



ASCC Process of Institutional Strategic Planning

American Samoa Community College
Institutional Planning Executive Core Committee (IPECC)
May 20, 2014 (Presentation to ASCC Deans & Directors)

What is our purpose?

Our purpose is our “Mission”

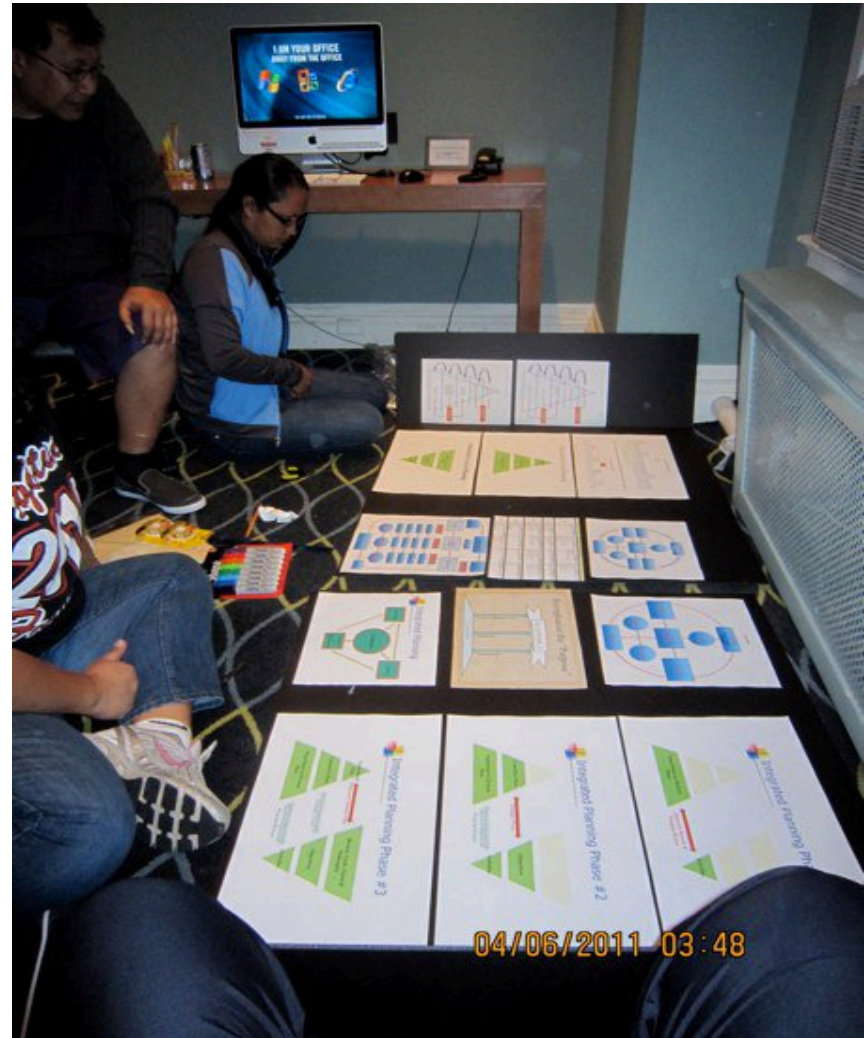
The mission of the American Samoa Community College is to foster successful student learning by providing educational programs and high quality services that will enable students to achieve their educational goals and to contribute to the social, cultural, political, economic, technological, and environmental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

To fulfill this mission, the College, as an open admissions United States accredited Land Grant institution, provides access to associate degree 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.**

Now we understand the Purpose...

- We begin the process of integrated planning.



