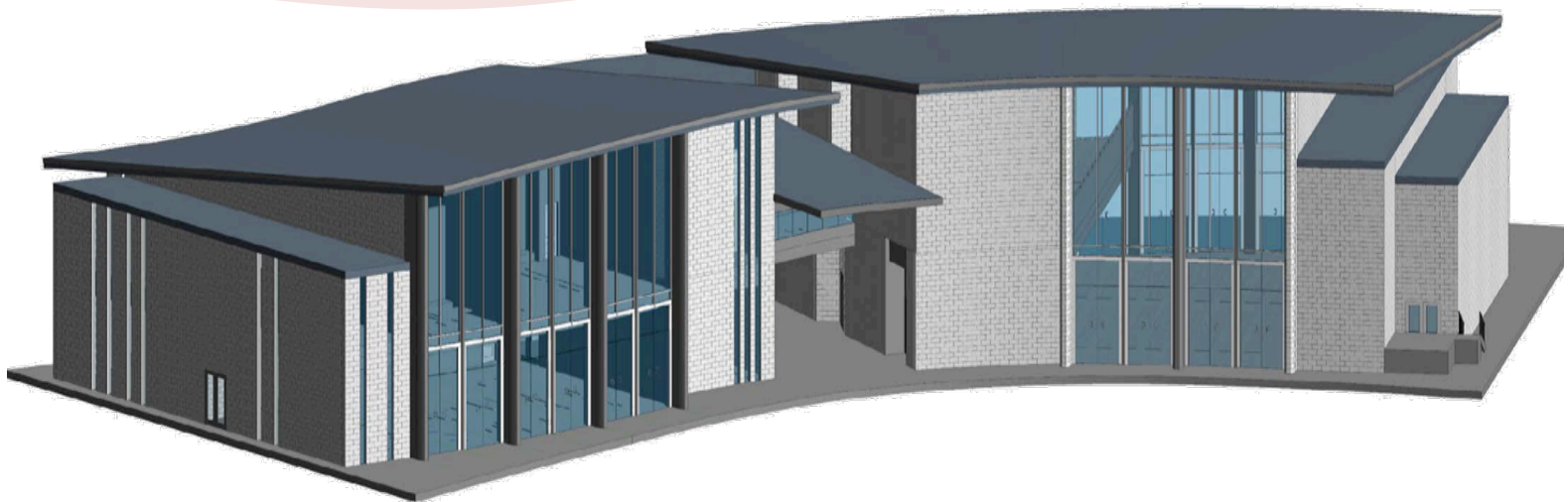# American Samoa Community College
Strategic Plan 2015-2020

"Tofāmanino o Nei ma a Taeao"
"Vision for Today and Tomorrow"

AMERICAN SAMOA COMMUNITY COLLEGE
INSTITUTIONAL STRATEGIC PLAN
2015-2020

"Tofāmanino o Nei ma a Taeao"
"Vision for Today and Tomorrow"

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ASCC Administration:

Board of Higher Education Membership:

Chairman: Reverend Dr. Leanavaotaua Sekuini Seva'aetasi
Vice Chairman: Dr. Fanuatele To'afa Vaiaga'e
Member: Right Reverend Monsignor Viane Etuale
Student Rep.: Ms. Talimeli Taufete'e

Ex-Officio Member: Dr. Vaitinasa Salu Finau-Hunkin
Member: High Chief Tauili'ili Lauifi
Member: Reverend Elder Dr. Si'ulagi Solomona Jr.
Member: Dr. Annie Fuavai

ASCC President:
Dr. Seth Galea'i

Vice President of Academic & Student Affairs:
Dr. Kathleen N. Kolhoff

Vice President of Administrative Services:
Dr. Rosevonne Makaiwi-Pato

Dean/Director of Community & Natural Resources
TC Tapa'au Dr. Dan Aga

Dean of Academic Affairs:
Mrs. Letupu Tauanu'u-Moananu

Dean of Student Services:
Dr. Emilia Sabado-Le'i

Dean of Trades & Technologies
Mr. Michael Leau

Chief Financial Officer:
Mrs. Emey Silafau-Toa

Dean of Teacher Education Program
Dr. Lina Galea'i-Scanlan

Chief Information Officer:
Ms. Grace Tulafono

Director of ASCC Research Foundation:
Mrs. Matasina Aseta-Willis

Director of Samoan Studies Institute:
Mrs. Keseta Okenaisa Fauolo-Manila

Director of Institutional Effectiveness:
Mr. Sonny J. Leomiti

Director of Admissions, Records & Financial Aid:
Mrs. Sifagatogo S. Tuitasi

Director of Human Resources:
Mrs. Sereima Sitanilei-Asifoa

Director of Adult Education, Literacy, and Extend Learning:
Mr. Fale Tauvela

Director of Learning Resource Center:
Mr. Elvis Zodiacal

Director of Small Business Development Center:
Dr. Herbert Thweatt

Director of University Center for Excellence on Developmental Disabilities:
Ms. Tafaimamao Tupuola

Director of Physical Facilities & Maintenance:
Mr. Loligi Seumanutafa

Director of Student Support Services
Ms. Annie Panama

President Dr. Seth Galea'i's Message

The shared vision of the American Samoa Community College is to provide quality courses, programs and services to students, enabling them to meet the challenges of the 21st Century. That vision has guided the development of this 2015 to 2020 institutional plan through months of debate and discussion as ASCC completed a comprehensive, institution-wide review of all programs and services and a focused dialogue that shaped each component of the plan.

Many challenges face the higher education community, as colleges are being asked to provide more and better services with increasingly limited resources. The ASCC Institutional Planning Committees, which included faculty, staff, administrators, and ASCC graduates, was guided by the focus on academic excellence in a student-centered environment and tempered by the realities of limited resources.

The plan that follows charts a path for institutional improvements over the next five years. The process of creating the plan, from Program Review to analysis of data to articulating the details of the vision as it is to be realized in Academic Excellence, Technology, Facilities and Maintenance, Staffing, and Total Cost of Ownership goals and objectives was a transformative experience for the ASCC community.

The Samoan proverb, "*E mama se avega pe a pulupulu lima fa'atasi*", which means "Many hands lighten the load" describes the College's approach to integrated institutional planning. The voices of ASCC came together with experiences and ideas, problems and solutions, all contributing to the document which follows.

We have titled our plan "Tofāmanino o Nei ma a Taeao" ("Vision for Today and Tomorrow") to reflect our solid foundation as well as our excitement and confidence as we face the challenges ahead. We are confident in ASCC's ability to meet these challenges and to provide the quality of education that will prepare our students for success after graduation as they meet the challenges of their own futures.

ASCC Vision, Mission and Core Values:

Vision:

The American Samoa Community College holds as its central theme "Saili le Atamai" or to "seek knowledge." Our journey pushes us forward to achieve our mission to provide high quality educational programs and services. We remain grounded in the core values of student centeredness, respect for diversity, collaboration and teamwork, respect for tradition and culture, and lifelong learning while meeting the challenges of the 21st Century. We envision an active impact in the development of the educational, social, cultural, political, economic, technological, and environmental well-being of American Samoa and the Pacific.

Mission:

The mission of the American Samoa Community College is to foster successful student learning by providing high quality educational programs and services that will enable students to achieve their educational goals and to contribute to the social, cultural, political, economic, technological, and environmental well-being of American Samoa.

To fulfill this mission, the College, as an open admissions United States accredited Land Grant institution, provides access to bachelor and associate degrees and certificate programs of study. These programs prepare all students including those who are educationally underserved, challenged, or non-traditional for:

- Transfer to institutions of higher learning
- Successful entry into the workforce
- Research and extension in human and natural resources
- Awareness of Samoa and the Pacific.

Institutional Core Values & Learning Outcomes: Through the missions of our programs and services, we hold ourselves accountable to the following:

1. **Student Centeredness**: ASCC commits to provide high quality programs and services focusing on student learning;

2. **Respect for Diversity**: ASCC embraces individuality and appreciation of global perspectives and viewpoints that enhance quality of life;

3. **Collaboration and Teamwork**: ASCC promotes a sound environment for networking opportunities through effective communication, partnerships, and growth;

4. **Respect for Tradition and Culture**: ASCC embraces cultural heritage, traditions, language, and customs and their impact in education and research;

5. **Lifelong Learning**: ASCC encourages continuation of learning and provides pathways for personal, ethical, and professional growth.

Introduction to the American Samoa Community College:

- ASCC was established in 1970 to provide post-secondary education opportunities in the liberal arts, teacher training, vocational-technical education and general education to the residents of American Samoa. ASCC offers Associate of Arts and Associate of Science degrees and a Bachelor's in Education, as well as Certificate programs in a variety of academic and technical area;

- ASCC is located on Tutuila, the largest of American Samoa's seven islands in the village of Mapusaga, nine miles west of Pago Pago, the territory's center of trade and commerce. American Samoa lies about 2,500 miles southwest of Hawaii and 1,800 miles northeast of New Zealand. Tutuila comprises approximately three-fourths of American Samoa's 76 square miles and is home to 90% of its population of nearly 60,000;

- The other six islands are Aunu'u, Ofu, Olosega, Ta'u, Swains and Rose Atoll;

- In July of 1970, ASCC was established as part of the American Samoa Department of Education. The first freshman class of 131 attended classes in the old Lands and Survey Building (the current site of the Lumana'i Building) in Fagatogo. The following year the College was moved to the old Fia Iloa High School building in Utulei. The move to a permanent campus was made in September of 1974, when ASCC took over the site of the former Mapusaga High School;

- In 1979, a grant from the U.S. Economic Development Administration enabled ASCC to complete five new buildings, with modern facilities for instruction in science, nursing, fine arts and vocational education, as well as a student cafeteria and a gymnasium;

- In 2003, dedication ceremonies were held for a new, state of the art library at ASCC;

- In 2008, a new lecture hall, administrative offices, and two new teacher education classrooms were constructed at the former auditorium location;

- In 2011, all classrooms, science labs, and computer labs were renovated and upgraded with funding from the American Reinvestment Recovery Act (ARRA);
- In 2013, Ground Breaking for the Multi-Purpose Center was initiated;
- ASCC currently offers (8) Associates of Arts Degrees, (18) Associates of Science Degrees, (22) Certificate of Proficiency programs, and (1) Bachelor's in Education degree;
- ASCC has (17) academic departments and (7) service divisions providing high quality programs and services to a mean enrollment of <u>1641</u> students per <u>FALL</u> semester;
- ASCC offers courses throughout the academic year in the fall and spring 15-week semesters, 6-week regular summer session, 10-week fall and spring accelerated sessions for Teacher Education majors, (2) accelerated 5-week summer sessions (TED), and a Fall and Spring dual 6-week accelerated session for preparatory courses.

Planning Process:

The institutional mission is an integral part of all programs and services provided to students at ASCC. Guided by the institutional mission to provide high quality programs and services, all academic and administrative divisions set annual outcomes aligned to student learning outcomes. Stakeholders review the mission statement every two years. The institutional mission is incorporated in all ASCC programs and services mission statements. These mission statements are included in the catalog which is published and printed for distribution and posted on the ASCC website http://www.amsamoa.edu.

Since January 2013, progress made toward all divisional outcomes and objectives has been tracked through bi-weekly and quarterly reports. These reports are compiled by the Institutional Effectiveness Division and prepared for review by the Board of Higher Education and the President. These reports are accessible to administrative and academic program allowing for more accountability and transparency in meeting the divisional outcomes. These reports allow for better planning and implementation of operations that are aligned to the institutional mission of preparing our students for successful transfer to other institutions, career opportunities, and contribution to the community.

Integrated and broad-based planning continues to be the forefront of ASCC's efforts in strategic planning. The Institutional Strategic Plan is reviewed for progress updates through the process of Program Review. The Program Review Process allows the institution to determine its institutional priorities. In 2009, Program Review identified (4) Strategic Focus Areas:

- Academic Excellence;
- Technology;
- Physical Facilities and Maintenance;
- Staffing.

Annual progress updates were done to monitor the plan. In 2014, an analysis from Institutional Program Review and Divisional Assessment data identified a new priority in Total Cost of Ownership in addition to the previous strategic focus areas.

Mechanisms were incorporated to emphasize progress in planning. These mechanisms include divisional accountability, budget integration, and a timeline for outcome completion. To ensure and improve ASCC's strategic planning practices, a structured assessment process was developed.

Assessing the Strategic Planning Process:

As an outcome driven institution, ASCC's practice towards assessing its mission follows a nomenclature of outcome qualities and competencies on assessment at all levels of structural and functional planning.
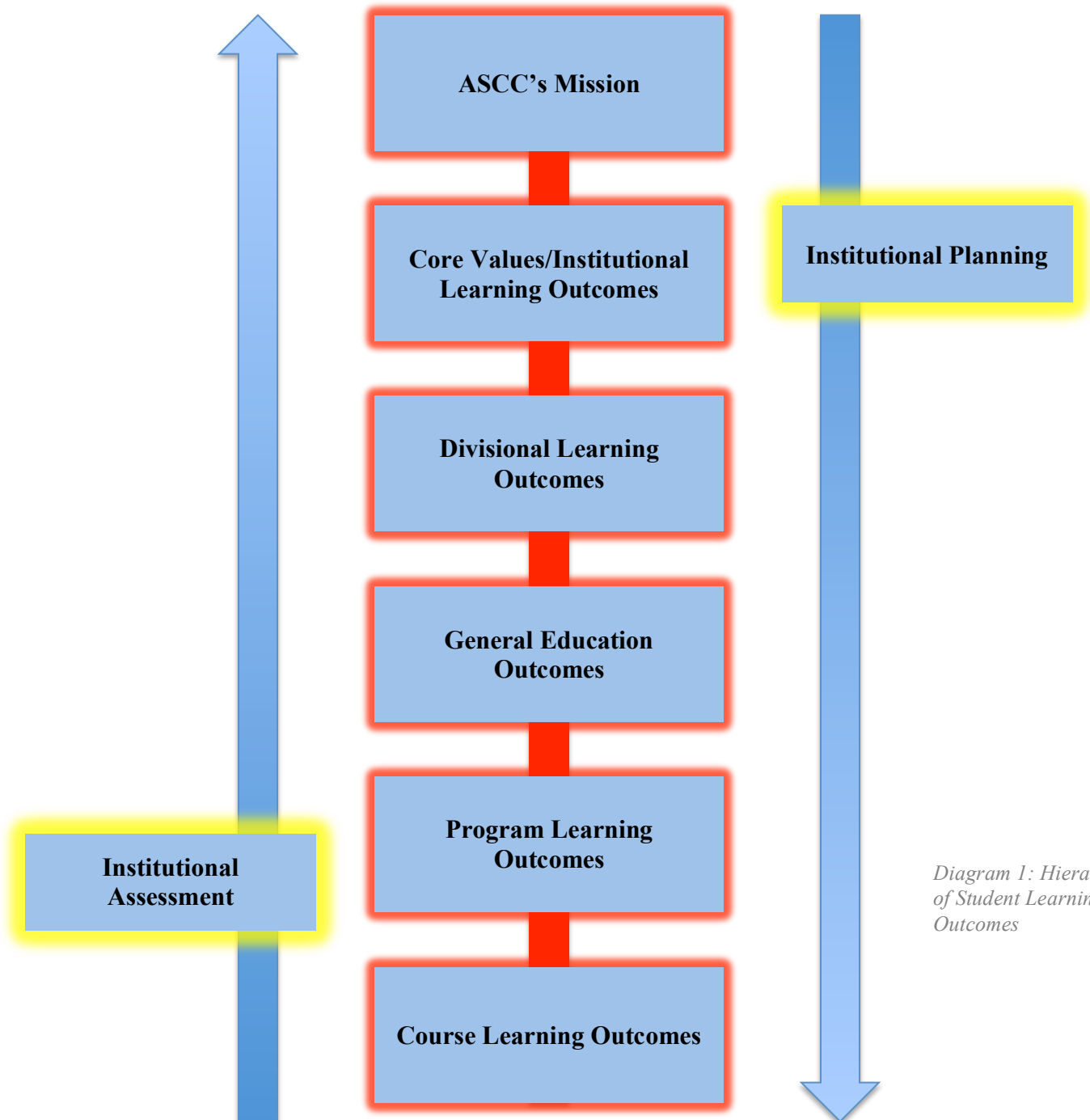
Diagram 1: Hierarchy of Student Learning Outcomes

The levels of outcomes listed above in diagram-1 are **connected through institutional processes and solidified by institutional policies** to reflect the growth of the institution according to its mission.

PLANNING: Institutional SLO Levels & Planning

SOP #	IE-0013	Responsibility:	
Title:	Planning (Diagram 2)	Policy:	Standard 1:B:1
Scope:	Institution	Review Date:	

Definition:

Description of Institutional SLOs planning stages and processes.

