Note: Include associated expenses on the Budget Form.</p>				

Reviewed _____ **Date** _____

Approved _____ **Date** _____

Planning Form

Planning Unit: _____

Date Submitted: _____

Strategic Goal 4: Ensure effective and efficient educational programs and academic services that meet student and market demands.

Objective	Action Plan				
	*Activities for Implementation	Person(s) Responsible	Activities Timeline	Expected Outcome(s)	Indicators/Metrics
<input type="checkbox"/> Develop science, math, teacher education, and/or other program initiatives, both collaborative and internal, to increase the number of underrepresented minorities in these particular fields. <input type="checkbox"/> Develop a balance between transfer, career, and certificate educational programs to meet student demand. <input type="checkbox"/> Ensure effective educational programs and academic support services that address student institutional requirements, such as those associated with the Regents' Exam and Learning Support. <input type="checkbox"/> Develop and implement a periodic and scheduled evaluation/assessment of all educational programs to ensure continued quality, consistency, and relevance to student needs. <input type="checkbox"/> Implement the Board of Regents' strategic initiatives to enhance AMC's educational programs and services. <input type="checkbox"/> Employ an enhanced planning, evaluation, and budgeting process that ensures continuous improvement in the delivery of educational services and development of academic programs. <input type="checkbox"/> Other _____	<p>*Note: Include associated expenses on the Budget Form.</p>				

Reviewed _____ **Date** _____

Approved _____ **Date** _____

Planning Form

Planning Unit: _____

Date Submitted: _____

Strategic Goal 5: Enhance customer service and student support services.

Objective	Action Plan				
	*Activities for Implementation	Person(s) Responsible	Activities Timeline	Expected Outcome(s)	Indicators/Metrics
<input type="checkbox"/> Develop and implement customer service feedback instruments and processes at all levels and for all constituencies. <input type="checkbox"/> Provide effective and efficient technology to ensure improved student support services. <input type="checkbox"/> Implement enhanced communication strategies and methods to better assess and monitor customer service and support service needs. <input type="checkbox"/> Institute a planning and evaluation process that will ensure continuous improvement in the delivery of student support services. <input type="checkbox"/> Design and implement a comprehensive student development model that provides opportunities for personal and social growth, leadership, and civic responsibility. <input type="checkbox"/> Other _____	<p>*Note: Include associated expenses on the "Budget Form."</p>				

Reviewed _____ **Date** _____

Approved _____ **Date** _____

Office of Inst. Research, Planning, and Assessment

Office of the Vice President

Planning Form

Planning Unit: _____

Date Submitted: _____

Strategic Goal 6: Develop outreach initiatives and improve public awareness and public relations.

Objective	Action Plan				
	*Activities for Implementation	Person(s) Responsible	Activities Timeline	Expected Outcome(s)	Indicators/Metrics
<input type="checkbox"/> Develop effective marketing strategies. <input type="checkbox"/> Increase involvement with community improvement initiatives. <input type="checkbox"/> Integrate and encourage community participation in College services and activities. <input type="checkbox"/> Develop and institute outreach programs that support continuing education. <input type="checkbox"/> Other _____	<p>Note: Include associated expenses on the Budget Form.</p>				

Review _____ **Date** _____

Office of Inst. Research, Planning, and Assessment

Approval _____ **Date** _____

Office of the Vice President

Planning Unit: _____

Date Submitted: _____

Strategic Goal 7: Develop collaborations and partnerships.