3 Structural Levels of Planning



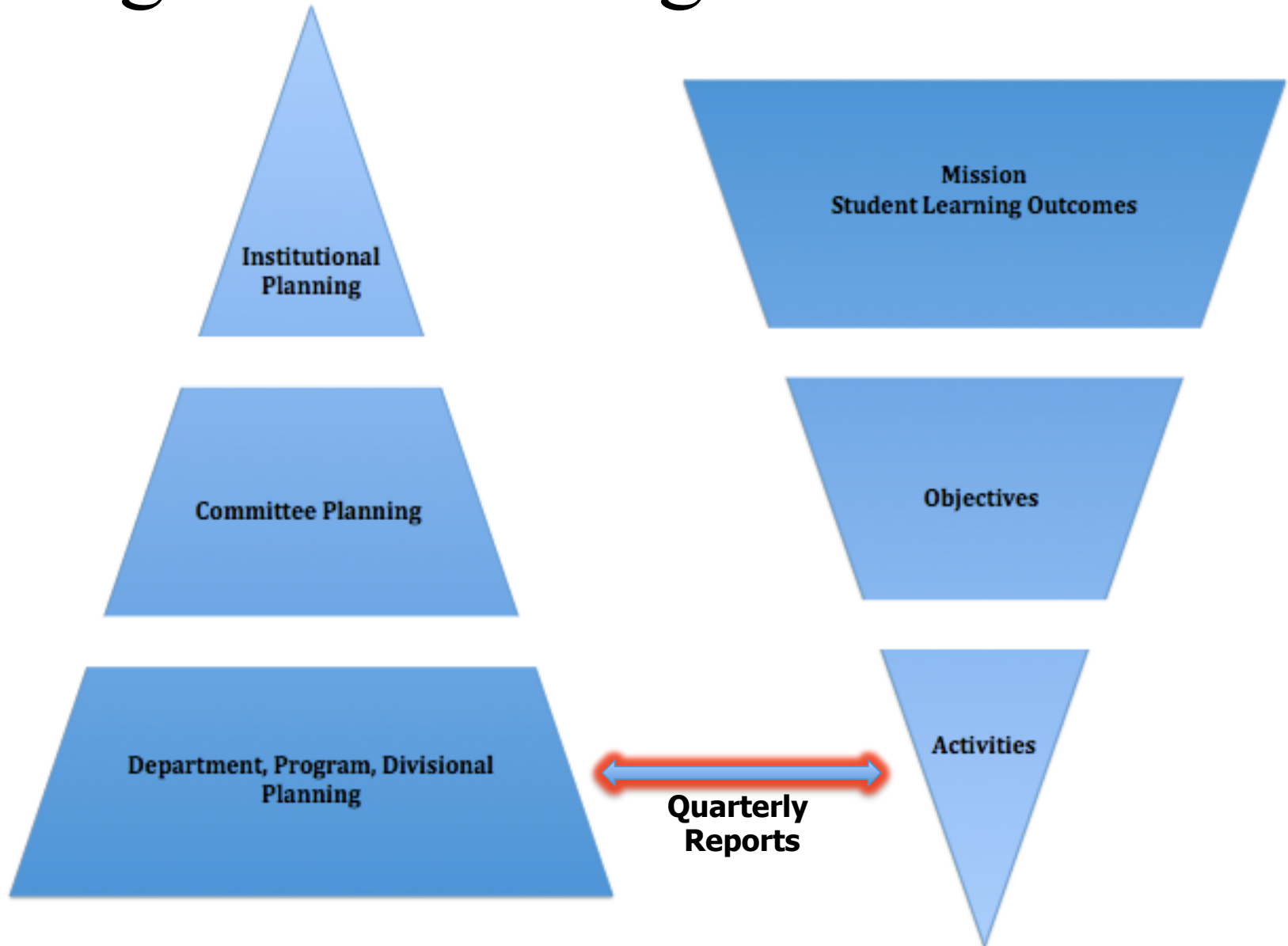
3 Functional Levels of Planning



Integrated Planning Process

- Process is important;
- Broad participation on all levels;
- “Data” driven decisions;
- Follow through