Diagram 2: Ownership of Outcomes
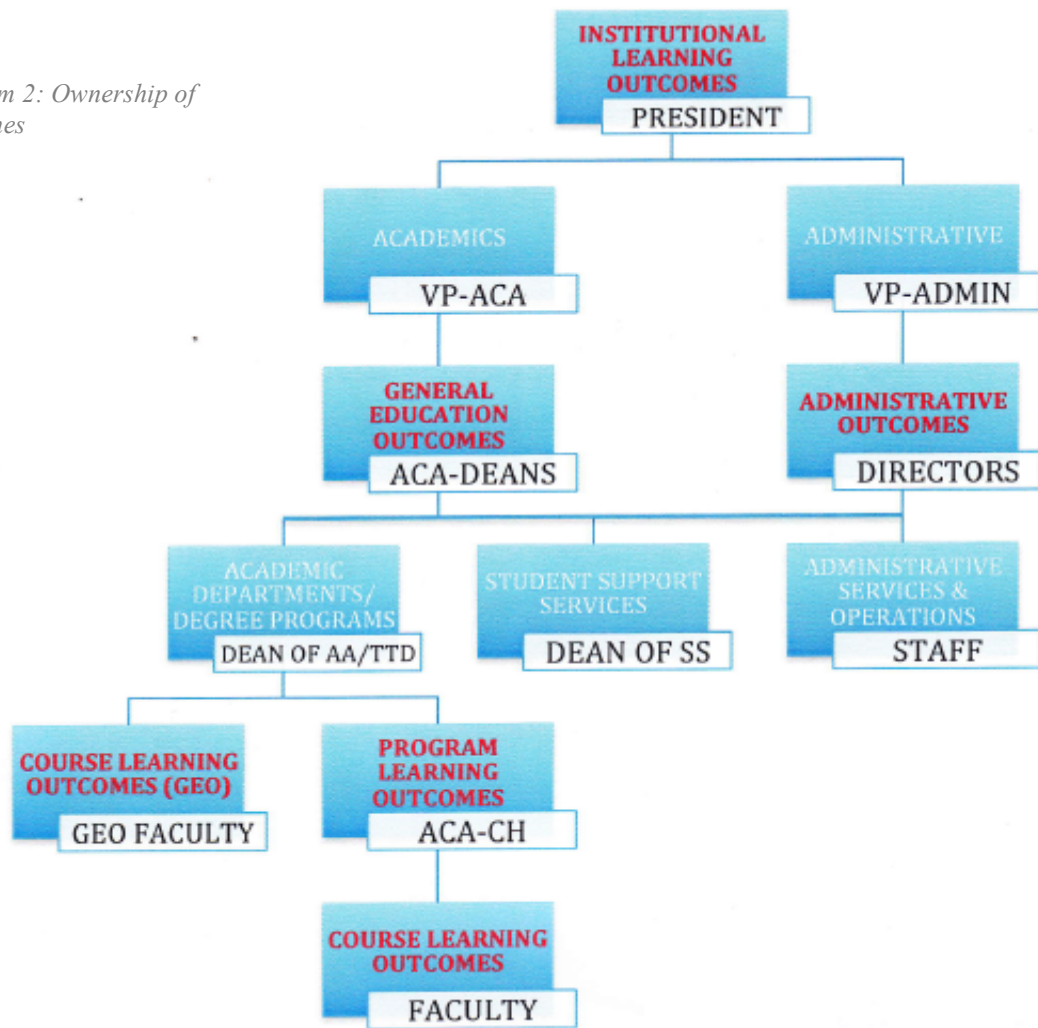
Diagram 2 emphasizes ownership of outcomes at all levels of planning. ASCC administration, faculty, and staff are aligned accordingly to the levels of outcomes for accountability measures in planning, implementing, assessing, and evaluating the effectiveness of high quality educational programs and services. The review process follows an annual or biennial assessment cycle that coincides with the review of the ASCC Catalog.

Diagram-3 below provides an overview of the roles of institutional planning committees in planning and decision-making.

PLANNING: Institutional SLO Levels & Planning

SOP #	IE-0013	Responsibility:	
Title:	Planning Committees (Diagram 3)	Policy:	Standard 1:B:1
Scope:	Institution	Review Date:	

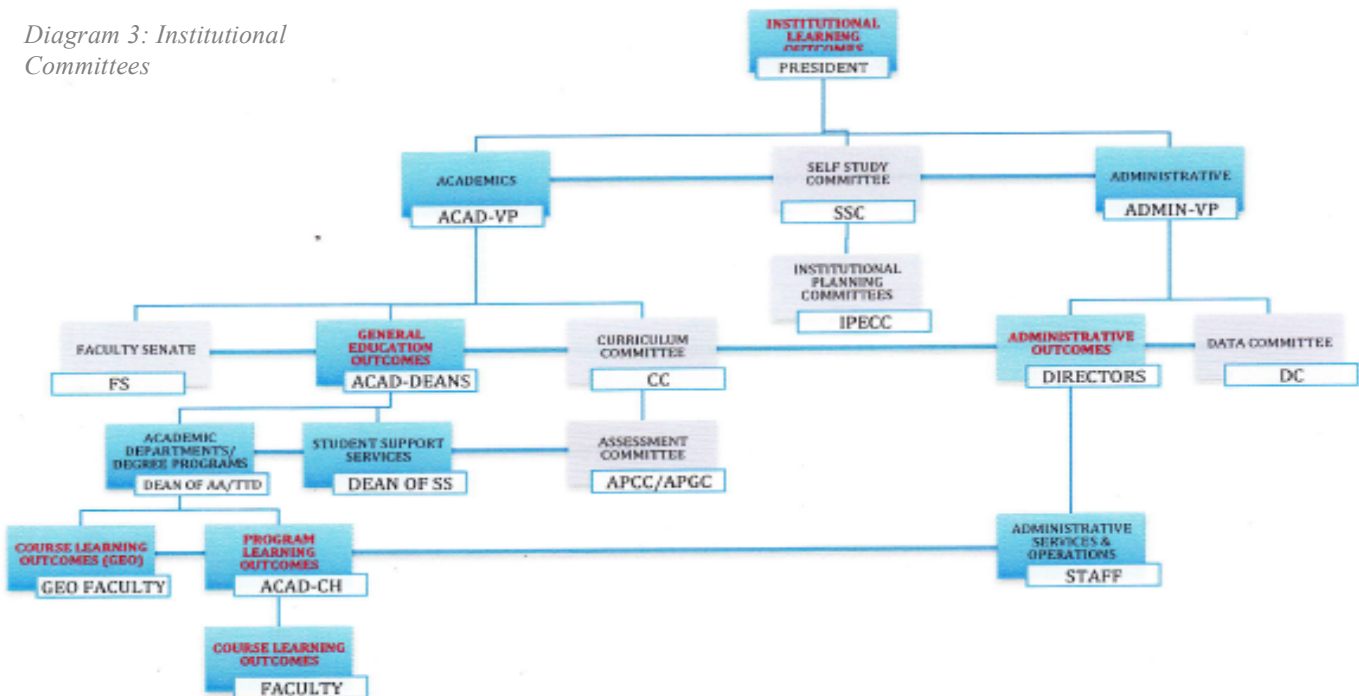**Definition:**

Diagram of Planning Committees & Decision Making

▭ **PLANNING COMMITTEES**

Diagram 3: Institutional Committees

ASCC's outcome infrastructure assures cohesiveness in program review, assessment, and planning. The outline below encompasses ASCC's definition of institutional effectiveness through its mission to assure the achievement of Student Learning Outcomes at all levels, and the linkage to program review and planning.

Institutional Assessment Cycle of all Outcomes:

1. **Assessing General Education Outcomes, Program Learning Outcomes, Course Learning Outcomes:**
   a. Scope: Academic Programs & Departments
   b. Charge: Academic Deans: Dean of Academic Affairs, Dean of Student Services, Dean Teacher Education, Dean of Trades & Technology.
   c. Assessment Instruments & Cycle:
      i. Courses: Semester based assessment
         1. Assessment Instrument:
            a. Rubrics- Defined by Program/Department
      ii. Program Learning Outcomes:
         1. Assessment Instrument:
            a. Content Rubrics- Defined by Program/Department (Semester Based/Annually)
            b. Student Achievement Report- Defined by Program/Department (Biennially)
      iii. General Education Outcomes:
         1. Assessment Instrument:
            a. Content Rubrics- Defined by General Education Faculty (Semester Based)
            b. Student Achievement Report (Biennially)
            c. Course Evaluations (Semester Based)

2. **Assessing Divisional Learning Outcome Assessment:**
   a. Scope: Academic and Administrative Divisions
   b. Charge: Deans and Directors
   c. Assessment Instruments & Cycle:
      i. Divisional Quarter Reports:
         1. 1st Quarter Report (Quarterly)
         2. 2nd Quarter Report (Quarterly)
         3. 3rd Quarter Report (Quarterly)
         4. 4th Quarter Report (Quarterly)
         5. Divisional Outcome Summation (Annually)
         6. Divisional Standard Operating Procedures (Annually)
      ii. Budget Planning:
         1. Budget Proposals (Annually)
      iii. Divisional Assessment:

        1.   Divisional Self Review (Annually)
     iv. Bi-weekly Reports (Bi-weekly)

3. **Assessing Institutional Learning Outcomes and Core Values:**
   a. Scope: Institution
   b. Charge: President and Vice Presidents
   c. Assessment Instruments and Cycle:
      i. Institutional Learning Outcomes:
         1. Divisional Outcomes (Annually)
            a. Assessment Instrument
               i. Quarterly Reports
      ii. Institutional Program Review (Biennially)
         1. Assessment Instruments:
            a. Program Review Survey
            b. Divisional Assessment Survey
      iii. Institutional Assessment and Planning (Annually)
         1. Strategic Planning and Updates (Biennially)
            a. Assessment Instruments:
               i. Quarterly Reports
               ii. Divisional Assessment Analysis
               iii. Program Review Analysis
      iv. ASCC Catalog (Biennially)

4. **Mission Statement:**
   a. Scope: Institution
   b. Charge: President, Board of Higher Education
   c. Focus: Institutional Policies and Financial Stability

Strategic Vision, Key Goals, Objectives

ASCC strives to provide its stakeholders with a plan preparing our students to be contributors in an ever-changing environment. The key goals and objectives in the five identified strategic areas of Academic Excellence, Technology, Physical Facilities and Maintenance, Staffing, and Total Cost of Ownership are:

I. Academic Excellence:

Goal 1: ASCC will enhance and deliver innovative, effective education and support programs to facilitate Student Academic Success.

- ASCC will provide qualified faculty, appropriate facilities and a curriculum driven by outcome qualities and competencies;
- ASCC will assess, evaluate and document recommendations to improve institutional effectiveness;
- ASCC will emphasize high quality teaching and services;
- ASCC will continue to develop, implement, and solidify programs that serve the need of the community;
- ASCC will increase the quality and availability of educational technology;
- ASCC will continue to strengthen its services in academic advising, counseling, tutoring, finances, resources, and campus life;
- ASCC will enhance opportunities for student academic, career and personal success; and,
- ASCC will continue to expand academic programs to meet the needs of the community.

Goal 2: ASCC will support Faculty and Staff Performance Commitment.
- ASCC will continue to provide a work environment that encourages professional growth, recognizes and supports excellence in services, and provides advancement opportunities.

II. Technology:

Goal 1: ASCC will effectively maintain and develop its Computer and Server assets and services to internal and external stakeholders.

- ASCC will meet the challenge of current computer and server needs of the its stakeholders;
- ASCC will meet the challenge of future technological needs of ASCC stakeholders.

Goal 2: ASCC will effectively maintain and develop its Network and Communication assets and services to internal and external stakeholders.
- ASCC will assess network and telecommunications connectivity and reliability to institutional operations.

Goal 3: ASCC will effectively maintain and develop its Distance Learning and Online Services to internal and external stakeholders.

- ASCC will provide opportunities and access for distance learning and online services.

III. Physical Facilities and Maintenance:

Goal 1: ASCC will implement the Physical Facilities and Maintenance Plan for new construction, renovation and repair, and maintenance through a formalized process.

- ASCC will institute a review process to monitor the implementation of the comprehensive preventive maintenance plan;
- ASCC will ensure the quality of its facilities, services, and equipment through its qualified personnel.

Goal 2: ASCC will continue to plan new construction based on a needs assessment.

- ASCC will complete all new construction and newly identified construction.

Goal 3: ASCC will continue to improve our services through renovations by utilization and the allocation of resources.

- ASCC will continue to maintain our physical assets through renovations and repair.

Goal 4: ASCC will effectively maintain its facilities and equipment.
- ASCC will implement and improve the comprehensive preventive maintenance plan.

IV. Staffing:

Goal 1: ASCC will invest in and promote professional, governance, and employee development to enhance institutional effectiveness.

- ASCC will provide professional development training and degree opportunities supported by the institution to enhance and retain employees with competencies that promote high quality services.

Goal 2: ASCC will offer competitive and equitable compensation that aligns with employee performance.

- ASCC will provide a comprehensive classification and performance evaluation program that will encourage employees to maximize quality of services.

Goal 3: ASCC will ensure adequate staffing that will promote high quality programs and services.

- ASCC will budget positions for identified high need areas.

V. Total Cost of Ownership:

Goal 1: ASCC will provide planned funding and resource management that addresses total cost of ownership for technology and equipment, for physical facilities, and for staffing and personnel development.

- ASCC will implement processes and procedures that address total cost of ownership for technology and equipment facilitating the provision of services and programs for academic achievement;
- ASCC will implement processes and procedures that address total cost of ownership for physical facilities and equipment used in the provision of services and programs for academic achievement;
- ASCC will implement processes and procedures that address total cost of ownership for staffing and personnel development in the provision of services and programs for academic achievement.

Institutional Strategic Planning Committees

Institutional Planning Executive Core Committee Members:

Chairperson:
Dr. Rosevonne Pato

Academic Excellence:
Mrs. Letupu Moananu and Mr. Sonny J. Leomiti

Technology:
Mr. Michael Leau

Physical Facilities and Maintenance:
Mrs. Virginia Filiga

Staffing:
Ms. Tafaimamao Tua-Tupuola

Total Cost of Ownership:
Mrs. Emey Silafau-Toa

Institutional Planning Subcommittee Members:

- **Academic Excellence**: Mrs. Letupu Moananu, Dr. Rosevonne Pato, Mr. Sonny J. Leomiti, Ms. Cherie Ripley, Dr. Kathleen Kolhoff, Ms. Annie Panama, Ms. Shirley Dela Rosa, Mrs. Claire Toeava, Dr. Daniel Chang.

- **Technology**: Mr. Michael Leau, Mrs. Okenaisa Fauolo-Manila, Mrs. Evelyn Fruean, Ms. Grace Tulafono, Mrs. Sifagatogo Tuitasi, Ms. Malaea Ale.

- **Physical Facilities and Maintenance**: Mrs. Virginia Filiga, Mr. Seumanutafa Loligi Siaki, Mrs. Rennelle Loa, Mr. Adullum Esera, Mrs. Jessie Su'esu'e, Mr. Fa'amasani Tuitasi, Mr. Lokeni Lokeni, Ms. Judy Mose.

- **Staffing**: Ms. Tafaimamao Tua-Tupuola, Mrs. Sereima Asifoa, Mr. Fred Suisala, Ms. Elsie Lesa.

- **Total Cost of Ownership**: Mrs. Emey Silafau-Toa, Mrs. Sereima Asifoa, Mrs. Sifagatogo Tuitasi, Ms. Grace Tulafono, Mrs. Virginia Filiga, Dr. Rosevonne Pato, Mrs. Letupu Moananu, Mrs. Jessie Su'esu'e, Mr. Sonny J. Leomiti, Mr. Michael Leau, Ms. Tafaimamao Tua-Tupuola.

'Academic Excellence Goals, Objectives, Performance Indicators, and Expected Outcomes'

Strategic Focus:
- High Quality Educational Programs and Services;
- Commitment to Providing Academic Excellence.

Strategic Response:

The Academic Plan is the 'Core' of the institution and central to all planning. The Academic Excellence plan ensures integrated planning and alignment of all master plans with emphasis on institutional effectiveness.

The Academic Excellence 2015-2020 Plan was developed and substantiated through a review process based on institutional/divisional/program data as an implementation assessment of the ASCC 2009 – 2014 Institutional Strategic Plan. A full review of the 2009-2014 Academic Excellence goals, objectives, performance indicators, actions, and expected outcomes were thoroughly reviewed and referenced by the Academic Excellence Subcommittee with provisions in planning to be addressed, emphasized, and implemented in the 2015-2020 Academic Excellence Plan. As a result of this review, the following goals, objectives, performance indicators and expected outcomes have been identified in the ASCC 2015-2020 Academic Excellence Plan.

----------"ACADEMIC EXCELLENCE"----------

Strategic Goal #1:
"ASCC will enhance and deliver innovative, effective education & support programs to facilitate Student Academic Success"

Strategic Objective #1:
ASCC will provide qualified faculty, appropriate facilities and a curriculum driven by Outcome Qualities and Competencies.

