



Annual Administrative Leadership and Unit Review (2014/15)

The Annual Administrative Leadership and Unit Review (ALUR) is the ongoing, systematic assessment of our programs and services. Many levels of assessment provide information upon which decisions can be based, including Student Learning Outcomes at the course, program and institutional level, Instructional Program Review, Student Services Program Review and Administrative Leadership and Unit Review (ALUR) make up the central review components of the integrated planning process at Skyline College. The purpose ALUR is to improve the overall quality of services and to ensure that the units are effective in meeting the needs of our diverse faculty, staff and students. Along with Academic Program Review, ALUR supports the realization of the Strategic Plan by providing a system to ensure that our current work is effectively connected to the college mission, vision, values and goals. ALUR will inform the college strategic priorities and resource allocation decisions.

Research indicates that collecting and analyzing evidence leads to improvement of institutional or unit level effectiveness. In addition, the benefits of conducting ALUR include:

- Provides for ongoing review of unit services and programs
- Documents outcomes assessment and internal improvement efforts
- Allows each unit to demonstrate how well it is performing
- Facilitates the integration of planning to resource allocation (budgeting and expenditures)
- Facilitates evidenced based decision making related to planning and budgeting
- Facilitates a continuous improvement process that includes prioritizing improvements.
- Establishes, clear priorities that link to university mission and priorities
- Improves short-range and long-range planning to reach those priorities
- Facilitates participation and input from members regarding improvement
- Facilitates the integration of assessment methods into its operations for continual feedback
- Improves levels of client, participant, student, community and employee satisfaction
- Enhances communication within the department
- Supports skill development and improvement for staff and administrators in the unit
- Facilitates a broader understanding of college planning and budgeting processes

Annual Administrative Leadership/Unit Review and Service Outcomes Assessment

Administrative Unit: Marketing, Communications & Public Relations **Prepared by:** Cherie M. Colin **Date:** 7/15/15

Contact Aaron McVean for data, research and assessment assistance. Please submit your completed forms to mcveana@smccd.edu in addition to forwarding them to your supervisor. Please submit only your Worksheets. Do not alter the forms, or eliminate pages. If a page does not apply simply mark N/A.

The Administrative/Leadership and Unit Review and Service Outcomes Assessment

The Administrative/Leadership and Unit Program Review and Service Outcomes Assessment should be developed with input from the staff within the unit. It is meant to provide a broad understanding of the unit, current trends related to the unit's mission, and how the unit serves to meet the overall mission or goals of Skyline College and the San Mateo County Community College District.

2. What are the Service Area Outcomes for your unit?

The MCPR department has the primary responsibility for publications, advertising, media relations and the college website including web development, programming, maintenance, implementation and user training and internal communication services. The divisions/departments of the college are fully supported and resourced by the marketing, graphic design, advertising consultation, website development and design and public relations services of the department. The community and media outlets have an ongoing and positive dialogue with the college. The Skyline College brand will be evolved in order to consistently represent the brand in all external college materials. A consistent advertising buy schedule will enhance awareness and influence positive impressions of the college and drive enrollment. Underrepresented populations identified in the Student Equity Plan will be targeted when creating promotional plans for general enrollment as well as specific events and/or initiatives which increase access, course completion, ESOL/basic skills, degree and certificate completion and transfer rates.

3. What is the mission of your unit? How does this mission serve the overall College and District Mission?

- To communicate accurately and positively about Skyline College with its diverse internal and external audiences,
- To support the goals of the college and support staff members by communicating college messages effectively and efficiently.

These goals are accomplished through media relations, publication writing and design, paid advertising, web development and content improvements, teamwork with other departments, and a variety of work in the community.

Providing organized and effective communication and marketing, design, advertising, etc. ensures a consistent brand and messaging which assists the various departments and college administration in connecting, engaging and creating positive impressions with students and the community. The Marketing, Communications and Public Relations Office serves to bridge the connection between students and the college as well as the community and the college.

The office mission serves the mission of the district by promoting the college as open-access and rich in diversity, increasing student’s cultural awareness by assisting departments in creating, executing and promoting cultural events and by actively participating in the social and cultural development of San Mateo County.

