

2015-2020 Strategic Plan Progress Worksheet Year One Assessment of Unit Data

Institutional Priority One - Student Success and Access

Allegany College of Maryland develops and delivers quality academic offerings, services and activities that are accessible, affordable and flexible to help students achieve their goals.

Strategic Goals 2015-2020

1. Foster a learner-centered culture throughout the College.

- Academic Disability Resources on target with supporting data.
- Student Success Center on target with supporting data.
- ISA Annual Objectives- TLC – AC-TLC.
- On course trainings.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes, in some areas are meeting target goals. The Educational Master planning will help advance this goal.
- b. What gaps exist that need to be addressed to further the strategic plan?
Definition of learner-centered, more units addressing the goal, limited services for non-academic students, not ADA compliant in various areas on campus. No data available from Registration and Admissions office or student Financial Aid office.
- c. Provide any recommendations for advancing the strategic goal in 2016-17.
Better metrics. Add an Early College goal to tie into enrollment growth.

2. Optimize enrollment.

- Advancement success with increased scholarship awards and data collected.
- PR and Marketing – only department that specifically addresses enrollment management.
- Continuing Education majority of objectives are on target. (Scott stated this is down 20%)

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how? This goal should be the number one priority campus wide. There is limited progression with

enrollment as a whole. Credit enrollment is down 25% over the past five years. The retention plan is part of the enrollment plan.

- b. What gaps exist that need to be addressed to further the strategic plan?
There are many gaps in unit goals backing the Strategic Plan. Residence Life is lacking outcome reporting.
- c. Provide any recommendations for advancing the strategic goal in 2016-17:
All departments need to work on enrollment goals and include these goals to the work already in progress. This should be made a priority for various units immediately and more units addressing it for the next year. We are concerned that there is no plan in place yet nor is there fiscal financial support for that plan. Need to dedicate resources for increasing our enrollment.

3. Identify and diminish barriers that impede student success.

- Advising Center helping with communication.
- Student email systems working better.
- Academic Disability resources are good.
- Scheduling with evening hours.
- Book Store – OOS.
- Financial Aid.
- Enrollment stream.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how? Yes in some areas.
- b. What gaps exist that need to be addressed to further the strategic plan?
We need to identify what barriers are and determine if they truly are barriers. For example, is the website really hard to navigate? Did closing child care center cause a barrier for the non-traditional student? Not giving a holistic approach or process.
- c. Provide any recommendations for advancing the strategic goal in 2016-17.
Need to have a more holistic examination of barriers. Incorporate this into enrollment priority #2.

4. Maximize financial opportunities and resources for students to attend ACM.

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Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?

- b. What gaps exist that need to be addressed to further the strategic plan?
This is a tactic by which we maximize our enrollment

- c. Provide any recommendations for advancing the strategic goal in 2016
Incorporate this into enrollment priority #2.

5. Increase employability of graduates within today’s regional and global economy.

- Career Coach – software Title III purchased.
- Soft Skills.
- SSLO’s.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?

- b. What gaps exist that need to be addressed to further the strategic plan?
Data.

- c. Provide any recommendations for advancing the strategic goal in 2016-17.
Request the removal of this as a strategic priority. A bigger conversation is needed more on the instructional side. More data is needed before this becomes a strategic priority.

6. Enhance quality instruction, academic support and student services for all delivery methods.

- Advising Center, Student Success Center, Disability Services.
- ISA Annual Objectives.
- Disability Services.
- ITTMS.
- Starfish.
- PA campuses.
- ARC grant- dental hygiene chairs.
- SSLO's.
- Student Life SOAR and the collaboration with the Advising Center.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes, with the on course trainings, hospitality, and graduation rates.
Educational excellence definition is in the ISA Annual Objectives.
- b. What gaps exist that need to be addressed to further the strategic plan?
Ensuring quality instruction on the Continuing Education side. There is no metric to measure success on Continuing Education side. No metric to measure progression, no measure for instructor qualifications and student base. This is not an uncommon problem and is seen county wide.
- c. Provide any recommendations for advancing the strategic goal in 2016-17.
President's Office and Human Resources Office goals do not fit under this strategic priority.
Recommend the synchronization across college with instruction, academic, and student services.

2015-16 Strategic Priority One Summary

1. Is sufficient progress being made by the institution to advance the Strategic Priority?
Priority 1 we see some areas on target yet more work needs to be done.
Priority 2 we see as not being met due to enrollment down 10% for Cumberland campus credit side, down 20% in CE and even lower percentages in the PA campuses.
Priority 6 we see as being on target.
Priorities 3 and 4 relate to optimizing enrollment and therefore could be included in that priority.
Priority 5 does not have the supporting data to keep it listed under this strategic goal. It may be re-evaluated after five years and added at that time.
2. Are there any recommendations or actions needed for the College to achieve the targets for this Strategic Priority by 2020?