Performance Indicators:
1. Continue to designate faculty and professional staff teaching and providing services within their area of expertise;
2. Continue to recruit faculty and adjunct to fill vacant positions;
3. Continue to increase the number of faculty positions in specialized/high need areas;
4. Continue to maximize the use of classrooms for instruction and special projects;
5. Continue to emphasize the alignment of institutional, divisional and program outcome qualities and competencies.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Implement placements and staffing based on qualifications and experiences.	1) A comprehensive institutional process has been defined to designate faculty and staff according to expertise and is aligned to divisional operations; *(SI, SII, SIII, SIV)* 2) Processes and policies are reviewed and are updated accordingly to institutional internal and external trends. *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Human Resources**, Academic Affairs, Student Services, Physical Facilities and Maintenance, Trades and Technologies, Teacher Education Department, Samoan Institute, Learning Resource Center, Admission/Registrar/Financial Aid Office, Finance, Management Information Systems, Institutional Effectiveness, Research Foundation, Grant Funded Programs.	
2015-2020	• (PI.2a) Advertise position openings; • (PI.2b) Implement and adhere to the approved hiring procedures; • (PI.3a) Allocate and prioritize financial resources for new faculty and staff positions; • (PI.3b) Develop specialized recruiting procedures through external professional organizations and networks.	3) Trends on student enrollment are documented and analyzed to determine high need areas in teaching and learning, and professional services; *(SII, SIII)* 4) Vacant positions and high need content and service areas continue to be fulfilled. *(SII, SIII)*
Divisions Accountable:	**Human Resources,** Academic Affairs, Student Services, Physical Facilities and Maintenance, Trades and Technologies, Teacher Education Department, Samoan Institute, Learning Resource Center, Admission/Registrar/Financial Aid Office, Finance, Management Information Systems, Institutional Effectiveness, Grant Funded Programs.	
2015-2020	• (PI.4a) Extend the hours of instruction for academic programs and special projects as it may apply; • (PI.4b) Continue to assess classroom, resources, labs, and office space to maximize the utilization of facilities impacted by scheduling.	5) An institutional scheduling process is defined for the scheduling of all courses offered at ASCC to determine the maximization of classroom, labs, resource, and office space and occupancy intervals. *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Physical Facilities & Maintenance, Academic Affairs, Student Services, Teacher Education Department, Trades & Technologies**, **Learning Resource Center, Admission/Registrar/Financial Aid Office**, Management Information Systems, Human Resources.	
2015-2020	• (PI.5) Orient and continue professional development for Student Learning	6) A Student Learning Outcome Awareness and Implementation Plan is

	Outcomes Assessment.	defined and implemented to all ASCC employees. *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Academic Affairs, Institutional Effectiveness, Assessment Committee**	

----------*"ACADEMIC EXCELLENCE"*----------

Strategic Objective #2:
ASCC will Assess, Evaluate and Document recommendations to improve institutional effectiveness.

Performance Indicators:
1. Continue to implement and improve institutional program review;
2. Review and improve processes to analyze and evaluate student assessment data;
3. Assess and evaluate the effectiveness of academic and administrative services that support teaching and learning;
4. Review and improve curriculum processes and institutional information through the biennial catalog update and information and policies are updated on institutional manuals and documents.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1a) Maintain the two year institutional program review cycle; • (PI.1b) Implement and improve the annual divisional assessment (program review);	1) A document has been finalized and approved emphasizing processes for institutional program review; *(SI, SII, SIII, SIV)* 2) Institutional policies are updated and routed accordingly for approval to include program review. *(SI, SII, SIII, SIV)*
Accountable Divisions:	**Institutional Effectiveness,** Academic Affairs, Student Services, Trades and Technology Department, Teacher Education Department, Samoan Institute, Finance, Physical Facilities and Maintenance, Research Foundation, Management Information Systems, Learning Resource Center, Admissions/Records/Financial Aid, Human Resources, Grant Funded Programs.	
2017-2020	• (PI.2) Review and improve outcome assessment and planning at the institutional, divisional, and program levels with focus on: outcome assessment standard operating procedures/instruments, data collection methods, assessment cycles,	3) A document has been finalized and approved emphasizing processes for institutional assessment and planning; *(SI, SII, SIII, SIV)* 4) Institutional policies are updated and routed accordingly for approval to include institutional assessment and

	administrative/faculty/staff deliberation, and reporting.	planning. *(SI, SII, SIII, SIV)*
Accountable Divisions:	**Institutional Effectiveness**, Academic Affairs, Student Services, Human Resources, Physical Facilities and Maintenance, Trades and Technologies, Teacher Education Department, Samoan Institute, Learning Resource Center, Admission/Registrar/Financial Aid Office, Finance, Management Information Systems, Research Foundation, Grant Funded Programs, Assessment Committee.	
2016-2020	• (PI.3) Make data-based recommendations for curriculum improvements; • (PI.4) Update the college catalog biennially and all institutional policies and manuals accordingly.	5) An institutional manual is compiled, approved, and disseminated on institutional program review, assessment, and planning and aligned to institutional policies. *(SI, SII, SIII, SIV)* 6) SLO updates and reports are compiled, analyzed, and disseminated accordingly by all academic and administrative divisions *(SI, SII, SIII, SIV)*
Accountable Divisions:	**President's Advisory Council, Institutional Effectiveness**, Curriculum Committee, Assessment Committee, Institutional Planning Executive Core Committee (IPECC), Data Committee, Resource Management Committee (RMC), Institutional Data Committee (IDC), Faculty Senate.	

----------*"ACADEMIC EXCELLENCE"*----------

Strategic Objective #3:
ASCC will emphasize High Quality Teaching and Services.

Performance Indicators:
1. Increase the quality of effective instructional delivery and services;
2. Evaluate the quality of faculty/staff performance and utilize evaluation data to improve individual effectiveness;
3. Provide professional development activities in teaching, learning, and services.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Provide adequate resources for teaching and learning and professional services; 1. Assess the accurateness of resources for teaching and learning, and professional services;	1) A report is generated annually assessing the accurateness of institutional resources, utilization of these resources, cost of maintenance, and projection of new resources for future resource allocation; *(SI, SII, SIII, SIV)*

	2. Assess the utilization of resources for teaching and learning, and professional services.	
Divisions Accountable:	**Finance,** Academic Affairs, Student Services, Trades and Technologies, Teacher Education Department, Management Information Systems.	

2015-2020	• (PI.2a) Assess the alignment of all ASCC employment positions to divisional standard operating procedures and outcomes;
	• (PI.2b) Continue to evaluate faculty/staff performance and the utilization of data to improve professional needs:
	    1. Content-based activities and opportunities;
	    2. Pedagogy based opportunities
	    3. Skill based opportunities
		2) Divisional organizational charts emphasize alignment of all employment positions to divisional operations (Standard Operating Procedures) and outcomes; *(SI, SII, SIII, SIV)*
		3) An analysis on faculty/staff performance evaluations is compiled annually emphasizing professional needs; *(SI, SII, SIII, SIV)*

Divisions Accountable:	**President's Advisory Council, Vice President of Academic and Student Affairs, Vice President of Administrative Services**, Institutional Effectiveness.	
2015-2020	• (PI.3) Provide in-service and off-island opportunities to improve; 1. Data-based curriculum, instruction, services, and assessment.	4) Increasing improvements on data collection methods, analysis and dissemination of student achievement and institutional/divisional outcome achievement. *(SI, SII SIII, SIV)*
Divisions Accountable:	**Institutional Effectiveness**, **Academic Affairs**, **Assessment Committee**, Student Services, Human Resources, Finance, Management Information Systems, Trades and Technology Department, Teacher Education Department, Samoan Institute, Learning Resource Center, Admission/Registrar/Financial Aid, Curriculum Committee, Resource Management Committee, Institutional Data Committee, Institutional Planning Executive Core Committee, Faculty Senate.	

----------"ACADEMIC EXCELLENCE"----------

Strategic Objective #4:
ASCC will continue to develop, implement, and solidify programs that serve the need of the Community.

Performance Indicators:
1. Improve and increase community and cultural research;
2. Improve and increase community workforce training and placements;
3. Maintain and expand community partnerships;
4. Implement service learning outreach programs.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2016	• (PI.1) Increase internal and external awareness with ASCC's community and cultural research and outreach.	1) Institutional publicity has increased in research, awareness, and program salient accomplishments. *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Institutional Effectiveness**, Academic Affairs, Student Services, Management Information Systems, Admission/Registrar/Financial Aid Office, Finance, Trades and Technologies, Teacher Education Department, Samoan Institute, Learning Resource Center, Grant Funded Programs.	
2015-2020	• (PI.2a) Expand opportunities for credit/noncredit training; • (PI.2b) Expand ongoing career placement programs; • (PI.2c) Strengthen existing programs; • (PI.2d) Formalize additional workforce placement programs; • (PI.3) Maintain and expand community partnerships.	2) Constant reviews and updates on all (Current and New) ASCC MOUs, job placements, and transfers are documented and centralized institutionally and archived; *(SI, SII, SIII, SIV)* 3) An increase in community advisory council participation in program affairs has been documented and centralized institutionally and archived. *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Academic Affairs**, **Trades and Technologies, Teacher Education Department, Samoan Institute**, Finance, Student Services, Human Resources, Learning Resource Center, Admission/Registrar/Financial Aid Office, Institutional Effectiveness, Grant Funded Programs.	
2015-2020	• (PI.4) Provide more service learning career opportunities for ASCC students;	4) A service learning plan has been identified and implemented. *(SII, SIII)*
Divisions Accountable:	**Academic Affairs**, Trades and Technology Department, Teacher Education Department, Samoan Institute, Student Services, Grant Funded Programs.	

----------*"ACADEMIC EXCELLENCE"*----------

Strategic Objective #5:
ASCC will increase the Quality and Availability of Educational Technology.

Performance Indicators:
1. Provide professional training for faculty/staff and support technicians;
2. Promote distance learning and integration of existing technologies;
3. Expand the development and integration of evolving technologies.

Scope: Institution

Planning	Activities:	Expected Outcomes:

Timeline:		
2015-2016	• (PI.1) Assess the trends and usage of technology in higher education.	1) A plan has been reviewed, implemented, and assessed for professional development on technological system upgrades and multimedia technological devices appropriate to instruction and services offered at ASCC; *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Academic Affairs, Management Information Systems, Trades and Technologies**, Finance, Teacher Education Department, Samoan Institute, Learning Resource Center, Grant Funded Programs.	
2017-2018	• (PI.2a) Increase the number of distance learning courses offered at ASCC; • (PI.2b) Assess the value added impact of distance learning on student achievement.	2) An assessment on the need of outreach courses is documented and a plan of implementation has been identified. The plan should include possible outreach designated site MOUs, resources, technical support, and stability of instructional delivery; *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Academic Affairs, Management Information Systems, Trades and Technologies**, Finance, Teacher Education Department, Samoan Institute, Learning Resource Center, Grant Funded Programs.	
2019-2020	• (PI.3) Research the compatibilities of newer technologies to ASCC's existing resources.	3) An assessment on all ASCC's current technologies and its impact on SLOs are documented with recommendations on the trends in educational technologies listed for future planning and budgeting. *(SII, SIII)*
Divisions Accountable:	**Academic Affairs, Management Information Systems, Trades and Technologies, Finance, Teacher Education Department**, Samoan Institute, Learning Resource Center, Grant Funded Programs, Institutional Effectiveness.	

----------"ACADEMIC EXCELLENCE"----------

Strategic Objective #6:
ASCC will continue to strengthen its services in Academic Advising, Counseling, Tutoring, Finances, Resources, and Campus Life.

Performance Indicators:
1. Review and improve academic advising, counseling, and tutoring;
2. Review and improve opportunities for student recruitment and college preparation;
3. Provide opportunities for students to receive adequate financial assistance;
4. Promote a vibrant and secure environment for campus life.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2017	• (PI.1a) Improve and increase the awareness and services of academic advising; • (PI.1b) Increase awareness of counseling and tutoring services and coordination of referrals throughout the campus; • (PI.2) Increase college preparation outreach; • (PI.3a) Maximize student access to financial aid employment scholarships; • (PI.3b) Increase the accuracy of financial aid applications and records.	1) An assessment of student awareness and the reporting of student information based on the effectiveness of ASCC's academic advising, tutoring services, counseling services, are documented. *(SII, SIII)* 2) Outreach recruiting procedures is institutionalized, documented, and centralized; *(SI, SII, SIII, SIV)*
Divisions Accountable:		**Academic Affairs, Student Services, Admission/Registrar/Financial Aid Office, Finance, Trades and Technologies, Teacher Education Department**, **Samoan Institute**, Management Information Systems, Learning Resource Center, Institutional Effectiveness, Grant Funded Programs.
2015-2020	• (PI.4a) Increase the number and scope of extracurricular activities to promote SLO awareness; • (PI.4b) Improve the awareness plan for student/faculty/staff safety.	3) A process for a calendar of institutional activities are generated annually and disseminated accordingly; *(SII, SIII)* 4) An assessment of the ASCC safety plan is documented and archived. *(SII, SIII)*
Divisions Accountable:		**Institutional Effectiveness**, Academic Affairs, Student Services, Human Resources, Physical Facilities and Maintenance, Trades and Technologies, Teacher Education Department, Samoan Institute, Learning Resource Center, Admission/Registrar/Financial Aid Office, Finance, Management Information Systems, Research Foundation, Grant Funded Programs.

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----------*"ACADEMIC EXCELLENCE"*----------

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Strategic Objective #7:
ASCC will enhance opportunities for student academic, career and personal success.

Performance Indicators:
1. Improve and expand transfer and employment counseling;
2. Improve the tracking of alumni employment, transfer, and enrichment;
3. Expand and increase articulation agreements in student and course transfer.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Increase awareness of transfer opportunities and employment counseling; • (PI.2) Improve the collection of alumni data for internal and external reporting.	1) An institutional process for collecting data on alumni, student transferability, and job placements are documented and centralized institutionally and archived and publicized; *(SII, SIII)*
Divisions Accountable:	**Student Services**, Academic Affairs, Admissions-Records-Financial Aid, Trades and Technology Department, Teacher Education Department, Samoan Studies Institute, Community and Natural Resources, Institutional Effectiveness.	
2017-2020	• (PI.3) Update, reconfirm, and increase new articulation agreements with other institutions for student and course transfer articulation.	2) A document that specifies updates on current and new articulation agreements is centralized institutionally and archived. *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Academic Affairs**, **Trades and Technology Department**, **Teacher Education Department**, Student Services, Admissions-Records-Financial Aid Institutional Effectiveness.	

----------*"ACADEMIC EXCELLENCE"*----------

Strategic Objective #8:
ASCC will continue to expand academic programs to meet the needs of the community.

Performance Indicators:
1. Continue to explore options for program development;
2. Assess and review ASCC's mission according to the need of the community.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1a) Comply with WASC ACCJC requirements; • (PI.1b) Initiate review of programs to comply with accreditation standards for WASC ACSCU; • (PI.1c) Increase community articulation based on societal needs and trends focused on learning and student centeredness;	1) Institutional dialogue is documented towards the transitioning to a four-year institution under the purview of WASC ACSCU. *(SI, SII, SIII, SIV)* 2) Program and workforce developments for local expansion are documented. *(SI, SII, SIII, SIV)* 3) ASCC's mission and vision statement is assessed to determine institutional and community needs biennially. *(SI,*

	• (PI.1d) Assure adequate funding for planning and operations; • (PI.2) Review and assess ASCC's mission and vision.	*SII, SIII, SIV)*
Divisions Accountable:	**President's Advisory Council**, Academic Affairs, Student Services, Trades and Technology, Teacher Education Department, Institutional Effectiveness, Human Resources.	

----------"ACADEMIC EXCELLENCE"----------

Strategic Goal #2:
"ASCC will support Faculty and Staff Performance Commitment"

Strategic Objective #1:
ASCC will continue to provide a work environment that encourages professional growth, recognizes and supports excellence in services, and provides advancement opportunities.

Performance Indicators:
1. Provide recognition of merit;
2. Continue to implement professional improvement and degree advancements;
3. Provide adequate resources for promotion;
4. Review and implement faculty/staff reclassification and ranks.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Improve and implement administrative procedures that focus on support for instruction and services. • (PI.2) Continue to recognize faculty and staff achievements through media and other networks; • (PI.3) Provide adequate funding for faculty/staff individual professional development; • (PI.4) Consistently apply personnel policies for promotion and advancement.	1) Review and improve processes for faculty/staff recognition, professional improvement, and degree advancements; *(SII, SIII, SIV)*
Divisions Accountable:	**Academic Affairs**, **Human Resources**, **Finance**, Institutional Effectiveness, President Advisory Council.	
2015-2020	• (PI.5a) Implement reclassification; • (PI.5b) Develop and adopt a system for	2) The plan for reclassification has been reviewed and implemented; *(SII, SIII)*

	faculty ranks.	3) Faculty ranks have been reviewed and implemented; *(SII, SIII)*
Divisions Accountable:	**Faculty Senate**, Human Resources, Finance, Academic Affairs, Trades and Technology Department, Teacher Education Department, Institutional Effectiveness, Student Services, Community and Natural Resources, Research Foundation, Physical Facilities and Maintenance, Management Information System, Admissions, Records, and Financial Aid, Samoan Studies Institute, Learning Resource Center, Grant Programs.	