4. List the functions of your unit.

Function	Done in Collaboration with (leave blank if this function is not in collaboration with another unit)	Note if this is: development and enhancement of our communities, a leadership role, an advocacy role, resource development, planning or services
Project manage, design and produce 3 class schedules and 1 catalog each academic year	Office of Instruction and Vendor (s)	Services
Design, write and produce an Annual Report for the college	Managers and Vendor (s)	Leadership Role
Design effective Campus TV screen, portal and WebSMART Ads	Requesting Department	Services
Design and write/edit effective flyers, brochures, event programs, handbooks and other collateral for the college overall and individual departments as requested	Manager/Requesting Department, SkyGAP, print vendors	Services
Write and distribute press releases for the college and individual departments as requested/appropriate	Requesting Department/President	Services
Research, plan and implement media buys for the college to create awareness and drive enrollment		Planning, Leadership Role
Work to ensure consistency in all external college publications	All Departments, particularly Managers	Leadership Role
Re-evaluate and evolve the brand of Skyline College		Leadership Role
Continue and enhance the dialogue between the college and the community and the college and the media to create positive impressions		Leadership Role
Provide on-going marketing support for the President’s Council	Office of the President	Services
Provide marketing materials and promotional and event support for the annual President’s Breakfast, the Scholarship Awards Ceremony	Office of the President/Office of Vice President of Student Services/ Student Life & Leadership Development	Services

and Commencement		
Provide marketing support for campus clubs/student activities as requested	Student Life & Leadership Development	Services
Participate in various committees as assigned/appropriate		
Arrange or provide event photography and maintain the college photo library		Services, Leadership Role
Create/coordinate promotional videos for use online, at events, etc.		Leadership Role
Manage social media efforts, specifically to effectively communicate to students and the community		Leadership Role
Gather and prepare the weekly newsletter, Skyline Shines	All Departments/President	Services
Prepare and send campus announcements to faculty and staff	Requesting Department	Services
Prepare and send informational and promotional email messages to students through GWAMAIL		Services
Populate and update the college events calendar and latest news sections on the website	All Departments	Services
Provide web development services and training, and write new web content as requested/appropriate	All Departments	Services
Evaluate and evolve the college website both visually and with updated content to improve mobile accessibility and user experience		Leadership Role
Develop, populate and/or improve "special" department and/or event websites such as SparkPoint, CITD, BAEC, Success Summit		Services, Leadership Role
Assist in the creation or enhancement of Outreach initiatives and/or events utilizing marketing strategies and creating supporting materials	Outreach	Services, Leadership Role

5. Please provide an update on previous year goals and initiatives. What were the major goals and accomplishments?

College Goal	Strategy	Unit	Objective	Measurement Criteria	Outcome/Status (ongoing, completed)
1, 2, 3, 4, 5	Research and consider engaging the services of an outside professional branding/communications organization. Or, embark on a several month internal research/fact finding mission including focus groups, surveys, etc.		Re-evaluate and evolve the brand of Skyline College	Develop strategies including a new style guide that facilitates correct use and implementation of the brand based on feedback gained through fact finding and professional recommendations.	Completed: A new style guide was successfully rolled out ensuring greater communication and resources for the college community and consistency over the last 2 years in representing the college brand. Ongoing
1, 3, 4	Research advertising mediums, analyze target markets and schedule ad buys on a regular basis. Press releases will be written and distributed to local media each month, furthering the college's relationship with local media contacts. An open house could be held for media to visit the college		Create a regular advertising and public relations schedule to generate awareness, reinforce branding and drive enrollment	Review the results of each advertising flight to analyze effectiveness (i.e. enrollment numbers, buzz in the community, etc.). Adjust future ad buys based on analysis results. Distribute least 1 press release each month to media outlets and secure at least 3 mentions in online or print media.	Completed: Ad buy schedule was secured and has resulted in increased awareness of the college likely in additional enrollments over the last 2 years. A limited number of press releases were written and distributed as topics suggested by divisions were not relevant/enticing enough to develop effective feature stories to pitch to media outlets. Ongoing
1, 2, 6	Collaborate with the VPI and VPSS to identify and create messages for 2 or more specific programs and/or services		Identify and implement mini-campaigns to encourage enrollment in specific priority programs or services	Implement 2 or more mini-campaigns resulting in increased enrollment or utilization of services	Completed: Each semester, 2-3 programs were chosen to promote with specific initiatives/digital ad buys to drive enrollment. Ongoing
3, 7	Create an events committee and collaborate with VPs and		Create and implement a large scale event to highlight Skyline	Partner with 4 or more local area businesses/non-profits to participate in the	Not Completed: Large-scale event has not been created due to lack of staff time as result of all