Focusing on increasing enrollment must be the institutions' top priority at this time. We have sufficient data for our student success yet are still lacking in the access piece. As we are making progress with the documents and plans in place, some of these tactics are not completely being accomplished. We recommend the Enrollment Strategic plan to be completed as soon as possible and should be a shared document as it should involve all units across campus. We recommend community task forces are funded to enhance enrollment. We must have conversations to find ways to show success with our CE students and options for the students who have learning disabilities. We would consider changing the word "optimize" to "increase" in Priority 2 of the strategic plan if only until 2020.

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Year One Assessment of Unit Data
Institutional Priority Two - Organizational Development and Support

Allegany College of Maryland enhances the learning and working environment by valuing, supporting and recognizing a diverse and highly qualified faculty and staff.

Strategic Goals 2015-2020

1. Promote positive employee engagement, wellness and work-life balance.

- HR currently conducting BOT requested compensation study
- HR implemented exit interviews
- Submitted institutional comparative wellness assessment to CDC Worksite Health Scorecard to identify and establish best practices wellness standards
- Established Nurse Managed Wellness committee steering committee
- Established an ISA and HR website to improve communication
- President and SVPISA intentional increased points of contact with employees and students
- Implemented pre and post PAT communication.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?

Yes, this goal is progressing through 14 objectives associated with this goal.

The above points provide examples of how the goal is progressing.

- b. What gaps exist that need to be addressed to further the strategic plan?

There is nothing that specifically addresses work/life balance. The PAT and Nurse-managed wellness center do not have unit goals.

- c. Provide any recommendations for advancing the strategic goal in 2016-17.

Establish PAT and Nurse managed wellness center unit goals for 2016-17.

Charge wellness committee to develop strategies to promote work/life balance. Commit to implement the recommendations from the compensation study by 2020. Utilize Great Colleges to Work For and 2016 Employee Satisfaction Survey to refresh unit goals.

2. Invest in hiring and retaining a diverse and highly qualified faculty and staff.

- **Invested in advertising in more diverse outlets**
- **Completed HR website for greater communication**
- **Implemented exit interview process**
- **Invested in increased professional development**
- **Implemented applicant tracking system**

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?

Yes. All six related unit objectives associated are advancing this goal.

- b. What gaps exist that need to be addressed to further the strategic plan?
Despite current efforts, there are no increases in racially diverse new hires.
- c. Provide any recommendations for advancing the strategic goal in 2016-17,
Explore different ways to utilize FSU-ACM connections to generate racially diverse applicants as discussed by Presidents and both institutions. Infuse the goals of the Diversity Committee with professional development plans.

3. Expand and promote professional development opportunities.

- **Created a cross campus professional develop committee.**
- **Increased training opportunities—examples include On Course, Assessment, Hospitality from the Heart, Title IX, technical personnel trainings.**
- **Established TLC, ATCL.**
- **Established faculty development coordinators.**
- **Expanded required employee training opportunities.**

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes. There are 20 unit goal objectives associated with this goal and all are making progress, some of which are making robust progress.
- b. What gaps exist that need to be addressed to further the strategic plan?
A centralized tracking system is missing for professional development activities. Required faculty/staff development needs to be strengthened.
- c. Provide any recommendations for advancing the strategic goal in 2016-17.
Identify and fund a centralized tracking system for professional development. Identify and implement required faculty staff development.

4. Support and promote shared governance that includes open and timely decision making, effective communication and accountability.

- **Established benchmarks for communications (President, ISA, PAT)**
- **HR and ISA websites established**
- **Constitution workgroup advanced critical documents with an established time line.**
- **Budget advisory committee established**
- **Pre-post PAT communication sharing established**

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes, through the actions outlined above.
- b. What gaps exist that need to be addressed to further the strategic plan?
Continued efforts to improve communication beyond email. Utilize unit meetings, forums and expanded methods to improve.
- c. Provide any recommendations for advancing the strategic goal in 2016-17.
Formalized shared governance
Add the PAT as an administrative unit with measurable goals/deliverables.