'Technology Goals, Objectives, Performance Indicators, and Expected Outcomes'

Strategic Focus:
- Provide Quality and Updated Technology for Communication and Services;
- Provide adequate funding and support for all technological resources and educational technological trends.

Strategic Response:
With the influx in ARRA funding, many of the goals and objectives in the Technology Plan (ASCC Strategic Plan 2009-2014) have been addressed in the provision, support, and instructional delivery of student learning activities. This plan provides updates based on implementation of the 2009-2014 ASCC Technology Master Plan with focus on assessing the quality and accurateness of the technologies purchased, accessibility, maintenance, disposal, and the Total Cost of Ownership for the upcoming planning years.

----------"TECHNOLOGY"----------

Strategic Goal #1:
"ASCC will effectively maintain and develop its Computer and Server assets and services to internal and external stakeholders"

Strategic Objective #1:
ASCC will meet the challenge of current Computer and Server needs of the ASCC stakeholders.

Performance Indicators: computers and servers
1. Assess the computer accessibility plan;
2. Increase computer training opportunities for ASCC employees;
3. Assess the effectiveness of processes for computer/server purchasing/maintenance plan;
4. Review computer/server "replacement and disposal" processes for accuracy, compliance, and federal mandates.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Confirm technology review process for purchase, maintenance, and disposal of all technological	1) A Technology Review Committee (TRC) is established to monitor technology plan, assess its

	equipment:
	  o Establish and organize the technology review committee;
	  o Establish roles and responsibilities for TRC;
	• (PI.1) Review compliance of all ASCC technology processes to local and federal regulations;
	• (PI.1a) Assess the number of computers that are available for student usage, condition of computers, and life-span for projection of cost of maintenance and purchasing of new computers;
	• (PI.1b) Continual assessments of the usage of computer labs available to students and the hours that they are available.
		effectiveness, and set schedules for purchase, maintenance, and disposal of all technological equipment;
		2) A formalized process outlining TRC roles and responsibilities in assessing and scheduling is documented;
		3) All processes are compliant with local and federal regulations; *(SIII)*
		4) An updated semester based report of computer accessibility for students is documented and is institutionally centralized and archived;
		5) A document emphasizing that technologies purchased by ASCC is compatible, appropriate, and conducive to support student learning.

Divisions Accountable:	**Academic Affairs, Management Information Systems**, **Student Services, Trades and Technologies, Teacher Education Department, Samoan Institute, Learning Resource Center**, **Grant Funded Programs**, Finance, Institutional Effectiveness.	

2015-2020	• (PI.2) Training for ASCC faculty and staff are provided.	6) A training plan (Internal & External) is developed and added to the ASCC professional development plan;
		  o Faculty: hardware and software training;
		  o Support staff: technical and service training;
		  o System users: etiquette and care for ASCC systems and hardware;
		  o Update in acceptable use policy.

Divisions Accountable:	**Academic Affairs, Human Resources, Trades & Technologies, Teacher Education Department, Management Information Systems**, Finance, Institutional Effectiveness.	

2015-2020	• (PI.3) Institutional processes for maintenance of institutional technological purchases are emphasized and assessed.	7) An ongoing assessment is institutionally documented assessing the processes of all ASCC technological assets.
		8) An annual assessment plan emphasizing the total cost of ownership to include the following areas:
		  o Maintenance;
		  o Life-span;

		o New technology hardware and software.
Divisions Accountable:	**Management Information Systems**, **Resource Management Committee,** Finance, Institutional Effectiveness.	
2015-2020	• (PI.4) Identify through the biennial physical inventory ASCC assets that will be replaced and disposed.	9) A process emphasizing a timeline scheduling replacement and disposal of ASCC physical assets and is in compliance with local and federal regulations.
Divisions Accountable:	**Finance, Management Information Systems**, Resource Management Committee, Grant Funded Programs.	

----------"TECHNOLOGY"----------

Strategic Objective #2:
ASCC will meet the challenges of future technological needs for ASCC stakeholders.

Performance Indicators: computers and servers
1. To review and assess the utilization of campus-wide systems;
2. To research and procure funding for identified computer/server needs.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) ASCC defines user accessibility and an institutional committee for all campus systems focusing on educational purposes, user confidentiality, operations, and services offered; • (PI.2) Continue to procure funding to sustain the cost of Datatel and research systems that will be cost containable for ASCC.	1) A policy defines user access for campus-wide systems based on institutional operations, purpose, and acceptable use policies. 2) Alternative systems have been identified for cost saving measures. ASCC identifies other sources of funding to sustain the cost of Datatel.
Accountable Divisions:	**Finance, Management Information Systems**, Research Foundation, Grant Funded Programs.	

----------"TECHNOLOGY"----------

Strategic Goal #2:
"ASCC will effectively maintain and develop its Network and Communication assets and services to internal and external stakeholders"

Strategic Objective #1:

ASCC will assess network and telecommunications connectivity and reliability to institutional operations.

Performance Indicators: network and communication

1. Assess current network and telecommunications and future expansion for institutional growth;
2. To assess the utilization and performance of the campus-wide local area network (LAN).

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Continue to research, assess, and procure optional solutions for network and telecommunications expansion. ○ Communication switchboard-auto-answer option; ○ Faster internet connectivity; ○ Revisit VoIP integration;	1) A report/plan indicating network and telecommunication needs are implemented and assessed;
Accountable Divisions:	**Management Information Systems**, Finance, Physical Facilities and Maintenance, Resource Management Committee.	
2015-2020	• (PI.2a) Conduct internal/external assessment of campus-wide Local Area Network; • (PI.2b) Conduct internal/external assessment wireless campus hotspots.	2) A status report is compiled based on internet LAN and wireless connectivity; 3) Improvements/Plan on increasing internet quality is defined and implemented and institutionally funded. a. To include Grant Funded Programs
Accountable Divisions:	**Management Information Systems**, Finance, Physical Facilities and Maintenance, Resource Management Committee, Grant Funded Programs.	

----------"TECHNOLOGY"----------

Strategic Goal #3:
"ASCC will effectively maintain and develop its Distance Learning and Online Services to internal and external stakeholders"

Strategic Objective #1:

ASCC will provide opportunities and access for Distance Learning and Online Services.

Performance Indicators: distance learning and online services
1. To develop and implement an asynchronous online resources plan;
2. Research other applications/technologies to enhance distance learning and online services.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Continue to review and assess, online registration, distance learning technologies and online support services; • (PI.2) Assess tutorial software conducive to online learning.	1) Implement and assess programs and services that can be offered via distance learning and appropriate services that impact student enrollment and achievement.
Accountable Divisions:	**Management Information Systems**, Finance, Physical Facilities and Maintenance, Resource Management Committee, Grant Funded Programs, Student Services, Academic Affairs, Admissions/Records/Financial Aid, Trades and Technology Department, Teacher Education Department.	

----------"TECHNOLOGY"----------

'Physical Facilities and Maintenance Goals, Objectives, Performance Indicators, and Expected Outcomes'

Strategic Focus:

ASCC will continue to effectively maintain its human and physical assets and its services to its internal/external stakeholders through its Integrated Physical Facilities and Maintenance Plan.

Strategic Response:

The 2015-2020 PFM Master Plan was based on an assessment of the 2009-2014 PFM Master Plan. Recommendations substantiated from the 2009-2014 plan focused on the best practices for the effective management of ASCC's Physical assets. The plan encompasses Total Cost of Ownership measures, which will increase the efficiency of our facilities, reduce maintenance costs, and decrease high turnover of facilities and equipment. Effective maintenance of our facilities will enable stakeholders to work in a safe, clean and secure environment leading to the achievement of our institutional mission for "high quality" services. The plan allows for administrators to envision expansion of campus facilities and programs and to prepare for the future.

----------"PHYSICAL FACILITIES & MAINTENANCE"----------

Strategic Goal #1:
"ASCC will implement the Physical Facilities and Maintenance Plan for new construction, renovation and repair, and maintenance through a formalized process."

Strategic Objective #1:
ASCC will institute a review process to monitor the implementation of the Comprehensive Preventive Maintenance Plan.

Performance Indicators:
1. Develop a review process of all ASCC physical facilities;
2. Conduct an assessment of all physical facilities;
3. Identify funding sources to execute the comprehensive preventive maintenance plan.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:

2015-2020	• (PI.1) Confirm facility review process for new construction projects, renovation and repair priorities, and maintenance activities:
	  o Establish and organize the facility review committee;
	  o Establish roles and responsibilities for FRC;
	  o Review compliance of all ASCC physical facilities to local and federal regulations;
		10) A committee is established to monitor PFM plan, assess its effectiveness, and set schedules for new construction, renovation and repair, and maintenance activities;
		11) A formalized process outlining FRC roles and responsibilities in assessing and scheduling is documented;
		12) All processes are compliant with local and federal regulations; *(SIII)*

Divisions Accountable:	**Resource Management Committee**, Physical Facilities and Maintenance, Institutional Effectiveness, Finance.	

2015-2020	• (PI.2a) Initiate 1st assessment of facilities
	  o Review previous facility plans (ex. 2020 campus plan, ASCC campus filed book, 2007 facilities plan, etc.);
	  o Collect institutional data on space management;
	  o Conduct inventory of buildings;
	  o Conduct inventory of maintenance equipment;
	  o Review institutional program review and divisional assessment results;
	  o Review standard III;
	  o Assess condition of current facilities;
	• (PI.2b) Initiate 2nd assessment of facilities
	  o Review new construction, renovation and repair, and maintenance activities performed in first two years;
	  o Assess new condition of physical assets;
	  o Make recommendations for maintenance schedules and resources;
		13) A full facility assessment report of ASCC's physical assets highlighting needs for new construction and minor/major renovation and repair; *(SIII)*
		14) An annual schedule for new construction, renovation and repair, and maintenance activities is identified; *(SIII)*

Divisions Accountable:	**Resource Management Committee**, Physical Facilities and Maintenance, Management Information Systems, Institutional Effectiveness, Finance.	
2016-2020	• (PI. 3) Identify possible funding sources through federal grants and local funds.	15) Increase in funding resources. *(SI, SIII)*
Divisions Accountable:	**President, Board of Higher Education, Research Foundation, Finance,** Resource Management Committee.	

----------*"PHYSICAL FACILITIES & MAINTENANCE"*----------

Strategic Objective #2:
ASCC will ensure the quality of its facilities, services, and equipment through its qualified personnel.

1. Provide, maintain, and hire qualified personnel to fulfill technical/specialized positions.

Planning Timeline:	Activities:	Expected Outcomes:

2015-2020	• (PI.1) To allocate institutional support for:
	  o Technical/specialized training;
	  o Qualified personnel.
		1) Qualified technical/specialized personnel have been hired; *(SII, SIII)*
		2) Support staff received training in specialized/skilled areas. *(SIII)*

Divisions Accountable:	**Human Resources**, Trades and Technology Department, Physical Facilities and Maintenance, Management Information Systems, Finance, Institutional Effectiveness.	

----------*"PHYSICAL FACILITIES & MAINTENANCE"*----------

Strategic Goal #2
"New Construction"
"ASCC will continue planning of new construction based on a needs assessment."

Strategic Objective #1:
Complete all new construction and newly identified construction.

Performance Indicators:
1. Ensure quality of construction;
2. Ensure adherence to proposed timeline;
3. Develop maintenance schedule for all construction;
4. Implement maintenance schedule;
5. Assess maintenance schedule for effectiveness;
6. Secure funding for maintenance of all new construction.

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1 & PI.2) ASCC will reference the 2020 campus plan for guidance and planning by the facilities review committee;	1) Completion of all identified new construction; 2) Institutionally centralized and archived all construction plans, documents, and

	• (PI.1 & PI.2) Monitor progress of construction by ensuring builders are following proposed timeline and completing phases as indicated in the specifications; • (PI.1) Consult with appropriate local and federal agencies for compliance issues and schedule inspections accordingly; • (PI.1 & PI.2) Weekly progress reports addressing issues and finding solutions to construction problems; o Submit all documentation for construction projects to special projects personnel for proper storage of all facility documents;	blueprints.
Divisions Accountable:	**Resource Management Committee**, Physical Facilities and Maintenance, Management Information Systems, Institutional Effectiveness, Finance.	
2015-2020	• (PI.3 & PI.4) Develop schedule for the maintenance of all ASCC completed construction projects; • (PI.5) Implement schedule for all completed construction project maintenance;	3) A comprehensive maintenance plan for all completed construction projects; 4) Assessment of all maintenance on completed construction projects are reported in divisional quarterly reports.
Divisions Accountable:	**Resource Management Committee**, Physical Facilities and Maintenance, Management Information Systems, Institutional Effectiveness, Finance.	
2015-2020	• (PI.6) Identify funding sources locally and federally.	5) Increase in local and federal funding sources.
Divisions Accountable:	**President, Board of Higher Education, Research Foundation, Finance,** Resource Management Committee.	

----------*"PHYSICAL FACILITIES & MAINTENANCE"*----------

Strategic Goal #3:
"Renovation & Repair"
"ASCC will continue to improve our services through renovations by utilization and the allocation of resources"

Strategic Objective #1:
ASCC will continue to maintain our physical assets through renovations and repair.

Performance Indicators:

1. Conduct assessment on the current process for renovation and repair;
2. Improve Job order processes;
3. Train all personnel on OSHA requirements;
4. Educate all stakeholders on the proper care of facilities and energy saving initiatives;
5. Assess renovation and repair activities for institutional effectiveness.

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Conduct an assessment of current renovation and repair process; • (PI.2) Improve job order processes; • (PI.3) Hire an OSHA consultant to train all personnel on OSHA requirements;	1) Annual review of work order process for renovations and repair and preventive maintenance; 2) Annual review of PR process to procure materials and supplies; 3) Compliance with OSHA standards.
Divisions Accountable:	**Physical Facilities and Maintenance**, **Trades and Technology,** Institutional Effectiveness, Finance, Human Resources.	
2015-2020	• (PI.4) Train staff and faculty on proper care of facilities and energy-savings initiatives: • (PI.5) Conduct a quarterly assessment on renovation and repair activities.	4) Reduction of overhead costs; 5) Reduction of work orders; 6) Preservation of our facilities.
Divisions Accountable:	**Resource Management Committee, Physical Facilities and Maintenance**, Trades and Technology Department, Finance, Human Resources.	

----------"PHYSICAL FACILITIES & MAINTENANCE"----------

Strategic Goal #4:
"Maintenance"
"ASCC will effectively maintain its facilities and equipment."

Strategic Objective #1:
ASCC will implement and improve the comprehensive preventive maintenance plan.

Performance Indicators:
1. Develop, implement, and assess the comprehensive preventive maintenance plan;
2. Identify resources for comprehensive preventive maintenance plan.

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1) Develop and implement a preventive maintenance program for all	1) A comprehensive maintenance plan inclusive of all physical facility

	system concerns:	concerns;
Divisions Accountable:	**Resource Management Committee, Physical Facilities and Maintenance**, Institutional Effectiveness, Finance.	

2015-2020	• (PI.2) Identify resources:
	   o Identify sources of funding for comprehensive maintenance plan
	   o Identify human resources needed to perform the job
	   o Identify tools and equipment needed for the programs above.
		2) Adequate support and allocation of resources is documented;

Divisions Accountable:	**Resource Management Committee,** Physical Facilities and Maintenance, Institutional Effectiveness, Finance, Human Resources.	

----------*"PHYSICAL FACILITIES & MAINTENANCE"*----------

'Staffing Goals, Objectives, Performance Indicators, and Expected Outcomes'

Strategic Focus:
- Professional, Governance and Employee Development;
- Reclassification;
- Adequate Staffing

Strategic Response:

With the influx in ARRA funding, many of the goals and objectives in the Staffing Plan (ASCC Strategic Plan 2009-2014) were addressed in the areas of professional development, training, and hiring in high need areas. This plan provides updates based on the implementation of the 2009-2014 ASCC Staffing Master Plan with the focus on policies and processes to better improve and sustain professional development, reclassification and hiring of personnel.

----------"STAFFING"----------

Strategic Goal #1:
"ASCC will invest in and promote professional, governance, and employee development to enhance institutional effectiveness"

Strategic Objective #1:
ASCC will provide professional development training and degree opportunities supported by the institution to enhance and retain employees with competencies that promote high quality services.