	Deans to ensure involvement from all aspects of the campus. Partner with or more local area businesses/non-profits		College accomplishments and invite the community to campus	event. Ensure attendance of at least 300 community members, staff and students	other college-wide and department services being provided. This is still a goal the department would like to accomplish, however is predicated on the ability of the department to partner effectively with and gain sufficient support from Outreach and Student Life.
3, 4	Host 2-3 reception-style events in partnership with local organizations to bring community members to campus		Host local meetings, mixers, or receptions of Chambers or similar organizations	Host 2-3 reception-style events to bring community members to campus	Completed, but ongoing yearly
3, 4	Collaborate with the Executive Committee and future event committee to develop goals and marketing solutions to advertise and promote the event		Support the planning and market the President's Council Success Summit	As a team, secure at least 100 attendees at the Success Summit	Completed

6. **What are the key internal and/or external factors that have occurred in the last year that affect your area?**

The change in many leadership positions from the Vice President of Student Services to Deans and Directors. The establishment of the BAEC and the new Global Learning Division. The refining of management council's understanding of the current student success and persistence picture as a result of looking at "the hard numbers" and recognizing there is work to do in the area of student equity.

7. **What are the upcoming leadership and operational goals and initiatives that will connect to the college goals for your unit?**

(Before writing your goals and objectives be sure to review other Program Review documents related to your unit to discern if there are service needs.

College Goal	Strategy	Unit	Objective	Measurement Criteria	Resources Needed
1, 2, 3, 4, 5	Research and consider engaging the services of an outside professional		Re-evaluate and evolve the brand of Skyline College. Investigate the	Develop strategies including an updated style guide that facilitates	\$25,000+ (if a branding/marketing research firm is hired)

	branding/communications organization to take an outside look at the brand and logo of the college. Or, embark on a several month internal research/fact finding mission including informal student and community focus groups, surveys, etc.		options for updating the college logo.	correct use and implementation of the brand.	
1, 3, 4	Research advertising mediums, analyze target markets and schedule ad buys on a regular basis. Press releases will be written and distributed to local media each month, furthering the college's relationship with local media contacts. An open house could be held for media to visit the college		Create a regular advertising and public relations schedule to generate awareness, reinforce branding and drive enrollment	Review the results of each advertising flight to analyze effectiveness (i.e. enrollment numbers, buzz in the community, etc.). Adjust future ad buys based on analysis results. Distribute least 1 press release each month to media outlets and secure at least 3 mentions in online or print media.	See MCPR Proposed Budget
1, 2, 6	Collaborate with the VPI and VPSS to identify and create messages for 2 or more specific programs and/or services		Identify and implement mini-campaigns to encourage enrollment in specific priority programs or services	Implement 2 or more mini-campaigns resulting in increased enrollment or utilization of services	See MCPR Proposed Budget
3, 7	Create an events committee and collaborate with VPs and Deans to ensure involvement from all aspects of the campus. Partner with or more local area businesses/non-profits		Create and implement a large scale event to highlight Skyline College accomplishments and invite the community to campus	Partner with 4 or more local area businesses/non-profits to participate in the event. Ensure attendance of at least 300 community members, staff and students	Approximately \$12,500 for staffing, event consulting, promotion and equipment needs to produce the event top to bottom This goal is predicated on the ability of the department to partner effectively with and gain