5. Increase the cultural competency within the College community.

- The Diversity Committee formed five goals that are included in the broader goal to “Increase the cultural competency within the College community.” To accomplish this goal, the Diversity Committee developed a detailed action plan with elements such as tactics, timeline, measures, resources, responsible persons, justification/support data and planning document linkage. These details are found in the ISA Annual Goals: Spring 2016 to Spring 2017.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes, goals have been established and included in ISA annual goals.
- b. What gaps exist that need to be addressed to further the strategic plan?
The main gap at this time is adequate resources to advance this priority.
- c. Provide any recommendations for advancing the strategic goal in 2016-17.
Commit to adding resources so that adequate progress can be made.

2015-16 Strategic Priority Two Summary

1. Is sufficient progress being made by the institution to advance the Strategic Priority?
Yes. All of the objectives associated with this goal are advancing, some more aggressively than others.
2. Are there any recommendations or actions needed for the College to achieve the targets for this Strategic Priority by 2020?
Incorporate each goal recommendations into the 16-17 refreshed unit goals. Utilize Great Colleges to Work For and 2016 Employee Satisfaction Survey to refresh unit goals.

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Institutional Priority Three – Community

Allegany College of Maryland leads and collaborates with business, educational, non-profit and governmental agencies to enhance student opportunities and contribute to workforce development for the region and the global economy.

Strategic Goals 2015-2020

1. Expand educational, governmental and community partnerships that strengthen educational solutions for local economic and social issues.

- Continuing Education awarded an Adult Basic Education Grant in January 2016 and enrolled 283 students in 54 courses, providing 11.81 FTE.
- Continuing Education summer youth programs established and exceeded target enrollments and course offerings at all three campus locations.
- Student satisfaction with the online AcademicWorks scholarship system increased over the baseline, with 91% stating that the system was “very easy” or “easy” to understand.
- Continuing Education senior programming increased by 46% over the previous year, including a 42% increase in FTE.
- The Western Maryland Center for IT Excellence secured additional funding and increased the number of students trained by 35%.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?

Yes. Out of the 11 goals, 9 were on target, 1 was delayed, and 1 goal is no longer applicable. The goal that was delayed is currently being addressed with the reorganization of the PA Continuing Education Centers.

- b. What gaps exist that need to be addressed to further the strategic plan?

While we understand that each goal is listed under only one strategic priority, it would be helpful to see how the goals align with all of the applicable strategic priorities to further document the integration and overlap of the Strategic Plan.

- c. Provide any recommendations for advancing the strategic goal in 2016-17.

Continue to move forward, as documented in the end of year report.

2. Support service and civic engagement of students, faculty and staff.

- The Student Success Center exceeded the target number of volunteers and the total number of hours of service provided, with 205 student volunteers providing 1,075 hours of service learning.
- Grant funding is in process to establish a collaborative volunteer center between Allegany College of Maryland, Frostburg State University, and Garrett College.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?

The data provided does not fully document that the Strategic Plan goal is progressing appropriately. We believe that the unit goals are appropriate, but additional documentation is needed.

- b. What gaps exist that need to be addressed to further the strategic plan?

The inclusion of more specific quantitative targets/outcomes would provide better data and information on strategic priority advancement.

- c. Provide any recommendations for advancing the strategic goal in 2016-17.

We believe that there is likely other data available that could help to document the advancement of these strategic goals. This would include documentation from the Democracy Commitment, Phi Theta Kappa, and Student Government Association. We feel that this documentation would help to fully assess the effectiveness of the strategic priority.

3. Collaborate with ACM affiliated foundations to enhance community relations and institutional advancement.

- Scholarships for Continuing Education and Workforce Development exceeded the target benchmark, with an increase of 18.9%.
- Financial assistance through the Bedford County Regional Education Foundation exceeded the target benchmark, which included a 17.4% increase in the number of scholarships and an increase of 10% for the number of students receiving awards.
- Financial assistance through the Somerset County Campus Foundation exceeded the target benchmark, which included a 9.5% increase in the number of scholarships awarded and a 17% increase for the number of students receiving awards.
- The number of direct and indirect contacts with donors, through a variety of contacts, to promote the Foundation far exceeded the goal through 59 contacts and/or media releases.
- To ensure long-term viability, the affiliated Foundations' contributions, net assets, and amount of scholarship awards were compared to all other Maryland community colleges. Data shows that net assets were second only

to Montgomery College. Allegany College of Maryland had highest contribution per FTE, the highest net assets per FTE, the highest endowment per FTE, and the highest scholarships per FTE, as compared to every other Maryland Community College.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes. Out of the 14 goals, 13 were on target and 1 goal is in process. All goals contain measurable data and enhance community relations and institutional advancement.