Performance Indicators:
1. Analysis and review of guidelines for professional and employee development training;
2. Support required training;
3. Promote personal and professional growth;
4. Support and promote degree programs for employees for professional growth.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2016	• (PI.1a) Confirm staffing review process for hiring, training, and	1) A staffing review committee (SRC) is established to monitor staffing plan,

professional development:
  o Establish and organize the staffing review committee;
  o Establish roles and responsibilities for SRC;
• (PI.1b) SRC review compliance of all ASCC policies and practices to local and federal regulations;
• (PI.1c) Analyze guidelines for selecting, monitoring, and accountability for professional and employee development activities (off/on-island training);
• (PI.1d) Evaluate available training alternatives to identify the most effective mechanism for developing employee competencies (local training/webinars);
	assess its effectiveness, and reviews for training, professional growth, and hiring.
	2) A formalized process outlining SRC roles and responsibilities in review and assessment;
	3) All processes are compliant with local and federal regulations; *(SIII)*
	4) Analysis of professional updates, development, and employee development activities to identify needs and strengths. Analysis should be processed and policy driven, institutionally centralized and archived; *(SII, SIII, SIV)*

Accountable Divisions:	**Human Resources,** Staffing Review Committee,
2015-2020	• (PI.2a) Identify funding and resources to conduct and attend required training (Training of Trainers); • (PI.2b) Establish a pool of trainers to conduct required training from institution and community;	1) An institutional schedule of high quality and required training for all employees; 2) A list of professional development trainers identifying specialized areas of expertise;
Accountable Divisions:	**Resource Management Committee**
2015-2020	• (PI.3a) Provide opportunities and incentives that will enhance personal and professional growth; • (PI.3b) Formalize employee participation through an incentive process based on long-term commitment and service in institutional committees: o A plan is identified to acknowledge faculty/staff who served in institutional committees for 5+ years;	3) An increase in faculty and staff enrollment in courses, webinars, and training for strengthening of competencies and cross training; 4) Faculty & Staff long-term consistent participation in institutional committees are acknowledged and rewarded accordingly;
Accountable Divisions:	**President's Advisory Council,** IPECC, Resource Management Committee
2015-2020	• (PI.4) Provide funding, resource support or release time support for personnel in pursuit of a higher degree:	5) Increase in highly qualified and certified faculty and staff.

	o Policies are updated to include terms for faculty and staff commitment to ASCC upon completion of their degrees.
Accountable Divisions:	**President's Advisory Council,** Resource Management Committee

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<p align="center">----------"STAFFING"----------</p>

<p align="center">Strategic Goal #2:
"ASCC will offer competitive and equitable compensation that aligns with employee performance"</p>

Strategic Objective #1:

ASCC will provide a comprehensive classification and performance evaluation program that will encourage employees to maximize quality of services.

Performance Indicators:
1. Invest and improve competitive and equitable pay;
2. Support standard classification process;
3. Improve performance evaluation process and instruments that assess effectiveness.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1a) Implement approved incremental reclassified pay schedule for faculty and staff that meets local mandates and USDOL minimum wage specifications; 　o Degrees Attained; 　o Years of Service; 　o Individual Professional Growth; • (PI.1b) Review the class contracts scale for adjunct faculty and for professional services; • (PI.1c) Review the pay scale for specialized and skilled areas; 　o Degree vs. Certification; 　o Professional Licensure; 　o Years of Experience;	1) An updated equitable pay scale detailing the grades and steps for faculty, staff, and skilled positions have been reviewed by the SRC, channeled for approval, and implemented institutionally; *(SI, SII, SIII, SIV)*

	• (PI.1d) Policies and processes on employment positions pertaining to degree, certification, licensure, and years of experience be reviewed by the SRC.	
Divisions Accountable:	**Human Resources**, SRC	

2015-2020	• (PI.2) Review the analysis of standard classification process transition for all ASCC employees:
	     ○ Classification of ranks for Higher Education;
	     ○ Differentiation of professional responsibility.
		2) A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities; *(SI, SII, SIII, SIV)*

Divisions Accountable:	**Human Resources**, SRC	
2015-2020	• (PI.3a) Update ASCC instruments to evaluate Faculty and Staff; • (PI.3b) Assess all ASCC employment positions for classification accuracy; • (PI.3c) An evaluation policy is identified and implemented;	3) Performance evaluation instruments are updated and implemented; 4) All ASCC employment positions are reviewed, classified, and aligned to the ASCC evaluation policy.
Divisions Accountable:	**Human Resources**, SRC, Institutional Effectiveness	

----------"STAFFING"----------

Strategic Goal #3:
"ASCC will ensure adequate staffing that will promote high quality programs and services"

Strategic Objective #1:
ASCC will budget positions for identified high need areas.

Performance Indicators:
1. Implement and adhere to hiring procedures;
2. Identify adjunct part-time, consultation, contractual and temporary positions;
3. Promote and expand student employment for transitioning into the workplace.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:

2015-2017	• (PI.1) Review and update processes and policies for hiring and setting of pay scale to match qualifications and competencies required for the position;	1) Updated policies and clear SOPs for hiring, placement, and transfer of personnel; *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Human Resources**, SRC	
2015-2020	• (PI.2a) Assess and identify ASCC institutional needs in specialized and high-need areas, and expansion; • (PI.2b) Continue to seek and procure funding for sustainability.	2) A document identifying ASCC's institutional needs in specialized and high-need areas, and expansion of services and program is institutionally centralized and archived; *(SI, SII, SIII, SIV)* 3) Funding sources are identified; *(SII, SIII)*
Divisions Accountable:	**Institutional Planning Executive Core Committee (IPECC)**, Curriculum Committee, Assessment Planning Committee (APC), Data Committee (DC), Resource Management Committee (RMC), Staffing Review Committee (SRC), Technology Review Committee (TRC), and Facilities Review Committee (FRC).	

2015-2020	• (PI.3a) Promote articulation for better employment opportunities for transitioning into the workforce;
	• (PI.3b) Review and analyze student employment process;
	• (PI.3c) Identify instrument or system to track student transferability, job placement, and service learning opportunities.
		4) A tracking system is identified addressing the following areas:
		   o Processes for student transition into the workforce;
		   o Processes for student transferability to other institutions of higher learning;
		   o Processes for Service Learning opportunities;
		5) The tracking system (process) is institutionally centralized and archived.

Divisions Accountable:	**Student Services**, Academic Affairs, Trades and Technology, Teacher Education Department, Samoan Studies Institute, Community Natural Resources, Institutional Effectiveness, and Data Committee.	

----------*"STAFFING"*----------

'Total Cost of Ownership (TCO) Goals, Objectives, Performance Indicators, and Expected Outcomes'

Strategic Focus:
- Resource Management
- Resource Sustainability

Strategic Response:

With the influx in ARRA funding, many of the goals and objectives in the ASCC Strategic Plan 2009-2014 were addressed in the areas of Academic Excellence, Technology, Physical Facilities and Maintenance, and Staffing. This plan was established as an additional strategic priority resulting from recommendations from each of the master plans. The Total Cost of Ownership Plan encompasses resource allocation and management in each of the strategic focus areas.

----------"TOTAL COST OF OWNERSHIP (TCO)"----------

Strategic Goal #1:
"ASCC will provide planned funding and resource management that addresses total cost of ownership for technology and equipment, for physical facilities, and for staffing and personnel development facilitating the provision of services and programs for academic achievement"

Strategic Objective #1:
ASCC will implement processes and procedures that address total cost of ownership for technology and equipment facilitating the provision of services and programs for academic achievement.

Performance Indicators:
1. Develop a document to validate justification of all technology equipment requests;
2. Develop and implement the replacement plan for all technology and equipment and supplies;
3. Provide technical training for staff to adequately provide sufficient support for technology and equipment;
4. Provide care & maintenance training to all users of technology and equipment;
5. Implement assessment of all technological software and Internet accessibility to ensure that usage is at its full potential;

6. A budget allocation is defined based on the institutional replacement and purchasing plan.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2020	• (PI.1a) An inventory assessment of all technologies, supplies and equipment are documented, centralized, and archived; • (PI.1b) An assessment and review of divisional standard operating procedures to improve the control of purchasing technologies and equipment; ○ Review of PR Forms; ○ Institutionalize technical and equipment specification; ○ A plan to sustain the maintenance of technologies and equipment. • (PI.2) Assess and improve the process of replacing and disposing of all technologies and equipment: ○ A plan for replacing all technologies and equipment is implemented; ○ Disposal of all or any technologies and equipment comply with local and federal regulations.	1) An up to date comprehensive inventory of all technology equipment is kept and referred to for purchasing and replacement of technology and equipment; *(SII, SIII, SIV)* 2) Processes and policies are followed for the replacement and purchase of all technology equipment; *(SII, SIII, SIV)*
Divisions Accountable:	**Finance, Management Information System**, Physical Facilities and Maintenance, Trades and Technology Department, Resource Management Committee, Academic Affairs, Student Services, Teacher Education Department, Samoan Studies Institute, Grant Funded Programs, and Technology Review Committee.	
2015 -2020	• (PI.3) Technical training is scheduled and implemented for support staff based on the assessment of institutional needs in technologies and equipment; • (PI.4) Professional training for appropriate care and etiquette of technologies and equipment is provided for all ASCC employees.	3) Support staff have received technical training and provided with training opportunities in all areas of technology and equipment support; *(SII, SIII)* 4) All users of technology and equipment have been trained in the proper usage, care, and maintenance of technology and equipment; *(SII, SIII)*
Divisions	**Management Information System, Finance, Trades & Technology Department,**	

Accountable:	**Teacher Education, Resource Management Committee,** Technology Review Committee.	
2015 -2020	• (PI.5a) Internal assessment on internet connectivity is done monthly to determine speed efficiency conducive to institutional services; • (PI.5b) External assessment on Internet connectivity is done monthly to determine speed efficiency conducive to institutional services.	5) An institutional assessment of the software, accessibility, and usage of technology equipment is conducted to determine the maximization of technology, software, Internet accessibility, and usage by all ASCC stakeholders *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Management Information System, Technology Review Committee, Resource Management Committee, Finance.**	
2015-2020	• (PI.6) Justification of all technology equipment requests is documented and based on institutional replacement and purchase plan.	6) Planned budgeting for all new and Replacement purchases of technology and equipment. (SI, SII, SIII, SIV)
Divisions Accountable:	**Finance, Management Information Systems,** Resource Management Committee (RMC), Technology Review Committee,	

----------*"TOTAL COST OF OWNERSHIP (TCO)"*----------

Strategic Objective #2:

ASCC will implement processes and procedures that address total cost of ownership for physical facilities and equipment used in the provision of services and programs for academic achievement.

Performance Indicators:
1. Conduct an annual assessment and analysis for the development and update of the Comprehensive Preventive Maintenance Plan for all facilities, air condition units, vehicles, and maintenance equipment;
2. Develop and implement replacement plan for all air condition units and maintenance equipment;
3. Update and implement policy of purchasing all equipment to ensure energy efficiency and to include a maintenance/warranty plan;
4. Provide technical training to support staff to adequately perform the specialized skills of preventive maintenance;
5. Hire and retain specialized technicians for maintenance and repair of air condition units, maintenance equipment, and physical facilities equipment and components.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:
2015-2019	• (PI.1) Annually assess all facilities, air	1) An annual assessment is conducted and

condition units, vehicles, and maintenance equipment;
    o An inventory assessment of all facilities, air condition units, vehicles, tools, and maintenance equipment are documented, centralized, and archived;
• (PI.2) Assess and improve the process of replacing and disposing of all air conditioning, and maintenance equipment:
    o A plan for replacing all air conditioning units and maintenance equipment;
    o Disposal of all or any air conditioning and maintenance comply with local and federal regulations;
• (PI.3) Update and implement policy of purchasing all equipment to ensure energy efficiency and to include a maintenance/warranty plan.
	inventory updates for preventive maintenance planning; *(SI, SII, SIII, SIV)*
	2) A schedule of maintenance is followed decreasing the emergency repairs and purchases; *(SIII, SIV)*
	3) Processes and policies are followed for the replacement and purchase of all ASCC equipment; *(SII, SIII, SIV)*

Accountable Divisions:	**Finance, Physical Facilities and Maintenance, Trades and Technology Department**, **Management Information System, Resource Management Committee, Facilities Review Committee, and Technology Review Committee.**
2015-2018	• (PI.4) Technical training is scheduled and implemented for support staff to perform the specialized skills of preventive maintenance; • (PI.5) Hire and retain specialized technicians for preventive maintenance and repair of air condition units, maintenance equipment, and physical facilities equipment and components.	4) Support staff have received technical training and provided with training opportunities in all areas of preventive maintenance; *(SII, SIII)* 5) Specialized technicians are hired and ongoing development and upgraded specialized skills for maintenance staff continues *(SI, SII, SIII, SIV)*
Accountable Divisions:	**Trades & Technology, Physical Facilities & Maintenance, Finance**, Management Information System, Human Resources, Resource Management Committee

----------"TOTAL COST OF OWNERSHIP (TCO)"----------

Strategic Objective #3:
ASCC will implement processes and procedures that address total cost of ownership for staffing and personnel development in the provision of services and programs for academic achievement.

Performance Indicators:

1. Document and implement position review process, identifying responsibilities for position and responsibility sustainability;
2. Develop and implement a Reclassification Plan on an incremental basis identifying number and positions per year to ensure sustainability;
3. Conduct a biennial needs assessment to identify key areas of the institution that require professional development for improvement and for continued quality services and programs;
4. Develop a Transition Plan for key positions in all divisions;
5. Identify and prioritize personnel needs to hire faculty and staff in high need areas and specialized skilled areas.

Scope: Institution

Planning Timeline:	Activities:	Expected Outcomes:

2015-2020	• (PI.1) Review and improve position review processes for all ASCC employment positions:
	    o Lateral position transfers;
	    o Classification of new positions
	    o Clarification of job responsibilities;
	    o Clarification of grade/step and is institutionally aligned;
	    o Budgeting new positions;
	• (PI.2) Review and determine an annual phase for implementing reclassification for ASCC Employees:
	    o Sustainability measures are defined through an annual phase;
		1) Position review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs; *(SI, SII, SIII, SIV)*
		2) The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts;

Divisions Accountable:	**Human Resources**, **Resource Management Committee, Staffing Review Committee, Finance,** Institutional Effectiveness.	
2015-2019	• (PI.3a) Revise and implement professional development plan to include accountability measures for institutional professional development; • (PI.3b) Review and revise travel authorization forms to include faculty/staff commitment to provide training and sharing of information within a specified timeframe.	3) A report on faculty/staff performance evaluations is compiled annually emphasizing institutional and divisional professional needs; *(SI, SII, SIII, SIV)* 4) Travel and training is aligned with institutional professional development needs;
Divisions Accountable:	**Human Resources**, **Finance, Resource Management Committee, Staffing Review Committee,** Institutional Effectiveness.	

2015 - 2019	• (PI.4) A transition plan is identified and implemented to determine operational continuity; • (PI.5) Adhere to ASCC processes and procedures for hiring faculty and staff in high need areas and specialized skilled areas; • (PI.6) Funding sources are allocated based on identified institutional needs.	5) An analysis of organizational charts and divisional SOPs is compiled to identify key positions in need of priority hiring and replacement *(SI, SII, SIII, SIV)* 6) Funding Sources are identified. *(SI, SII, SIII, SIV)*
Divisions Accountable:	**Human Resources**, Finance, Institutional Effectiveness, Academic Affairs, Student Services, Resource Management Committee, Technology Review Committee, Facility Review Committee, and Staffing Review Committee.	

----------"TOTAL COST OF OWNERSHIP (TCO)"----------

Institutional Planning Timeline and Review Cycle:

Fiscal Year 2015:

	1st Quarter: **October - December**	**2nd Quarter:** **January - March**	**3rd Quarter:** **April - June**	**4th Quarter:** **July - September**
Planning:	- Institutional Awareness of Strategic Plan Presentation (IPECC); - Annual Review of Divisional Outcomes.	- IPECC Review of Strategic Plan Progress (Status Update of Strategic Focuses based on Timeline of Outcomes).	- Monitoring of the Strategic Plan.	- IPECC annual review of Strategic Plan status on expected outcomes.
Assessment:	- Implementation of Strategic Plan; - 1st Quarterly Divisional Reports.	- 2nd Quarter Divisional Reports.	- 3rd Quarter Divisional Reports;	- 4th Divisional Quarter Reports; - Annual Divisional Outcome Summary Reports; - **Divisional Assessment** Conducted by IE.
Budgeting:	- Implementation of Strategic Plan. - Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations.	- **Institutional Budget Review for FY 2016-** ASCC Divisions submit budget proposals for internal approval; - Budget is submitted for review and approval to the BHE; - Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations; - ASCC Budget submitted to ASG for approval.
Reporting:	- 4th Quarterly Report 2014 submitted to the President and BHE for review.	- 1st Quarter Report 2015 compiled and submitted to the President and BHE for review.	- 2nd Quarter Report compiled and submitted to the President and BHE for review.	- 3rd Quarter Report compiled and submitted to the President and BHE for review. - A Status Report on the Strategic Plan is compiled and submitted by IPECC to the President & BHE.
Accreditation:	- Implementation of Strategic Plan. - WASC Visitation	- Annual Report submitted to ACCJC.		