					sufficient support from Outreach and Student Life.
3, 4	Host 2-3 reception-style events in partnership with local organizations to bring community members to campus		Host local meetings, mixers, or receptions of Chambers or similar organizations	Host 2-3 reception-style events to bring community members to campus	\$3,000 for a college hosted mixer – includes food, beverages, décor and raffle prize.
3, 4	Collaborate with the Executive Committee and future event committee to develop goals and marketing solutions to advertise and promote the event		Support the planning and market the President’s Council’s Breakfast and Success Summit	As a team, secure at least 100 attendees at the Success Summit and 300 or more attendees to the Breakfast	Resources to support printing of materials comes from President’s Office FOAP.
2, 3, 4	Continue the website re-design that began in late 2014 by moving pages over one by one to the new, more modern and mobile responsive design. As sites are being moved, review content for updates and remove outdated information. Maintain up to date content on major pages of the site, and make frequent updates to news, events, and skyline shines sections of website.		Further improve the user experience, content, and visual design of the college website and maintain a consistent flow of new content within the news, events and skyline shines section of the website.	Once the website is completely redesigned by the end of next year, the overall web traffic and time spent on the site should increase. Bounce rate however, should decrease as measured by Google Analytics.	Staff time only
2, 3, 4, 5	Train department users on the new layout of our webpages and refresh Omni Update best practices on a regular basis. Continue to scour the site to update/remove outdated content.		Increase the frequency with which Omni Update users update the content on their websites, review the links and documents on their websites, and cull out outdated content.	Train at least 5 departments in Omni Update and website best practices. As content is updated, time spent on the site will increase as it will be increasingly relevant to the reader.	Staff time only

5	Provide internal divisions/departments with presentation resources that reflect the skyline college brand.		Ensure presentation materials are of the highest quality and accurately represent the brand of the college.	Produce 2 or more PowerPoint templates for use in the divisions/departments. Post them on the Inside Skyline College website as a resource for the college community.	Staff time only
5	Provide training to divisions/departments to be increasingly self-sufficient with marketing materials due to the volume the college creates.		Assist divisions/departments in being able to design simple but quality event or informational flyers and other promotional materials for review by MCPR	Host at least 2 division/department trainings on how to use InDesign and design best practices.	Staff time only

8. **Provide the official Organizational Chart of your unit and an ideal chart that includes all levels of services and positions.** *Please provide a brief narrative descriptions by numbering the chart and including a numbered list with clarifications on a subsequent page. If you wish make this an appendix item.*

Current Staff Narrative:

1. The Director leads the MCPR team in marketing, advertising and branding strategies. In addition to managing staff day to day, the director communicates and interfaces on a regular basis with Management Council within the college to align and focus department work on the overall objectives of the college and has ongoing relationships on behalf of the college with key community and media members outside the college. The director acts as the traffic manager for all department requests, assigning portions of the requests to team members and providing them back to the “client”.
2. The Visual Communications Coordinator provides all graphic design and logo/branding consultation for digital and print mediums for the entire college and all of its various annual events.
3. The Web Programmer Analyst services the college with web development/coding capabilities and the overall vision for the future of the college website. This position is responsible for remaining in close contact with district IT to ensure our technology is supported by the district and up to date. The position is also the main contact for SharePoint, NoviSurvey and works on special district projects as assigned/appropriate.
4. The Website & Promotions Content Coordinator is responsible for maintaining and re-writing the content on the website, assisting in directing the overall vision for the college website in conjunction with the MCPR director and the Web Programmer Analyst. In addition, this position creates and implements the social media strategy on behalf of the entire college.

Two new positions proposed and respective narratives:

1. Office Assistant II – this position would be responsible for assisting with all the administrative duties and information gathering in order to produce the general information portions of the 3 class schedules and the catalog annually. As the department has grown, there is also additional work in relationship to finances as the college is increasingly active in community sponsorships, hiring outside independent contractors for specific projects and has a coordinated advertising buying plan to support awareness and drive enrollment. This position would assist in tasks related to communicating with students and faculty and staff on a regular basis. The administrative duties for the office currently fall on the MCPR Director, taking her away from media buying and other strategic planning/management duties and the finances are handled by Executive Assistant to the President when/if there is no short-term temp or permanent person in this role.
2. Visual Communications Coordinator – this position would be a replica of the current VCC position due to the overflow in the volume of design work requested and expected of the department from digital to print, photography and copywriting.