- b. What gaps exist that need to be addressed to further the strategic plan?
Most of the Advancement goals and data were listed under other strategic priorities. To fully address the advancement of this priority, we had to pull data from other unit goals in other priority areas.

- c. Provide any recommendations for advancing the strategic goal in 2016-17.
We recommend that the wording in Strategic Goal 3.3 be revised to include Community Relations, Institutional Advancement, and Student Access. This would create a greater link to Foundation assistance as it relates to student access.

2015-16 Strategic Priority Three Summary

1. Is sufficient progress being made by the institution to advance the Strategic Priority?
Yes.

2. Are there any recommendations or actions needed for the College to achieve the targets for this Strategic Priority by 2020?
 1. Additional supportive documentation for goal 3.2 would provide further evidence of Strategic Priority progress.
 2. Continuing education and training for unit leaders would be helpful in goal development, benchmarking, and analysis of data.

Institutional Priority Four – Resource Management

Allegany College of Maryland prudently applies resources to enhance teaching, learning and working.

Strategic Goals 2015-2020

1. Identify and acquire new resources for the College.
 - Foundation/Scholarship goal, objective 2,3,5 are quantifiable and indicated some measured success.
 - Grant Goal object 3 and 4 need additional information, and should be moved to goal 4.
 - Athletic Goal has been met, results are pending.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how? Yes via the scholarships and new teams – perhaps. Concern is that while much progress has been made – we are not sure the progress is strategic, or meets the requirement for “new resources”. What does “new resources mean? Cash, time, additional people, etc.
 - b. What gaps exist that need to be addressed to further the strategic plan? The enrollment master plan should be referenced or at least made part of the goals, objectives, benchmarks, targets and results.
 - c. Provide any recommendations for advancing the strategic goal in 2016-17 Include measurable outcomes of the goals – to raise “x” amount of money or increase “y” amount of time. Also – include projects that have / will require capital funding – from where will the funding come? Fund balance, the county? Increase revenue from state and county as well as auxiliary services.
2. Proactively plan for the infrastructure needs of the College
 - None of the stated goals fit.
“Infrastructure” needs defined – we thought “physical plant, utilities, HVAC, communication, network (intranet, internet, phones) and security.

The goals of this priority should be based on the IT, Facilities and Educational master plans.

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Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how? No – as stated above.
 - b. What gaps exist that need to be addressed to further the strategic plan? Link the goals and their objectives to specifics identified in the IT and Facilities master plans.
 - c. Provide any recommendations for advancing the strategic goal in 2016-17. As above
3. Utilize data to align resource allocation with institutional plans.
- None of the goals apply.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how? No. There needs to be long term and short term goals/objectives/measures/targets and results.
 - b. What gaps exist that need to be addressed to further the strategic plan? The unit goals need to tie directly to the long term financial plan.
 - c. Provide any recommendations for advancing the strategic goal in 2016-17. Tie to the long term financial plan.
4. Identify and incorporate strategies that will improve institutional efficiencies.
- The objectives for the Grant scholarship goal of goal 1 need to be moved here.
 - The accounting goals are measurable, but will show no results until at least the end of the FY16 audit.
 - The budgeting goals are time related – not dollar related.
 - The C/E goals are not related to efficiency.

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how? In some ways yes – but some of the goals from the other goals need moved here to measure.
 - b. What gaps exist that need to be addressed to further the strategic plan? Too many overall goals – must narrow.
 - c. Provide any recommendations for advancing the strategic goal in 2016-17.
5. Implement a systematic review process to ensure that the College maintains compliance with relevant regulations.

- Only the Title IX goal fits

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how? In terms of Title IX – yes. The printshop goal needs moved to goal #4.
- b. What gaps exist that need to be addressed to further the strategic plan?

- c. Provide any recommendations for advancing the strategic goal in 2016-17.

2015-16 Strategic Priority Four Summary

1. Is sufficient progress being made by the institution to advance the Strategic Priority?
In some ways – yes, in many ways, no. Too many unit goals, too many objectives. Data missing due to not full year cycle.
2. Are there any recommendations or actions needed for the College to achieve the targets for this Strategic Priority by 2020?
Reprioritize down to two main goals focused on institutional efficiency and infrastructure (as we defined it). If we can move these two forward, then the other goals will advance somewhat naturally.

Institutional Priority Five - Planning and Assessment

Allegany College of Maryland integrates planning and assessment of programs, services, and resources to continuously improve student learning, student success and institutional effectiveness.