Fiscal Year 2016:

	1st Quarter: **October - December**	**2nd Quarter:** **January - March**	**3rd Quarter:** **April - June**	**4th Quarter:** **July - September**
Planning:	- Annual Review of Divisional Outcomes; - Monitoring of Strategic Plan.	- Monitoring of Strategic Plan.	- Monitoring of the Strategic Plan.	- IPECC annual review of Strategic Plan status on expected outcomes; - Review of ASCC Catalog.
Assessment:	- 1st Quarterly Divisional Reports.	- 2nd Quarter Divisional Reports.	- 3rd Quarter Divisional Reports.	- 4th Divisional Quarter Reports.

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
				- Annual Divisional Outcome Summary Reports; - **Divisional Assessment** Conducted by IE.
Budgeting:	- Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations.	- **Institutional Budget Review for FY 2017-** ASCC Divisions submit budget proposals for internal approval; - Budget is submitted for review and approval to the BHE; - Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations; - ASCC Budget submitted to ASG for approval.
Reporting:	- 4th Quarterly Report 2015 submitted to the President and BHE for review.	- 1st Quarter Report 2016 compiled and submitted to the President and BHE for review.	- 2nd Quarter Report compiled and submitted to the President and BHE for review.	- 3rd Quarter Report compiled and submitted to the President and BHE for review. - A Status Report on the Strategic Plan is compiled and submitted by IPECC to the President & BHE.
Accreditation:		- Annual Report submitted to ACCJC.		

Fiscal Year 2017:

	1st Quarter: October - December	2nd Quarter: January - March	3rd Quarter: April - June	4th Quarter: July - September
Planning:	- Annual Review of Divisional Outcomes; - Monitoring of Strategic Plan.	- Monitoring of Strategic Plan.	- Monitoring of the Strategic Plan.	- IPECC annual review of Strategic Plan status on expected outcomes.
Assessment:	- 1st Quarterly Divisional Reports.	- 2nd Quarter Divisional Reports; - **Institutional Program Review.**	- 3rd Quarter Divisional Reports.	- 4th Divisional Quarter Reports; - Annual Divisional Outcome Summary Reports; - **Divisional Assessment** Conducted by IE.
Budgeting:	- Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations.	- **Institutional Budget Review for FY 2018-** ASCC Divisions submit budget proposals for internal approval; - Budget is submitted for review and approval to the BHE; - Monitoring of divisional budget based on institutional/divisional	- Monitoring of divisional budget based on institutional/divisional operations; - ASCC Budget submitted to ASG for approval.

				operations.
Reporting:	- 4th Quarterly Report 2016 submitted to the President and BHE for review.	- 1st Quarter Report 2017 compiled and submitted to the President and BHE for review.	- 2nd Quarter Report compiled and submitted to the President and BHE for review.	- 3rd Quarter Report compiled and submitted to the President and BHE for review. - A Status Report on the Strategic Plan is compiled and submitted by IPECC to the President & BHE.
Accreditation:		- Annual Report submitted to ACCJC.		- Midterm Report

Fiscal Year 2018:

	1st Quarter: October - December	**2nd Quarter:** January - March	**3rd Quarter:** April - June	**4th Quarter:** July - September
Planning:	- Annual Review of Divisional Outcomes; - Monitoring of Strategic Plan.	- Monitoring of Strategic Plan.	- Monitoring of the Strategic Plan.	- IPECC annual review of Strategic Plan status on expected outcomes; - Review of ASCC Catalog.
Assessment:	- 1st Quarterly Divisional Reports.	- 2nd Quarter Divisional Reports; - **Institutional Program Review.**	- 3rd Quarter Divisional Reports.	- 4th Divisional Quarter Reports Due. - Annual Divisional Outcome Summary Reports; - **Divisional Assessment** Conducted by IE.
Budgeting:	- Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations.	- **Institutional Budget Review for FY 2019-** ASCC Divisions submit budget proposals for internal approval; - Budget is submitted for review and approval to the BHE; - Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations; - ASCC Budget submitted to ASG for approval.
Reporting:	- 4th Quarterly Report 2017 submitted to the President and BHE for review.	- 1st Quarter Report 2018 compiled and submitted to the President and BHE for review.	- 2nd Quarter Report compiled and submitted to the President and BHE for review. - **Institutional Program Review Update Report.**	- 3rd Quarter Report compiled and submitted to the President and BHE for review. - A Status Report on the Strategic Plan is compiled and submitted by IPECC to the President & BHE.
Accreditation:		- Annual Report submitted to ACCJC.		

Fiscal Year 2019:

	1st Quarter: October - December	2nd Quarter: January - March	3rd Quarter: April - June	4th Quarter: July - September
Planning:	- Annual Review of Divisional Outcomes; - Monitoring of Strategic Plan.	- Monitoring of Strategic Plan.	- Monitoring of the Strategic Plan.	- IPECC annual review of Strategic Plan status on expected outcomes.
Assessment:	- 1st Quarterly Divisional Reports.	- 2nd Quarter Divisional Reports.	- 3rd Quarter Divisional Reports.	- 4th Divisional Quarter Reports Due. - Annual Divisional Outcome Summary Reports; - **Divisional Assessment** Conducted by IE.
Budgeting:	- Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations.	- **Institutional Budget Review for FY 2020-** ASCC Divisions submit budget proposals for internal approval; - Budget is submitted for review and approval to the BHE; - Monitoring of divisional budget based on institutional/divisional operations.	- Monitoring of divisional budget based on institutional/divisional operations; - ASCC Budget submitted to ASG for approval.
Reporting:	- 4th Quarterly Report 2018 submitted to the President and BHE for review.	- 1st Quarter Report 2019 compiled and submitted to the President and BHE for review.	- 2nd Quarter Report compiled and submitted to the President and BHE for review.	- 3rd Quarter Report compiled and submitted to the President and BHE for review. - A Status Report on the Strategic Plan is compiled and submitted by IPECC to the President & BHE.
Accreditation:		- Annual Report submitted to ACCJC.		

Fiscal Year 2020:

	1st Quarter: October - December	2nd Quarter: January - March	3rd Quarter: April - June	4th Quarter: July - September
Planning:	- Annual Review of Divisional Outcomes; - Monitoring of Strategic Plan.	- Monitoring of Strategic Plan.	- Monitoring of the Strategic Plan.	- IPECC annual review of Strategic Plan status on expected outcomes - Review of ASCC Catalog.
Assessment:	- 1st Quarterly Divisional Reports.	- 2nd Quarter Divisional Reports; - **Institutional Program Review.** - **Divisional Assessment** Conducted by IE.	- 3rd Quarter Divisional Reports; - **5-year Strategic Plan** -	- 4th Divisional Quarter Reports; - Annual Divisional Outcome Summary Reports Due.
Budgeting:	- Monitoring of divisional budget	- Monitoring of divisional budget	- **Institutional Budget Review for FY 2021-**	- Monitoring of divisional budget

	based on institutional/divisional operations.	based on institutional/divisional operations.	ASCC Divisions submit budget proposals for internal approval; - Budget is submitted for review and approval to the BHE; - Monitoring of divisional budget based on institutional/divisional operations.	based on institutional/divisional operations; - ASCC Budget submitted to ASG for approval.
Reporting:	- 4th Quarterly Report 2019 submitted to the President and BHE for review.	- 1st Quarter Report 2020 compiled and submitted to the President and BHE for review.	- 2nd Quarter Report compiled and submitted to the President and BHE for review.	- 3rd Quarter Report compiled and submitted to the President and BHE for review. - A Status Report on the Strategic Plan is compiled and submitted by IPECC to the President & BHE.
Accreditation:		- Annual Report submitted to ACCJC.		

Institutional Planning Timeline and Review Cycle:

Alignment of Strategic Outcomes		Year 1	Action	Amount		Divison / Department/ Program	Cost Center	Description
1) A comprehensive institutional process has been defined to designate faculty & staff according to expertise and is aligned to divisional operations; *(SI, SII, SIII, SIV)*	AE	2015	Assessment	$	-	-	-	-
o Staffing:								
i. G2:O1:EO2: A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities; *(SI, SII, SIII, SIV;*	S	-	-	$	-	-	-	-
o Total Cost of Ownership:								
i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs; *(SI, SII, SIII, SIV)*	TCO	2015	Assessment	$	-	-	-	-
2) Processes and Policies are reviewed and are updated accordingly to institutional internal and external trends. *(SI, SII, SIII, SIV)*	AE	2015	Budget Allocation	$	61,000	Finance	20200	Annual External Audit
o Staffing:								
i. G2:O1:EO1: An updated equitable pay scale detailing the grades and steps for faculty, staff, and skilled positions have been reviewed by an institutional committee, channeled for approval, and implemented institutionally; *(SI, SII, SIII, SIV)*	S	2015	Assessment	$	-	-	-	-
ii. G3:O1:EO1: Updated policies and clear SOPs for hiring, placement, and transfer of personnel; *(SI, SII, SIII, SIV)*	S	2015	Assessment	$	-	-	-	-
iii. G3:O1:EO2: A document identifying ASCC's institutional needs in specialized and high-need areas, and expansion of services and program is institutionally centralized and archived; *(SI, SII, SIII, SIV)*	S	-	-	$	-	-	-	-
iv. G3:O1:EO3: Funding sources are identified; *(SII, SIII)*	S	-	-	$	-	-	-	-
o Total Cost of Ownership:								
i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs; *(SI, SII, SIII, SIV)*	TCO	2015	Assessment	$	-	-	-	-
3) Trends on Student Enrollment are documented and analyzed to determine high need areas in Teaching & Learning, and Professional Services; *(SII, SIII)*	AE	2015	Assessment	$	-	-	-	-
o Staffing:								
i. G1:O1:EO1: An annual analysis of professional updates, development, and employee development activities to identify needs and strengths. This analysis should be processed & policy driven, institutionally centralized and archived; *(SII, SIII, SIV)*	S	2015	Assessment	$	-	-	-	-
o Total Cost of Ownership:								

Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
Academic Excellence Goal 1; Objective1 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	i. G1:O3:EO5: An analysis of organizational charts and divisional SOPs is compiled to identify key positions in need of priority hiring and replacement *(SI, SII, SIII, SIV)*	TCO 2015	Assessment	$ -	-	-	-
	4) Vacant Positions & High Need Content & Service areas continue to be fulfilled. *(SII, SIII)*	AE 2015	Budget Allocation	$ 61,700 $ 29,200	AA - Math VP Admin	31100 20100	GE Faculty Compliance Officer
	o Physical Facilities & Maintenance: i. G1:O2:EO1: Qualified technical/specialized personnel have been hired. o Total Cost of Ownership:	PFM 2015	Budget Allocation	$ 24,400	PFM	23200	Air Con Tech
	i. G1:O2:EO5: Specialized technicians are hired and ongoing development and upgraded specialized skills for maintenance staff continues *(SI, SII, SIII, SIV)*	TCO 2015	Assessment	-	-	-	-
	5) An institutional scheduling process is defined for the scheduling of all courses offered at ASCC to determine the maximization of classroom, labs, resource, and office space and occupancy intervals. *(SI, SII, SIII, SIV)*	AE 2015	Assessment	-	-	-	-
	o Physical Facilities & Maintenance: i. G1:O1:EO1: A committee is established to monitor PFM plan, assess its effectiveness, and set schedules for new construction, renovation and repair, and maintenance activities;	PFM 2015	Assessment	-	-	-	-
	ii. G1:O1:EO2: A formalized process outlining FRC roles and responsibilities in assessing and scheduling is documented;	PFM 2015	Assessment	-	-	-	-
	iii. G1:O1:EO3: All processes are compliant with local and federal regulations;	PFM 2015	Assessment	-	-	-	-
	iv. G3:O1:EO1: Improved Work Order processes to expedite renovations or repair allowing for more time on preventive maintenance: 1. Preparedness for anticipated events when job orders are well organized;	PFM 2015	Assessment	-	-	-	-
	v. G3:O1:EO2: Improved process for PR routing to expedite materials and supplies needed.	PFM 2015	Assessment	-	-	-	-
	vi. G3:O1:EO3: Reduction of overhead costs;	PFM 2015	Assessment	-	-	-	-
	vii. G3:O1:EO4: Reduction of work orders;	PFM 2015	Assessment	-	-	-	-
	viii. G3:O1:EO5: Preservation of our facilities.	PFM 2015	Assessment	-	-	-	-
	ix. G4:O1:EO1: A Comprehensive Maintenance Plan inclusive of all Physical Facility concerns;	PFM 2015	Assessment	-	-	-	-
	x. G4:O1:EO2: Adequate support and allocation of resources is documented. o Total Cost of Ownership:	PFM 2015	Assessment	-	-	-	-

Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
	i. G1:O2:EO1: An annual assessment is conducted for preventive maintenance planning *(SI, SII, SIII, SIV)*	TCO	2015	Assessment	-	-	-	-
	ii. G1:O2:EO2: A schedule of maintenance is followed decreasing the emergency repairs and purchases *(SIII, SIV)*	TCO	2015	Assessment	-	-	-	-
	iii. G1:O2:EO3: Processes and Policies are followed for the replacement and purchase of all air condition units and maintenance equipment *(SII, SIII, SIV)*	TCO	2015	Assessment	-	-	-	-
	6) A Student Learning Outcome Awareness and Implementation Plan is defined and implemented to all ASCC employees. *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
	o Staffing:						
	i. G1:O1:EO2: An institutional schedule of high quality and required training for all employees;	S	2015	Assessment	-	-	-	-
	ii. G1:O1:EO3: A list of professional development trainers identifying specialized areas of expertise.	S	2015	Assessment	-	-	-	-
Academic Excellence Goal 1; Objective 2 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) A document has been finalized and approved emphasizing processes for institutional program review; *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
	o Physical Facilities & Maintenance:						
	i. G1:O1:EO4: A full Facility Assessment Report of ASCC's Physical Assets highlighting needs for new construction and physical assets in need of minor/major renovation and repair.	PFM	2015	Assessment	-	-	-	-
	2) Institutional Policies are updated and routed accordingly for approval to include program review. *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
	3) A document has been finalized and approved emphasizing processes for institutional assessment and planning; *(SI, SII, SIII, SIV)*	AE	-	-	-	-	-	-
	4) Institutional Policies are updated and routed accordingly for approval to include institutional assessment and planning. *(SI, SII, SIII, SIV)*	AE	-	-	-	-	-	-
	5) An Institutional Manual is compiled, approved, and disseminated on Institutional Program Review, Assessment, and Planning and aligned to institutional policies. *(SI, SII, SIII, SIV)*	AE	-	-	-	-	-	-
	6) SLO updates and reports are compiled, analyzed, and disseminated accordingly by all academic and administrative divisions *(SI, SII, SIII, SIV)*	AE	-	-	-	-	-	-
	1) A report is generated annually assessing the accurateness of institutional resources, utilization of these resources, cost of maintenance, and projection of new resources for future resource allocation; *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
	o Physical Facilities & Maintenance:						
	i. G1:O1:EO4: A full Facility Assessment Report of ASCC's Physical Assets highlighting needs for new construction and physical assets in need of minor/major renovation and repair;	PFM	2015	Assessment	-	-	-	-
	ii. G1:O1:EO5: An annual schedule for new construction, renovation and repair, and maintenance activities is identified;	PFM	2015	Assessment	-	-	-	-

Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
iii. G1:O1:EO6: Increase in funding resources	PFM	-	-	-	-	-	-
iv. G2:O1:EO1: Completion of all identified new construction;	PFM	2015	Budget Allocation	$ 5,900,000	DOI Grant	60600	Multi Purpose Center
v. G2:O1:EO2: Institutionally centralized and archive all construction documents and blueprints;	PFM	2015	Assessment	-	-	-	-
vi. G2:O1:EO3: A comprehensive Maintenance Plan for all completed construction projects;	PFM	2015	Assessment	-	-	-	-
vii. G2:O1:EO4: Assessment of all Maintenance on completed construction projects are reported in Divisional Quarterly Reports;	PFM	2015	Assessment	-	-	-	-
viii. G2:O1:EO5: Increase in local and federal funding sources;	PFM	2015	Budget Allocation	$ 25,000	PFM	21500	Annual Maintenance
				$ 15,000	Facilities	23200	Annual Maintenance
ix. G4:O1:EO1: A comprehensive Maintenance Plan inclusive of all Physical Facility concerns;	PFM	2015	Assessment	-	-	-	-
o Total Cost of Ownership:							
i. G1:O2:EO1: An annual assessment is conducted for preventive maintenance planning;	TCO	2015	Assessment	-	-	-	-
ii. G1:O2:EO2: A schedule of maintenance is followed decreasing the emergency repairs and purchases;	TCO	2015	Assessment	-	-	-	-
iii. G1:O2:EO3: Processes and Policies are followed for the replacement and purchase of all ASCC equipment; (SII, SIII, SIV)	TCO	2015	Assessment	-	-	-	-
2) Divisional Organizational Charts emphasize alignment of all employment positions to divisional operations (Standard Operating Procedures) and outcomes; *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
o Total Cost of Ownership:							
i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs;	TCO	2015	Assessment	-	-	-	-
ii. G1:O3:EO2: The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts	TCO	2015	Assessment	-	-	-	-
iii. G1:O3:EO5: An analysis of organizational charts and divisional SOPs is compiled to identify key positions in need of priority hiring and replacement.	TCO	2015	Assessment	-	-	-	-
3) An analysis on faculty/staff performance evaluations are compiled annually emphasizing professional needs; *(SI, SII, SIII, SIV)*	AE	2015	-	-	-	-	-