9. Staffing Profile (Please indicate the number in terms of FTE. (i.e. a full time staff =1 FTE / and a half time staff =.5 FTE)

Position	Staffing Levels for Each of the Previous four years as of July 1				Anticipated total staff needed as of July 1				
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Administration									
Classified Staff FT	2	3	3	4	5	5	5	5	5
Classified Staff PT					1	1	1	1	1
Confidential Staff FT									
Hourly Staff (if classified part time is not approved)					1	1	1	1	1
Student Workers	2	2	2	2	2	2	2	2	2
FTE faculty Full-Time									
FTE faculty Part-Time/Overload									
Faculty Reassigned FTE Full time									
Faculty Reassigned FTE Part time									
Total Full Time Equivalent Staff	2	3	3	4	5.5	5.5	5.5	5.5	5.5

10. Outcomes Assessments

Outcomes Assessed	Outcomes data and interpretation	Conclusions Reached	Action steps	Program review conclusions
<p>1. The Divisions/ Departments will be fully supported and resourced by the marketing, graphic design, advertising consultation, website development and design and public relations services.</p>	<p>Anecdotal information is available, not able to be measured via traditional data.</p>	<p>Anecdotal information indicates that departments feel supported and resourced by the MCPR services and consultation in order to accomplish their respective objectives.</p>	<p>Continue to focus on providing full resources to support each Division/Department.</p>	
<p>2. Advertising, Public Relations and promotional activities will fully support the overall objectives of increasing awareness in the community, encouraging student access to education, access to student support services, and providing all the tools students need to reach their educational goals on time.</p>	<p>Anecdotal information is available, not able to be measured via traditional data.</p>	<p>College Divisions/Departments have indicated that the services provided assisted them in</p>	<p>Continue to focus on improving the quality of print and website designs, hone in on promotional strategies to reach specific populations of students identified in the student equity plan.</p>	

What were the Service Area Outcomes (SAOs) you assessed last year?	How did you assess progress? Please list the methods you used in the assessment.	When: In what timeframe was the assessment completed?	What was the target or benchmark you hoped to achieve or did achieve in the assessment?	Have you used the results from the assessment to make improvements? Please describe these improvements here.
N/A				

Update from previous year's assessments (2014-2015).

Department/Unit:		Marketing, Communications and Public Relations		Date: July 15, 2015	
Assessment Facilitator:		Cherie M. Colin		Ext. 4346	Email: colinc@smccd.edu
Unit Mission Statement:		To communicate accurately and positively about Skyline College with its diverse internal and external audiences and to support the goals of the college and support staff members by communicating college messages effectively and efficiently.			
Current year's assessment plan (2015-2016)					
Anticipated Service Area Outcomes (SAO): What are you trying to do, or what SAO are you planning to assess? NO MORE THAN 2	Assessment Methods: What assessment methods do you plan to use?	Timeframe: When Will Assessment Be Conducted and Reviewed?	Targets/Benchmarks: What is the minimum result, target, or value that represents success at achieving this outcome?	Use of Results: How do you anticipate using the results from the assessment?	
1. The Divisions/ Departments will be fully supported and resourced by the marketing, graphic design, advertising consultation, website development and design and public relations services.	Anecdotal information in addition to an MCPR satisfaction survey.	At the end of the academic year.	The college will indicate that they are satisfied (overall) with the services provided by the MCPR department.	Areas of service improvement within the department may be identified as well as ways in which the department can more fully resource and support the needs of the college.	
2. Advertising, Public Relations and promotional activities will fully support the overall objectives of increasing awareness in the community, encouraging student access to education, access to student support services, and providing all the tools students	Anecdotal information from departments, impressions as a result of enrollment and awareness-based advertising campaigns and an increase in student equity values.	At the end of the academic year.	Advertising, public relations and promotional support should yield increased attendance at college-wide events, increased positive impressions among students and the general	Advertising buys, public relations and promotional efforts can be targeted based on the results attained for maximum return on investment both in ad dollars spent and staff efforts/time.	