Strategic Goals 2015-2020

1. Expand the strategic planning process to ensure systematic and sustainable planning, using student learning assessment and institutional effectiveness data.
 - Development of the Annual Report Card (ARC) for assessing the Strategic Plan
 - Consideration of unit assessment data by the Strategic Planning Council
 - Implementation of budget requests and budget rubrics
 - Establishment and operation of Budget Advisory Committee
 - Creation and operation of the Educational Master Plan (EDMP)

Goal Evaluation

- a. Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes. The College has made great strides in how it conducts planning and budget processes with the inclusion of assessment data. There are still improvements to make, but the pieces are beginning to more completely and clearly coalesce for the institution.
 - b. What gaps exist that need to be addressed to further the strategic plan?
The College must demonstrate real application of budget requests to funding allocations. This is anticipated to occur in the 2016-2017 academic year. The Strategic Plan must demonstrate action based on the assessment of its strategic priorities. Modification and dissemination of action by the SPC and BAC must continue to mature over the 2016-2017 year.
 - c. Provide any recommendations for advancing the strategic goal in 2016-17.
Revisit and revise the document outlining how the Strategic Plan is developed and implemented to ensure it contains the appropriate amount of step-by-step instruction necessary to meet accreditation and remain sustainable beyond position incumbents. This should be reviewed with the SPC and Committee on Assessment.
2. Develop and maintain the institutional effectiveness plan which includes an organized and sustainable assessment process that details the procedures, timelines, links to budgeting, and analysis and incorporates program and administrative unit reviews.
 - Planning stages for comprehensive unit review undertaken for both academic administrative functional areas of the College
 - Implementation of unit-level assessment processes across the College
 - Institutional Effectiveness Plan developed and disseminated in Fall 2015

- Multiple and varied professional developments conducted for assessment topics
- Expansion of assessment committee structure to provide additional support and sustainability to the process

Goal Evaluation

- Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Yes, the goal is progressing appropriately. The goal is primarily being advanced by the work in the Committee on Assessment, Strategic Planning Council, Budget Advisory Committee, Instructional & Student Affairs, and Office of Institutional Effectiveness, Research, and Planning.
 - What gaps exist that need to be addressed to further the strategic plan?
Student Learning Assessment data need to be applied to the budgetary and planning processes for academic programs. Additional information can be reviewed in the Monitoring Reports provided to Middle States.
 - Provide any recommendations for advancing the strategic goal in 2016-17.
Prioritize funding designated for professional development and/or awards recognition for assessment at the unit level. Ensure application of assessment data specifically from comprehensive unit and program reviews to budget and planning efforts.
- Complete the assessment cycle of student learning outcomes following the guidelines of the Academic Assessment Plan and ensure the information collected is analyzed and used for decision-making, resource allocation and initiative development.
 - Successful removal of warning status from Standard 14
 - Application of student learning outcomes assessment in 2015-2016
 - Development of appropriate learning outcomes from each academic program.
 - Improved sustainability of SLO assessment with a dean position
 - Created four academic assessment ambassador positions

Goal Evaluation

- Is the strategic plan goal progressing appropriately? If yes, how? Are the unit goals advancing this strategic plan goal? If yes, how?
Advancement of this goal is implemented through the work of the academic programs. It has progressed very well.
- What gaps exist that need to be addressed to further the strategic plan?
The College will need to demonstrate continued compliance with and development of student learning assessment. Programs will be working on

- the application of tools such as curriculum mapping and improving the association and implementation of general education learning outcomes to specific programs.
- c. Provide any recommendations for advancing the strategic goal in 2016-17. Prioritize funding requests which provide professional development opportunities for student learning assessment either internally or externally.

2015-16 Strategic Priority Five Summary

1. Is sufficient progress being made by the institution to advance the Strategic Priority?
Yes. The College still has work to demonstrate full compliance with the deficient standards outlined by Middle States visiting teams, but has managed to accomplish a large amount of work on a variety of deep issues in a short amount of time.
2. Are there any recommendations or actions needed for the College to achieve the targets for this Strategic Priority by 2020?
Maintaining momentum on high-octane initiatives will remain a challenge for the institution. Sustaining the practices and procedures that have been developed over the last year will require ongoing monitoring and resource prioritization.
3. Are there any recommendations or actions needed for the College to achieve the targets for this Strategic Priority by 2020?
Consider material recognition of persons, areas, or concepts demonstrating exceptional dedication to the assessment and planning process.
OIERP will add metrics to the Annual Report Card that more accurately reflect progress made by the institution on Priority 5.
The Committee on Assessment will develop a professional development plan for 2015-2016 to strengthen the institution's capacity for assessment activities
The College will prioritize funding for professional development and training activities related to assessment