Academic Excellence Goal 1; Objective 3 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes

Alignment of Strategic Outcomes		Year 1	Action	Amount		Divison / Department/ Program	Cost Center	Description
o Staffing:								
i. G1:O1:EO2: An institutional schedule of high quality and required training for all employees;	S	2015	Assessment	-		-	-	-
ii. G1:O1:EO3: A list of professional development trainers identifying specialized areas of expertise;	S	2015	Assessment	-		-	-	-
o Total Cost of Ownership:								
i. G1:O3:EO3: A report on faculty/staff performance evaluations is compiled annually emphasizing institutional and divisional professional needs; *(SI, SII, SIII, SIV)*	TCO	2015	Assessment	-		-	-	-
4) Increasing improvements on Student Achievement Data and Institutional/Divisional Outcome Achievement are documented. *(SI, SII SIII, SIV)*	AE	-	-	-		-	-	-
o Staffing:								
i. G1:O1:EO4: An increase in faculty and staff enrollment in courses, webinars, and training for strengthening of competencies and cross training;	S	2015	Assessment	-		-	-	-
ii. G1:O1:EO5 Faculty and Staff long-term consistent participation in institutional committees are acknowledged and rewarded accordingly.	S	2015	Budget Allocation	$	15,000	IE	10200	Committee Allocation
o Total Cost of Ownership:								
i. G1:O2:EO4: Support staff have received technical training and provided with training opportunities in all areas of preventive maintenance *(SII, SIII)*	TCO	2015	Assessment	-		-	-	-
ii. G1:O3:EO4: Travel and training is aligned with institutional professional development needs	TCO	2015	Assessment	-		-	-	-
1) Institutional publicity has increased in research, awareness, and program salient accomplishments. (SI, SII, SIII, SIV)	AE	2015	Assessment	-		-	-	-
2) Constant Reviews and Updates on all (Current and New) ASCC MOUs, job placements, and transfers are documented and centralized institutionally and archived; (SI, SII, SIII, SIV)	AE	-	-	-		-	-	-
o Staffing:								

Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
Academic Excellence Goal 1: Objective 4 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	i. G3:O1:EO4: A tracking system is identified addressing the following areas: 1. Process for student transition into the workforce; 2. Processes for student transferability to other institutions of higher learning; 3. Processes for Service Learning Opportunities.	S	2015	Assessment	-	-	-	-
	ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.	S	2015	Assessment	-	-	-	-
	3) An increase in Community Advisory Council participation in program affairs has been documented and centralized institutionally and archived. (SI, SII, SIII, SIV)	AE	-	-	-	-	-	-
	4) A Service Learning Plan has been identified and implemented. (SII, SIII) o Staffing: i. G3:O1:EO4: A tracking system is identified addressing the following areas:	AE	-	-	-	-	-	-
		S	2015	Assessment	-	-	-	-
	1. Process for student transition into the workforce; 2. Processes for student transferability to other institutions of higher learning; 3. Processes for Service Learning Opportunities. ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.	S	2015	Assessment	-	-	-	-
	1) A plan has been reviewed, implemented, and assessed for professional development on technological system upgrades and multimedia technological devices appropriate to instruction and services offered at ASCC; *(SI, SII, SIII, SIV)* o Technology:	AE	2015	Assessment	-	-	-	-
	i. G1:O1:EO3: Training Plan (Internal & External) is developed and added to the ASCC Professional Development Plan;	T	2015	Assessment	-	-	-	-
	1. Faculty: Hardware & Software Training;			Budget Allocation $	5,000	MIS	22000	Ellucian Training Allocated under TCO
	2. Support Staff: Technical & Service Training;			Budget Allocation	-	MIS	22000	
	3. System Users: Etiquette and Care for ASCC Systems & Hardware;			Assessment	-	-	-	-

Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
4. Update in Acceptable Use Policy.			Assessment	-	-	-	-
o Staffing:							
i. G1:O1:EO2: An institutional schedule of high quality and required training for all employees;	S	2015	Assessment	-	-	-	-
ii. G1:O1:EO3: A list of professional development trainers identifying specialized areas of expertise.	S	2015	Assessment	-	-	-	-
o Total Cost of Ownership:							
i. G1:O1:EO3: Support staff have received technical training and provided with training opportunities in all areas of technology and equipment support (SII, SIII)	TCO	2015	Budget Allocation $	10,000	MIS	22000	Support Tech Training
ii. GI:O1:EO4: All users of technology and equipment have been trained in the proper usage, care, and maintenance of technology and equipment (SII, SIII)	TCO	2015	Assessment	-	-	-	-
2) An assessment on the need of outreach courses is documented and a plan of implementation has been identified. The plan should include possible outreach designated site MOUs, resources, technical support, and stability of instructional delivery; (SI, SII, SIII, SIV)	AE	-	-	-	-	-	-
o Technology:							
i. G2:O1:EO2: A status report is compiled based on internet LAN and wireless connectivity;	T	2015	Assessment	-	-	-	-
ii. G2:O1:EO3: Improvements/Plan on increasing internet quality is defined and implemented and institutionally funded.	T	2015	Assessment	-	-	-	-
1. To include Grant Funded Programs							
iii. G3:O1:EO1: Implement and assess programs and services that can be offered via distance learning and appropriate services that impact student enrollment and achievement.	T	2015	Assessment	-	-	-	-
o Physical Facilities & Maintenance:							
i. G3:O1:EO3: Reduction of overhead costs;	PFM	2015	Assessment	-	-	-	-
ii. G3:O1:EO4: Reduction of work orders;	PFM	2015	Assessment	-	-	-	-
iii. G3:O1:EO5: Preservation of our facilities.	PFM	2015	Assessment	-	-	-	-
o Total Cost of Ownership:							
i. G1:O1:EO5: An institutional assessment of the software, accessibility, and usage of technology equipment is conducted to determine the maximization of technology, software, Internet accessibility, and usage by all ASCC stakeholders (SI, SII, SIII, SIV)	TCO	2015	Assessment	-	-	-	-

Academic Excellence Goal 1; Objective 5 Expected Outcomes aligned to Technology, Physical

	Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	3) An assessment on all ASCC's current technologies and its impact on SLOs are documented with recommendations on the trends in educational technologies listed for future planning and budgeting. *(SII, SIII)*	AE	-	-	-	-	-	-
	o Technology:							
	i. G1:O1:EO1: An updated semester based report of computer accessibility for students is documented and is institutionally centralized and archived;	T	2015	Assessment	-	-	-	-
	ii. G1:O1:EO2: A document emphasizing that technologies purchased by ASCC is compatible, appropriate, and conducive to support student learning;	T	2015	Assessment	-	-	-	-
	iii. G1:O1: EO4: An ongoing assessment is institutionally documented assessing the processes of all ASCC technological assets.	T	2015	Assessment	-	-	-	-
	iv. G1:O1:EO5: An annual assessment plan emphasizing the Total Cost of Ownership to include the following areas:	T	2015	Assessment	-	-	-	-
	1. Maintenance; 2. Life-span; 3. New Technology Hardware & Software.							
	v. G1:O1:EO6: A process emphasizing a timeline scheduling Replacement & Disposal of ASCC physical assets and is in compliance with local and federal regulations.	T	2015	Assessment	-	-	-	-
	vi. G1:O2:EO1: A policy defines user access for campus-wide systems based on institutional operations, purpose, and acceptable use policies.	T	2015	Assessment	-	-	-	-
	vii. G1:O2:EO2: Alternative systems have been identified for cost saving measures. ASCC identifies other sources of funding to sustain the cost of Datatel.	T	2015	Budget Allocation $	100,000	MIS	22000	Ellucian Annual Renewal
	viii. G2:O1:EO1: A report/plan indicating network and telecommunication needs are implemented and assessed;	T	2015	Assessment	-	-	-	-
	o Total Cost of Ownership:							
	i. G1:O1:EO1: An up to date comprehensive inventory of all technology equipment is kept and referred to for purchasing and replacement of technology and equipment *(SII, SIII, SIV)*	TCO	2015	Assessment	-	-	-	-
	ii. G1:O1:EO2: Processes and Policies are followed for the replacement and purchase of all technology equipment *(SII, SIII, SIV)*	TCO	2015	Assessment	-	-	-	-

Alignment of Strategic Outcomes			Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
	iii. G1:O1:EO6: Planned budgeting for all new and replacement purchases of technology and equipment (SI, SII, SIII, SIV)	TCO	2015	Budget Allocation	$ 3,000	Foundation	10400	Computer & Printer Upgrade
					$ 4,000	ARFARO	40200	Computers for Financial Aid Upgrade
					$ 4,000	Finance	20200	Computers for Operation Upgrade
					$ 4,000	IE	10200	Computers for Operation
Academic Excellence Goal 1; Objective 6 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) An assessment of student awareness and the reporting of student information based on the effectiveness of ASCC's academic advising, tutoring services, counseling services, are documented. *(SII, SIII)*	AE	2015	Assessment	-	-	-	-
	o Staffing: i. G3:O1:EO4: A tracking system is identified addressing the following areas:	S	2015	Assessment	-	-	-	-
	1. Process for student transition into the workforce; 2. Processes for student transferability to other institutions of higher learning; 3. Processes for Service Learning Opportunities. ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.	S	2015	Assessment	-	-	-	-
	2) Outreach recruiting procedures is institutionalized, documented, and centralized; *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
	3) A process for a calendar of institutional activities are generated annually and disseminated accordingly; *(SII, SIII)*	AE	-					
	4) An assessment of the ASCC safety plan is documented and archived. *(SII, SIII)*	AE	-					
Academic Excellence Goal 1; Objective 7 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) The process for collecting data on alumni, student transferability, and job placements are documented and centralized institutionally and archived; *(SII, SIII)*	AE	2015	Assessment	-	-	-	-
	o Staffing: i. G3:O1:EO4: A tracking system is identified addressing the following areas:	S	2015	Assessment	-	-	-	-
	1. Process for student transition into the workforce; 2. Processes for student transferability to other institutions of higher learning; 3. Processes for Service Learning Opportunities. ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.	S	2015	Assessment	-	-	-	-
	2) A document that specifies updates on current and new articulation agreements is centralized institutionally and archived. *(SI, SII, SIII, SIV)*	AE	-					

Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
Academic Excellence Goal 1; Objective 8 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) Institutional dialogue is documented towards the transitioning to a four-year institution under the purview of WASC ACSCU. *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
	o Staffing: i. G3:O1:EO2: A document identifying ASCC's institutional needs in specialized and high-need areas, and expansion of services and program is institutionally centralized and archived; *(SI, SII, SIII, SIV)*	S	-					
	ii. G3:O1:EO3: Funding sources are identified; *(SII, SIII)*	S	-					
	2) Program and workforce developments for local expansion are documented. *(SI, SII, SIII, SIV)*	AE	2015	Assessment	-	-	-	-
	o Staffing: i. G3:O1:EO2: A document identifying ASCC's institutional needs in specialized and high-need areas, and expansion of services and program is institutionally centralized and archived; *(SI, SII, SIII, SIV)*	S	-					
	o Total Cost of Ownership: i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs	TCO	2015	Assessment	-	-	-	-
	3) ASCC's mission and vision statement is assessed to determine institutional and community needs biennially. *(SI, SII, SIII, SIV)* o Staffing:	AE	2015	Assessment	-	-	-	-
	i. G3:O1:EO4: A tracking system is identified addressing the following areas:	S	2015	Assessment	-	-	-	-
	o Processes for student transition into the workforce; o Processes for student transferability to other institutions of higher learning; o Processes for Service Learning Opportunities; ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.	S	2015	Assessment	-	-	-	-
	1) Review and improve processes for Faculty/Staff recognition, professional improvement, and degree advancements; *(SII, SIII, SIV)*	AE	2015	Assessment/ Budget Allocation	$ 9,000	HR	21000	Employee Recognition and Appreciation

Alignment of Strategic Outcomes		Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
			Assessment/ Budget Allocation	$ 7,000	VP Admin	20100	Employee Recognition and Appreciation
	o <u>Staffing:</u> i. G1:O1:EO1: An annual analysis of professional updates, development, and employee development activities to identify needs and strengths. This analysis should be processed & policy driven, institutionally centralized and archived; *(SII, SIII, SIV)*	S	2015	Assessment	-	-	-	-
	ii. G1:O1:EO4: An increase in faculty and staff enrollment in courses, webinars and training for strengthening of competencies and cross training;	S	2015	Assessment	-	-	-	-
	iii. G1:O1:EO5: Faculty & Staff long-term consistent participation in institutional committees are acknowledged and rewarded accordingly;	S	2015	Budget Allocation	-	HR	21000	Allocated under AE G2, O1, EO1
Academic Excellence Goal 2; Objective 1 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	iv. G1:O1:EO6: Increase in highly qualified and certified faculty and staff.	S	2015	Assessment	-	-	-	-
	2) The plan for reclassification has been reviewed and implemented; *(SII, SIII)*	AE	-	-	-	-	-	-
	o <u>Staffing:</u> i. G2:O1:EO1: An updated equitable pay scale detailing the grades and steps for faculty, staff, and skilled positions have been reviewed by an institutional committee, channeled for approval, and implemented institutionally; *(SI, SII, SIII, SIV)*	S	2015	Assessment	-	-	-	-
	ii. G2:O1:EO2: A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities; *(SI, SII, SIII, SIV)*	S	-	-	-	-	-	-
	iii. G2:O1:EO3: Performance evaluation instruments are updated and implemented;	S	-	-	-	-	-	-
	iv. G2:O1:EO4: All ASCC employment positions are reviewed, classified, and aligned to the ASCC evaluation policy	S	-	-	-	-	-	-
	o Total Cost of Ownership: i. G1:O3:EO2: The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts.	TCO	2015	Assessment	-	-	-	-

	Alignment of Strategic Outcomes	Year 1	Action	Amount	Divison / Department/ Program	Cost Center	Description
	3) Faculty Ranks have been reviewed and implemented; *(SII, SIII)*	AE	-	-	-	-	-
	o Staffing:		-	-	-	-	-
	i. G2:O1:EO2: A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities; *(SI, SII, SIII, SIV*	S	-	-	-	-	-
	o Total Cost of Ownership:						
	i. G1:O3:EO2: The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts.	TCO	2015	Assessment	-	-	-	-
	TOTAL			$ 6,277,300			

Institutional Strategic Plan Alignment of Outcomes:

Strategic Outcome Template: This template demonstrates the alignment of all master plans through expected outcomes.