need to reach their educational goals on time.			community and increased enrollments in targeted populations and key programs.	
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ALUR--Resources Needed

Unit Name: Marketing, Communications and Public Relations

11. Staff Needs

NEW OR REPLACEMENT STAFF (Faculty or Classified)

<p align="center">List Staff Positions Needed for Academic Year <u>15-16</u> Place titles on list in order (rank) or importance.</p>	<p align="center">Indicate (N) = New or (R) = Replacement</p>	<p align="center">Annual TCP*</p>
<p>1. <u>Reason:</u> Office Assistant II – this position would be responsible for assisting with all the administrative duties and information gathering in order to produce the general information portions of the 3 class schedules and the catalog annually. As the department has grown, there is also additional work in relationship to finances as the college is increasingly active in community sponsorships, hiring outside independent contractors for specific projects and has a coordinated advertising buying plan to support awareness and drive enrollment. This position would assist in tasks related to communicating with students and faculty and staff on a regular basis. The administrative duties for the office currently fall on the MCPR Director, taking her away from media buying and other strategic planning/management duties and the finances are handled by Executive Assistant to the President when/if there is no short-term temp or permanent person in this role.</p>	<p align="center">N</p>	
<p>2. <u>Reason:</u> Visual Communications Coordinator – this position would be a replica of the current VCC position due to the overflow in the volume of design work requested and expected of the department from digital to print, photography and copywriting. Currently, the 2 student assistants and the other staff members are picking up the additional overflow VCC work.</p>	<p align="center">N</p>	

* TCP = "Total Cost of Position" for one year is the cost of an average salary plus benefits for an individual. New positions (not replacement positions) also require space and equipment. Please be sure to add related office space, equipment and other needs for new positions to the appropriate form and mention the link to the position.

12. Additional Equipment Needs (excluding technology)

List Equipment or Equipment Repair Needed for Academic Year <u>15-16</u> Please provide a brief list of the needs of your unit on your campus below. Place items on list in order (rank) or importance.	Equipment: • (I)-instructional • (n) non-instructional	Annual TCO**		
		Cost per item	# Requested	Total Cost of Request
1. Photo backdrops (2-3) <u>Reason:</u> Photo backdrops (themed like the Hawaiian backdrop the department currently has) at campus and community events engage students, attract attention and provide an opportunity for Skyline College to communicate directly with students/community members.	N	\$100.00	2-3	\$300.00
2. Pipe and possibly drape for photos <u>Reason:</u> The pipe/pole system is needed to hold the backdrops.	N	\$200.00	1	\$200.00

* *Instructional Equipment is defined as equipment purchased for instructional activities involving presentation and/or hands-on experience to enhance student learning and skills development (i.e. desk for student or faculty use). Non-Instructional Equipment is defined as tangible district property of a more or less permanent nature that cannot be easily lost, stolen or destroyed; but which replaces, modernizes, or expands an existing non-instructional program. Furniture and computer software, which is an integral and necessary component for the use of other specific instructional equipment, may be included (i.e. desk for office staff) ** TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. If equipment needs are linked to a position please be sure to mention that linkage.*

13. Technology (Computers and equipment attached to them) + Needs Not Covered by Current Budget:

NOTE: Technology; excludes software, network infrastructure, furniture, and consumables (toner, cartridges, etc.)

Priority	EQUIPMENT REQUESTED	New (N) or Replacement (R)?	Program: New (N) or Continuing (C) ?	Location	Is there existing Infrastructure?	Has it been repaired frequently?	Cost per item	Number Requested	Annual TCO* Total Cost of Request
1. Justification A MacMini is needed to be able to upload and remove ads on the TV screens around campus in a timely fashion and ensure quality and consistency of ads.	MacMini	N	C	4329	No	N/A	\$600.00	1	\$600.00

- *TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. If equipment needs are linked to a position please be sure to mention that linkage. ++Technology is (1) equipment that attaches to a computer, or (2) a computer is needed to drive the equipment.*