Objective	Action Plan				
	*Activities for Implementation	Person(s) Responsible	Activities Timeline	Expected Outcome(s)	Indicators/Metrics
<p><input type="checkbox"/> Collaborate with K-12 schools in the development of programs and services to facilitate the admission and “pipeline” of high school students into college.</p> <p><input type="checkbox"/> Partner with the private sector to secure student and faculty internships, and establish employee training programs.</p> <p><input type="checkbox"/> Establish collaborations with local, state, and national funding agencies that especially target the underrepresented minority student population for educational and entrepreneurial opportunities.</p> <p><input type="checkbox"/> Facilitate successful and seamless student transfers to 4-year colleges and universities through articulation agreements and partnerships.</p> <p><input type="checkbox"/> Other _____</p>	<p>*Note: Include associated expenses on the Budget Form.</p>				

Reviewed _____ **Date** _____

Approved _____ **Date** _____

Figure 10. Budget Form

***BUDGET FORM**

Planning Unit _____

Budget # _____

Fiscal Year _____

Planning Unit/Subunit Goal (From the Planning Matrix): _____

CURRENT BUDGET

Personnel Services	\$ Amount
Faculty	
Full-time (Current number): _____	
Part-time (Current number): _____	
Professional	
Clerical Support	
Other _____	
Sub-total	0
Operating Supplies & Expenses	\$ Amount
Office Supplies/Small Equipment	
Communication	
Consultants	
Printing/Duplication	
Registration Fees	
Subscriptions	
Other _____	
Sub-total	0
Travel	\$ Amount
Hotel	
Transportation	
Other _____	
Sub-total	0
Equipment Purchase/Capital Outlay	\$ Amount
Large Equipment	
Other _____	
Sub-total	0
TOTAL AMOUNT REQUESTED	0
Funding Source	\$ Amount
Internal	
Base	
Addition to Base	
External	
Scholarship/Financial Aid	
Other	

Submitted By _____ Date _____

Reviewed By Unit Head _____ Date _____

PROJECTED BUDGET

Personnel Services	\$ Amount
Faculty	
Full-time (Requested New Hires): _____	
Part-time (Requested New Hires): _____	
Professional	
Clerical Support	
Other _____	
Sub-total	0
Operating Supplies & Expenses	\$ Amount
Office Supplies/Small Equipment	
Communication	
Consultants	
Printing/Duplication	
Registration Fees	
Subscriptions	
Other _____	
Sub-total	0
Travel	\$ Amount
Hotel	
Transportation	
Other _____	
Sub-total	0
Equipment Purchase/Capital Outlay	\$ Amount
Large Equipment	
Other _____	
Sub-total	0
TOTAL AMOUNT REQUESTED	0
Funding Source	\$ Amount
Internal	
Base	
Addition to Base	
External	
Scholarship/Financial Aid	
Other	

*Note: The Budget Form will be available as an EXCEL spreadsheet.

Figure 11. Audit Form

Audit Form

Unit Planning Revisions/Modifications Request

Please provide the pertinent information in the space below.

Strategic Goal # _____

Please indicate the original objective or action plan item that is being revised or modified.

State the revision/modification that is being requested.

Budget Adjustment(s) – Indicate the way(s), if any, this revision/modification will affect your budget.

Briefly explain why revision(s)/modification(s) are being requested.

Reviewed _____ Date _____

Office of Inst. Research, Planning, and Assessment

Approved _____ Date _____

Office of the Vice President



ASSESSMENT REPORT

List the objective from the Planning Matrix

1. Assess your unit's progress towards achieving its expected outcome for the stated objective by selecting one of the following:

- a.** achieved or exceeded
 b. made *significant progress
 c. made some progress
 d. made no progress

Explain. Please provide the basis for your assessment, including the assessment instrument(s), or metrics used, and evidence /analysis . Attach additional sheets , as necessary.

2. Explain how the result(s) of this objective will be used to improve your unit's program(s) and/or services? If the objective was not achieved, what is your unit's future course of action to move this objective forward to its expected outcome? (Attach additional sheets, as necessary)

* Significant progress is defined as achieving at least 70% of the expected outcome indicated on the Planning Form.

Guidelines/Instructions for Completing the Planning Form

The Planning Form consists of two components that you should complete: an objective and action plan.

Each component is described below.