Alignment of Strategic Outcomes

<table><tr><td>Academic Excellence Goal 1; Objective1 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes</td><td>1) A comprehensive institutional process has been defined to designate faculty & staff according to expertise and is aligned to divisional operations; *(SI, SII, SIII, SIV)*
  o Staffing:
    i. G2:O1:EO2: A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities; *(SI, SII, SIII, SIV;*
  o Total Cost of Ownership:
    i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs; *(SI, SII, SIII, SIV)*
2) Processes and Policies are reviewed and are updated accordingly to institutional internal and external trends. *(SI, SII, SIII, SIV)*
  o Staffing:
    i. G12:O1:EO1: An updated equitable pay scale detailing the grades and steps for faculty, staff, and skilled positions have been reviewed by an institutional committee, channeled for approval, and implemented institutionally; *(SI, SII, SIII, SIV)*
    ii. G3:O1:EO1: Updated policies and clear SOPs for hiring, placement, and transfer of personnel; *(SI, SII, SIII, SIV)*
    iii. G3:O1:EO2: A document identifying ASCC's institutional needs in specialized and high-need areas, and expansion of services and program is institutionally centralized and archived; *(SI, SII, SIII, SIV)*
    iv. G3:O1:EO3: Funding sources are identified; *(SII, SIII)*
  o Total Cost of Ownership:
    i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs; *(SI, SII, SIII, SIV)*
3) Trends on Student Enrollment are documented and analyzed to determine high need areas in Teaching & Learning, and Professional Services; *(SII, SIII)*
  o Staffing:
    i. G1:O1:EO1: An annual analysis of professional updates, development, and employee development activities to identify needs and strengths. This analysis should be processed & policy driven, institutionally centralized and archived; *(SII, SIII, SIV)*
  o Total Cost of Ownership:
    i. G1:O3:EO5: An analysis of organizational charts and divisional SOPs is compiled to identify key positions in need of priority hiring and replacement *(SI, SII, SIII, SIV)*</td></tr></table>

4) Vacant Positions & High Need Content & Service areas continue to be fulfilled. *(SII, SIII)*
- o Physical Facilities & Maintenance:
  - i. G1:O2:EO1: Qualified technical/specialized personnel have been hired.
- o Total Cost of Ownership:
  - i. G1:O2:EO5: Specialized technicians are hired and ongoing development and upgraded specialized skills for maintenance staff continues *(SI, SII, SIII, SIV)*

5) An institutional scheduling process is defined for the scheduling of all courses offered at ASCC to determine the maximization of classroom, labs, resource, and office space and occupancy intervals. *(SI, SII, SIII, SIV)*
- o Physical Facilities & Maintenance:
  - i. G1:O1:EO1: A committee is established to monitor PFM plan, assess its effectiveness, and set schedules for new construction, renovation and repair, and maintenance activities;
  - ii. G1:O1:EO2: A formalized process outlining FRC roles and responsibilities in assessing and scheduling is documented;
  - iii. G2:O1:EO3: All processes are compliant with local and federal regulations;
  - iv. G3:O1:EO1: Improved Work Order processes to expedite renovations or repair allowing for more time on preventive maintenance:
    1. Preparedness for anticipated events when job orders are well organized;
  - v. G3:O1:EO2: Improved process for PR routing to expedite materials and supplies needed.
  - vi. G3:O1:EO3: Reduction of overhead costs;
  - vii. G3:O1:EO4: Reduction of work orders;
  - viii. G3:O1:EO5: Preservation of our facilities.
  - ix. G4:O1:EO1: A Comprehensive Maintenance Plan inclusive of all Physical Facility concerns;
  - x. G4:O1:EO2: Adequate support and allocation of resources is documented.
- o Total Cost of Ownership:
  - i. G1:O2:EO1: An annual assessment is conducted for preventive maintenance planning *(SI, SII, SIII, SIV)*
  - ii. G1:O2:EO2: A schedule of maintenance is followed decreasing the emergency repairs and purchases *(SIII, SIV)*
  - iii. G1:O2:EO3: Processes and Policies are followed for the replacement and purchase of all air condition units and maintenance equipment *(SII, SIII, SIV)*

6) A Student Learning Outcome Awareness and Implementation Plan is defined and implemented to all ASCC employees. *(SI, SII, SIII, SIV)*
- o Staffing:
  - i. G1:O1:EO2: An institutional schedule of high quality and required training for all employees;

	ii. G1:O1:EO3: A list of professional development trainers identifying specialized areas of expertise.

Academic Excellence Goal 1; Objective 2 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) A document has been finalized and approved emphasizing processes for institutional program review; *(SI, SII, SIII, SIV)*
	   o Physical Facilities & Maintenance:
	      i. G1:O1:EO4: A full Facility Assessment Report of ASCC's Physical Assets highlighting needs for new construction and physical assets in need of minor/major renovation and repair.
	2) Institutional Policies are updated and routed accordingly for approval to include program review. *(SI, SII, SIII, SIV)*
	3) A document has been finalized and approved emphasizing processes for institutional assessment and planning; *(SI, SII, SIII, SIV)*
	4) Institutional Policies are updated and routed accordingly for approval to include institutional assessment and planning. *(SI, SII, SIII, SIV)*
	5) An Institutional Manual is compiled, approved, and disseminated on Institutional Program Review, Assessment, and Planning and aligned to institutional policies. *(SI, SII, SIII, SIV)*
	6) SLO updates and reports are compiled, analyzed, and disseminated accordingly by all academic and administrative divisions *(SI, SII, SIII, SIV)*

Academic Excellence Goal 1; Objective 3 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) A report is generated annually assessing the accurateness of institutional resources, utilization of these resources, cost of maintenance, and projection of new resources for future resource allocation; (SI, SII, SIII, SIV)
	   o Physical Facilities & Maintenance:
	      i. G1:O1:EO4: A full Facility Assessment Report of ASCC's Physical Assets highlighting needs for new construction and physical assets in need of minor/major renovation and repair;
	      ii. G1:O1:EO5: An annual schedule for new construction, renovation and repair, and maintenance activities is identified;
	      iii. G1:O1:EO6: Increase in funding resources
	      iv. G2:O1:EO1: Completion of all identified new construction;
	      v. G2:O1:EO2: Institutionally centralized and archive all construction documents and blueprints;
	      vi. G2:O1:EO3: A comprehensive Maintenance Plan for all completed construction projects;
	      vii. G2:O1:EO4: Assessment of all Maintenance on completed construction projects are reported in Divisional Quarterly Reports;
	      viii. G2:O1:EO5: Increase in local and federal funding sources;
	      ix. G4:O1:EO1:
	   o Total Cost of Ownership:
	      i. G1:O2:EO1: An annual assessment is conducted for preventive maintenance planning;
	      ii. G1:O2:EO2: A schedule of maintenance is followed decreasing the emergency repairs and purchases;
	      iii. G1:O2:EO3: Processes and Policies are followed for the replacement and purchase of all air condition units and maintenance equipment.

	2) Divisional Organizational Charts emphasize alignment of all employment positions to divisional operations (Standard Operating Procedures) and outcomes; *(SI, SII, SIII, SIV)*
	   o Total Cost of Ownership:
	      i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs;
	      ii. G1:O3:EO2: The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts
	      iii. G1:O1:EO5: An analysis of organizational charts and divisional SOPs is compiled to identify key positions in need of priority hiring and replacement.
	3) An analysis on faculty/staff performance evaluations are compiled annually emphasizing professional needs; *(SI, SII, SIII, SIV)*
	   o Staffing:
	      i. G1:O1:EO2: An institutional schedule of high quality and required training for all employees;
	      ii. G1:O1:EO3: A list of professional development trainers identifying specialized areas of expertise;
	   o Total Cost of Ownership:
	      i. G1:O3:EO3: An analysis on faculty/staff performance evaluations is compiled annually emphasizing institutional and divisional professional needs; *(SI, SII, SIII, SIV)*
	4) Increasing improvements on Student Achievement Data and Institutional/Divisional Outcome Achievement are documented. *(SI, SII SIII, SIV)*
	   o Staffing:
	      i. G1:O1:EO4: An increase in faculty and staff enrollment in courses, webinars, and training for strengthening of competencies and cross training;
	      ii. Faculty and Staff long-term consistent participation in institutional committees are acknowledged and rewarded accordingly.
	   o Total Cost of Ownership:
	      i. G1:O2:EO4: Support staff have received technical training and provided with training opportunities in all areas of preventive maintenance *(SII, SIII)*
	      ii. G1:O3:EO4: Travel and training is aligned with institutional professional development needs

Academic Excellence Goal 1: Objective 4 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total	1) Institutional publicity has increased in research, awareness, and program salient accomplishments. (SI, SII, SIII, SIV)
	2) Constant Reviews and Updates on all (Current and New) ASCC MOUs, job placements, and transfers are documented and centralized institutionally and archived; (SI, SII, SIII, SIV)
	   o Staffing:
	      i. G3:O1:EO4: A tracking system is identified addressing the following areas:

Cost of Ownership Outcomes	1. Process for student transition into the workforce;
	 2. Processes for student transferability to other institutions of higher learning;
	 3. Processes for Service Learning Opportunities.
	     ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.
	 3) An increase in Community Advisory Council participation in program affairs has been documented and centralized institutionally and archived. (SI, SII, SIII, SIV)
	 4) A Service Learning Plan has been identified and implemented. (SII, SIII)
	   o Staffing:
	     i. G3:O1:EO4: A tracking system is identified addressing the following areas:
	       1. Process for student transition into the workforce;
	       2. Processes for student transferability to other institutions of higher learning;
	       3. Processes for Service Learning Opportunities.
	     ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.

Academic Excellence Goal 1; Objective 5 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) A plan has been reviewed, implemented, and assessed for professional development on technological system upgrades and multimedia technological devices appropriate to instruction and services offered at ASCC; *(SI, SII, SIII, SIV)*
	   o Technology:
	     i. G1:O1:EO3: Training Plan (Internal & External) is developed and added to the ASCC Professional Development Plan;
	       1. Faculty: Hardware & Software Training;
	       2. Support Staff: Technical & Service Training;
	       3. System Users: Etiquette and Care for ASCC Systems & Hardware;
	       4. Update in Acceptable Use Policy.
	   o Staffing:
	     i. G1:O1:EO2: An institutional schedule of high quality and required training for all employees;
	     ii. G1:O1:EO3: A list of professional development trainers identifying specialized areas of expertise.
	   o Total Cost of Ownership:
	     i. G1:O1:EO3: Support staff have received technical training and provided with training opportunities in all areas of technology and equipment support *(SII, SIII)*
	     ii. GI:O1:EO4: All users of technology and equipment have been trained in the proper usage, care, and maintenance of technology and equipment *(SII, SIII)*
	 2) An assessment on the need of outreach courses is documented and a plan of implementation has been identified. The plan should include possible outreach designated site MOUs, resources, technical support, and stability of instructional delivery; *(SI, SII, SIII, SIV)*

- o Technology:
    - i. G2:O1:EO2: A status report is compiled based on internet LAN and wireless connectivity;
    - ii. G2:O1:EO3: Improvements/Plan on increasing internet quality is defined and implemented and institutionally funded.
        1. To include Grant Funded Programs
    - iii. G3:O1:EO1: Implement and assess programs and services that can be offered via distance learning and appropriate services that impact student enrollment and achievement.
- o Physical Facilities & Maintenance:
    - i. G3:O1:EO3: Reduction of overhead costs;
    - ii. G3:O1:EO4: Reduction of work orders;
    - iii. G3:O1:EO5: Preservation of our facilities.
- o Total Cost of Ownership:
    - i. G1:O1:EO5: An institutional assessment of the software, accessibility, and usage of technology equipment is conducted to determine the maximization of technology, software, Internet accessibility, and usage by all ASCC stakeholders *(SI, SII, SIII, SIV)*

3) An assessment on all ASCC's current technologies and its impact on SLOs are documented with recommendations on the trends in educational technologies listed for future planning and budgeting. *(SII, SIII)*
    - o Technology:
        - i. G1:O1:EO1: An updated semester based report of computer accessibility for students is documented and is institutionally centralized and archived;
        - ii. G1:O1:EO2: A document emphasizing that technologies purchased by ASCC is compatible, appropriate, and conducive to support student learning;
        - iii. G1:O1: EO4: An ongoing assessment is institutionally documented assessing the processes of all ASCC technological assets.
        - iv. G1:O1:EO5: An annual assessment plan emphasizing the Total Cost of Ownership to include the following areas:
            1. Maintenance;
            2. Life-span;
            3. New Technology Hardware & Software.
        - v. G1:O1:EO6: A process emphasizing a timeline scheduling Replacement & Disposal of ASCC physical assets and is in compliance with local and federal regulations.
        - vi. G1:O2:EO1: A policy defines user access for campus-wide systems based on institutional operations, purpose, and acceptable use policies.
        - vii. G1:O2:EO2: Alternative systems have been identified for cost saving measures. ASCC identifies other sources of funding to sustain the cost of Datatel.
        - viii. G2:O1:EO1: A report/plan indicating network and telecommunication needs are implemented and assessed;

	o <u>Total Cost of Ownership:</u>
	    i. G1:O1:EO1: An up to date comprehensive inventory of all technology equipment is kept and referred to for purchasing and replacement of technology and equipment *(SII, SIII, SIV)*
	    ii. G1:O1:EO2: Processes and Policies are followed for the replacement and purchase of all technology equipment *(SII, SIII, SIV)*
	    iii. G1:O1:EO6: Planned budgeting for all new and replacement purchases of technology and equipment (SI, SII, SIII, SIV)

Academic Excellence Goal 1; Objective 6 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) An assessment of student awareness and the reporting of student information based on the effectiveness of ASCC's academic advising, tutoring services, counseling services, are documented. *(SII, SIII)*
	    o <u>Staffing:</u>
	        i. G3:O1:EO4: A tracking system is identified addressing the following areas:
	            1. Process for student transition into the workforce;
	            2. Processes for student transferability to other institutions of higher learning;
	            3. Processes for Service Learning Opportunities.
	        ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.
	2) Outreach recruiting procedures is institutionalized, documented, and centralized; *(SI, SII, SIII, SIV)*
	3) A process for a calendar of institutional activities are generated annually and disseminated accordingly; *(SII, SIII)*
	4) An assessment of the ASCC safety plan is documented and archived. *(SII, SIII)*

Academic Excellence Goal 1; Objective 7 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) The process for collecting data on alumni, student transferability, and job placements are documented and centralized institutionally and archived; *(SII, SIII)*
	    o <u>Staffing:</u>
	        i. G3:O1:EO4: A tracking system is identified addressing the following areas:
	            1. Process for student transition into the workforce;
	            2. Processes for student transferability to other institutions of higher learning;
	            3. Processes for Service Learning Opportunities.
	        ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.
	2) A document that specifies updates on current and new articulation agreements is centralized institutionally and archived. *(SI, SII, SIII, SIV)*

Academic Excellence Goal 1; Objective 8 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance,	1) Institutional dialogue is documented towards the transitioning to a four-year institution under the purview of WASC ACSCU. *(SI, SII, SIII, SIV)*
	    o <u>Staffing:</u>
	        i. G3:O1:EO2: A document identifying ASCC's institutional needs in specialized and high-need areas, and expansion of services and program is institutionally centralized and archived; *(SI, SII, SIII, SIV)*
	        ii. G3:O1:EO3: Funding sources are identified; *(SII, SIII)*

Staffing, and Total Cost of Ownership Outcomes	2) Program and workforce developments for local expansion are documented. *(SI, SII, SIII, SIV)*
	    o Staffing:
	        i. G3:O1:EO2: A document identifying ASCC's institutional needs in specialized and high-need areas, and expansion of services and program is institutionally centralized and archived; *(SI, SII, SIII, SIV)*
	    o Total Cost of Ownership:
	        i. G1:O3:EO1: Position Review process is conducted by all divisions on a regular basis which includes the evaluation of personnel and update of responsibilities and SOPs
	3) ASCC's mission and vision statement is assessed to determine institutional and community needs biennially. *(SI, SII, SIII, SIV)*
	    o Staffing:
	        i. G3:O1:EO4: A tracking system is identified addressing the following areas:
	            o Processes for student transition into the workforce;
	            o Processes for student transferability to other institutions of higher learning;
	            o Processes for Service Learning Opportunities;
	        ii. G3:O1:EO5: The tracking system (process) is institutionally centralized and archived.

Academic Excellence Goal 2; Objective 1 Expected Outcomes aligned to Technology, Physical Facilities & Maintenance, Staffing, and Total Cost of Ownership Outcomes	1) Review and improve processes for Faculty/Staff recognition, professional improvement, and degree advancements; *(SII, SIII, SIV)*
	    o Staffing:
	        i. G1:O1:EO1: An annual analysis of professional updates, development, and employee development activities to identify needs and strengths. This analysis should be processed & policy driven, institutionally centralized and archived; *(SII, SIII, SIV)*
	        ii. G1:O1:EO4: An increase in faculty and staff enrollment in courses, webinars and training for strengthening of competencies and cross training;
	        iii. G1:O1:EO5: Faculty & Staff long-term consistent participation in institutional committees are acknowledged and rewarded accordingly;
	        iv. G1:O1:EO6: Increase in highly qualified and certified faculty and staff.
	2) The plan for reclassification has been reviewed and implemented; *(SII, SIII)*
	    o Staffing:
	        i. G2:O1:EO1: An updated equitable pay scale detailing the grades and steps for faculty, staff, and skilled positions have been reviewed by an institutional committee, channeled for approval, and implemented institutionally; *(SI, SII, SIII, SIV)*
	        ii. G2:O1:EO2: A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities; *(SI, SII, SIII, SIV)*
	        iii. G2:O1:EO3: Performance evaluation instruments are updated and implemented;

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iv. G2:O1:EO4: All ASCC employment positions are reviewed, classified, and aligned to the ASCC evaluation policy
- o Total Cost of Ownership:
  - i. G1:O3:EO2: The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts.

3) Faculty Ranks have been reviewed and implemented; *(SII, SIII)*
- o Staffing:
  - i. G2:O1:EO2: A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities; *(SI, SII, SIII, SIV*
- o Total Cost of Ownership:
  - i. G1:O3:EO2: The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts.

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