14. Facilities Needs Not Covered by Current Building or Remodeling Projects*

List Facility Needs for Academic Year _____ (Remodels, Renovations or added new facilities) Place items on list in order (rank) or importance.	Annual TCO*	
	Total Cost of Request	
1. <u>Reason:</u> N/A		
2. <u>Reason:</u>		

15. Professional or Organizational Development Needs Not Covered by Current Budget

List Professional Development Needs. Reasons might include in response to assessment findings or the need to update skills to comply with state, federal, professional organization requirements or the need to update skills/competencies. Please be as specific and as brief as possible. Some items may not have a direct cost, but reflect the need to spend current staff time differently. Place items on list in order (rank) or importance.	Annual TCO*		
	Cost per item	Number Requested	Total Cost of Request
1. <u>Reason:</u> Keeping up with the latest technology in web design and marketing/social media best practices is vital to our ability as a department to continually improve so we can serve as a resource for the college, increase enrollments in targeted populations and programs and increase positive impressions in the community. Conference attendance and related travel expenses for professional development for Director, Visual Communications Coordinator, Web Programmer Analyst and Website Content Coordinator.	Approx.. 2,000 – 3,000 each	5	\$10,000 – \$15,000
2. <u>Reason:</u>			

16. OTHER NEEDS not covered by current budget

List Other Needs that you are certain do not fit elsewhere. Please be as specific and as brief as possible. Not all needs will have a cost, but may require a reallocation of current staff time. Place items on list in order (rank) or importance.	Annual TCO*		
	Cost per item	Number Requested	Total Cost of Request
1. <u>Reason:</u> N/A			

2. <u>Reason:</u>			
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17. Long Term Planning Needs (2 – 5 years from now)

If your unit anticipates a significant* additional needs for personnel, equipment or facilities will occur two to five years from now please list those here*			
	Fiscal Year Needed	Number Requested	Total Cost of Request
1. <u>Reason:</u> N/A			
2. <u>Reason:</u>			

**Significant needs are generally those with annual costs over \$20,000. They may be the result, for example, of institutionalizing a grant, anticipated growth, or major equipment coming to the end of its life.*

Appendix I

Steps to Developing Assessment Plans & Reports

- 1. Unit develops measurable Service Area Outcomes (SAO).** An SAO is a “specific statement that describes the benefit that a [unit] hopes to achieve or the impact [. . .] that is a result of the work that your unit performs. Outcomes should be:
 - Challenging but attainable”
 - Articulate what the unit wants to achieve
 - Indicate end results for the unit rather than actions
 - Relate to the unit’s mission and vision
 - Focus on the benefit to the recipient of the service
 - Be stable over a number of years. If it is time dependent, it is most likely a goal not an outcome; and
 - Be measurable and directly related to the work of your unit.¹

Stems for writing outcomes can include:

- “Participants served will know or be able to....”
- “In support of student learning, faculty and staff will _____”
- “Students will know or be able to ...”
- “The community will know or be able to”

- 2. Unit defines how it will assess progress (non-evaluative) towards the outcomes.** The unit might consider taking an inventory of current tools being used. For example:
 - What information is being collected already?
 - What assessment are you already using?

Methods that can be used to measure progress include, for example:

- Student satisfaction surveys
- Number and type of complaints
- Growth in a specific function
- Comparisons to professional organizations’ best practices
- Focus groups
- Opinion surveys

¹ Source: *The American University in Cairo*. “A guide to developing and implementing effective outcomes assessment: Academic support and administrative units.” December 1, 2007. Retrieved on the internet at <http://ipart.aucegypt.edu>

- Time to complete a task
- Levels of successful participation or acquisition of service

- 3. Unit completes the assessment plan and carries out the assessment.** In order to ensure the plan is completed
 - Designate a coordinator for the assessment project and/or assign responsibility for individual components
 - Develop a timeline indicating when work will be collected, results tabulated, analysis completed, and subsequent dialogues.
- 4. Unit gathers information, analyzes results, communicates findings, and takes action.** This step is important as it is used to identify changes needed to improve efficiency, effectiveness, and unit performance. It should also be applied to for planning and budgeting and resource allocation requests (short term and long term). Ultimately it may be tied to the institution's ability to achieve its mission.