Objective - Select, by placing an “x” in the box provided, an objective that your unit has chosen to implement that is most consistent with the institutional strategic goal listed at the top of the Planning Form. You may select as many objectives as your unit determines appropriate, but enter each objective on a separate Planning Form. If none of the objectives provided on the Planning Form is appropriate for your unit, you may propose an objective, pending approval by the Unit Head, in the “Other” option of the “Objective” column. Note that if your unit develops an objective(s), it should be measurable and directly relevant to an institutional strategic goal. As you select goals and objectives, carefully consider the capability (e.g., fiscal, physical, and human resources) of your unit and the timeline projected. You may, in some cases, consider using various strategies to achieve certain objectives. For example, some objectives may be achieved in phases, over several semesters, and entail the joint efforts of two or more units.

Action Plan

Activities for Implementation - Provide a list of the activities that your unit plans to execute to successfully achieve the objective. Include the target(s), scope, and nature of your activities. In other words, indicate who and/or what your activities will affect, on what scale they will be involved (e.g., unit, divisional, institutional), and provide a description of the activities. The activities that your unit selects may (or may not) be achieved in phases, over several semesters. For example, *Phase 1 (1st Semester)*: establish exploratory committee; *Phase 2 (2nd Semester)*: establish performance indicators; and, *Phase 3 (3rd Semester)*: implementation. Other activities may include: e.g. a new educational program(s)/curricula, a new customer service assessment plan/process, an improved data measurement process, new technology methods to improve a service of AMC, etc.

Timeline for Activities – Provide the projected start and end time for each activity listed.

- ❖ **Person(s) Responsible** – List the person(s) or group(s) responsible for implementing the objective.
- ❖ **Fiscal/Physical Resources** – Provide, on the Budget Form, the necessary fiscal, physical, and human resources to successfully implement the proposed activities.
- ❖ **Expected Outcome(s)** - When possible, link expected outcomes to student learning, as it is at the core of AMC’s mission and the Board of Regents’ strategic goals. In addition, list what your unit expects to accomplish and what it expects the results to be for the stated objective and action plan. The expected outcomes must be MEASURABLE. Expected outcomes answer the questions: (1) To what extent do you expect your unit to reach the objective (e.g., 10%, 50%, or 100%)?; and (2) If your unit’s activities involve, for example, establishing organizational oversight and review committees (e.g., Steering Committee, Advising Committee, etc.), indicate what the committees are expected to complete (e.g., guidelines, policies, a feasibility study, and/or program evaluation/feedback). Or, for example, if your activities for implementation involve establishing core competencies, a curriculum framework or program assessment/measures, or improving a particular student outcome, you should indicate specifically what and how much of these activities you expect to accomplish within the timeline you provide. In addition, if your unit’s activities for implementation involve student customer service, indicate which AMC population, and to what extent, the effect you expect your objective will have on that particular population as it pertains to improving customer service.

→ Guidelines/Instructions for Completing the Assessment Form ←

NUMBER 1: Assess your unit's progress towards achieving the expected outcome for the stated objective.

Select, from the options provided, the one which best describes your unit's progress toward achieving the expected outcome indicated on the Planning Form. If your unit has achieved at least 70% of its expected outcome, it should be considered a significant success, but not completed.

Explain - Please provide the rationale for your assessment. In other words, indicate on what basis you assessed/evaluated your unit's progress. Provide and/or reference documentation, activities completed, and other evidence that substantiates or verifies your assessment. Also, include the instrument (metrics) that you used to measure your success.

NUMBER 2: How will these results be used to improve the quality of your unit's programs and/or services? If the objective was not achieved, what is your unit's future course of action to move this objective forward to its expected outcome/target?

List how your unit will apply and/or use the outcome of its efforts for the listed objective. Especially, where applicable, indicate how student learning outcomes will be affected. The process of using the planning/assessment results is called "closing the loop." "Closing the loop" is arguably the most important aspect of the planning and assessment process. It is the "real" benefit of the numerous resources that your unit invested in the process. The planning and assessment process is not complete until your unit "closes the loop." In this section, indicate the target audience and explicitly detail how the results will be applied. The assumption is that the results will be applied in the next term. However, if there will be a delay in applying the results, indicate a timeline for when your unit intends to apply the results.