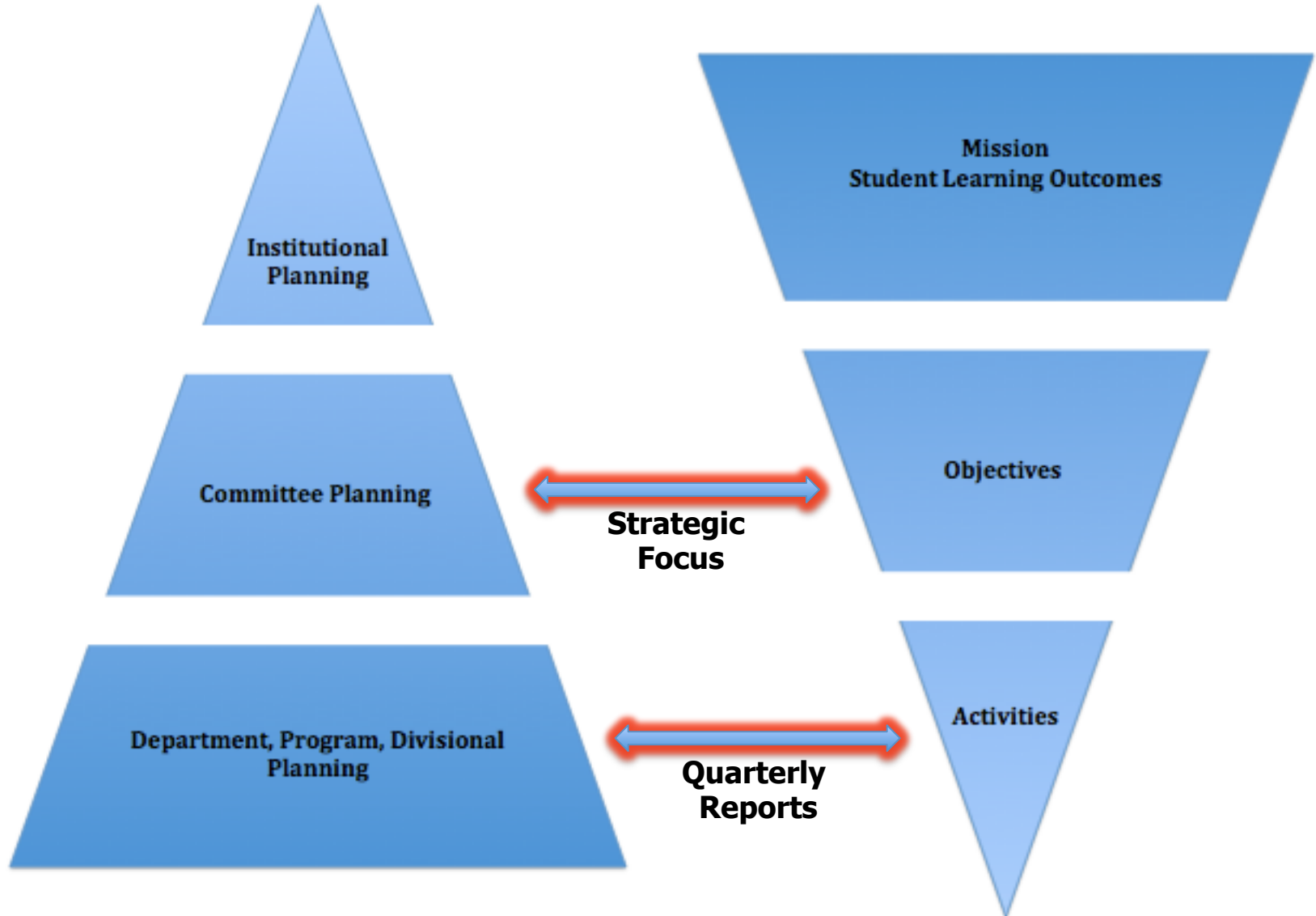
Integrated Planning Phase 1:



Program Review:



Integrated Planning- Phase 2:

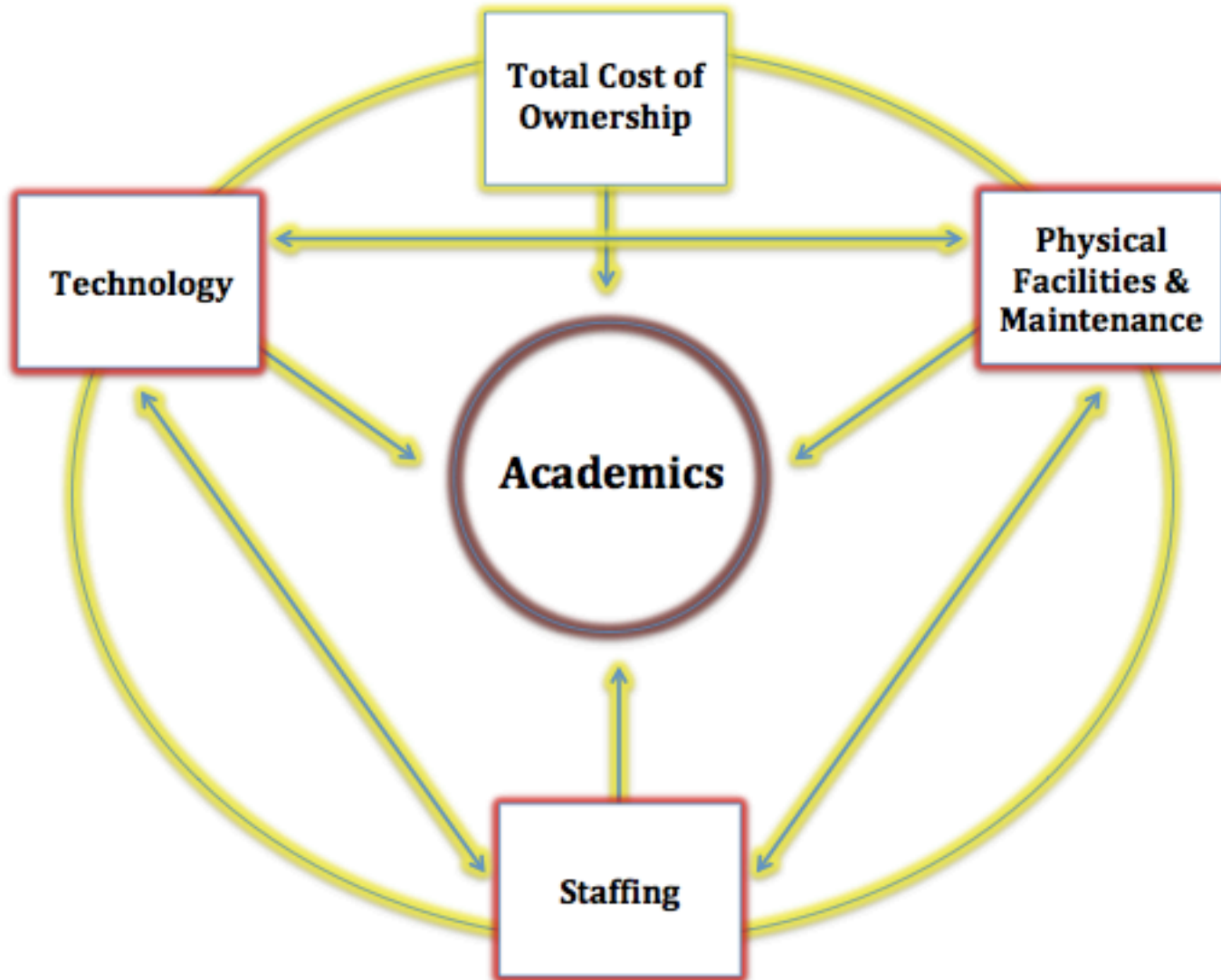


The Plans....

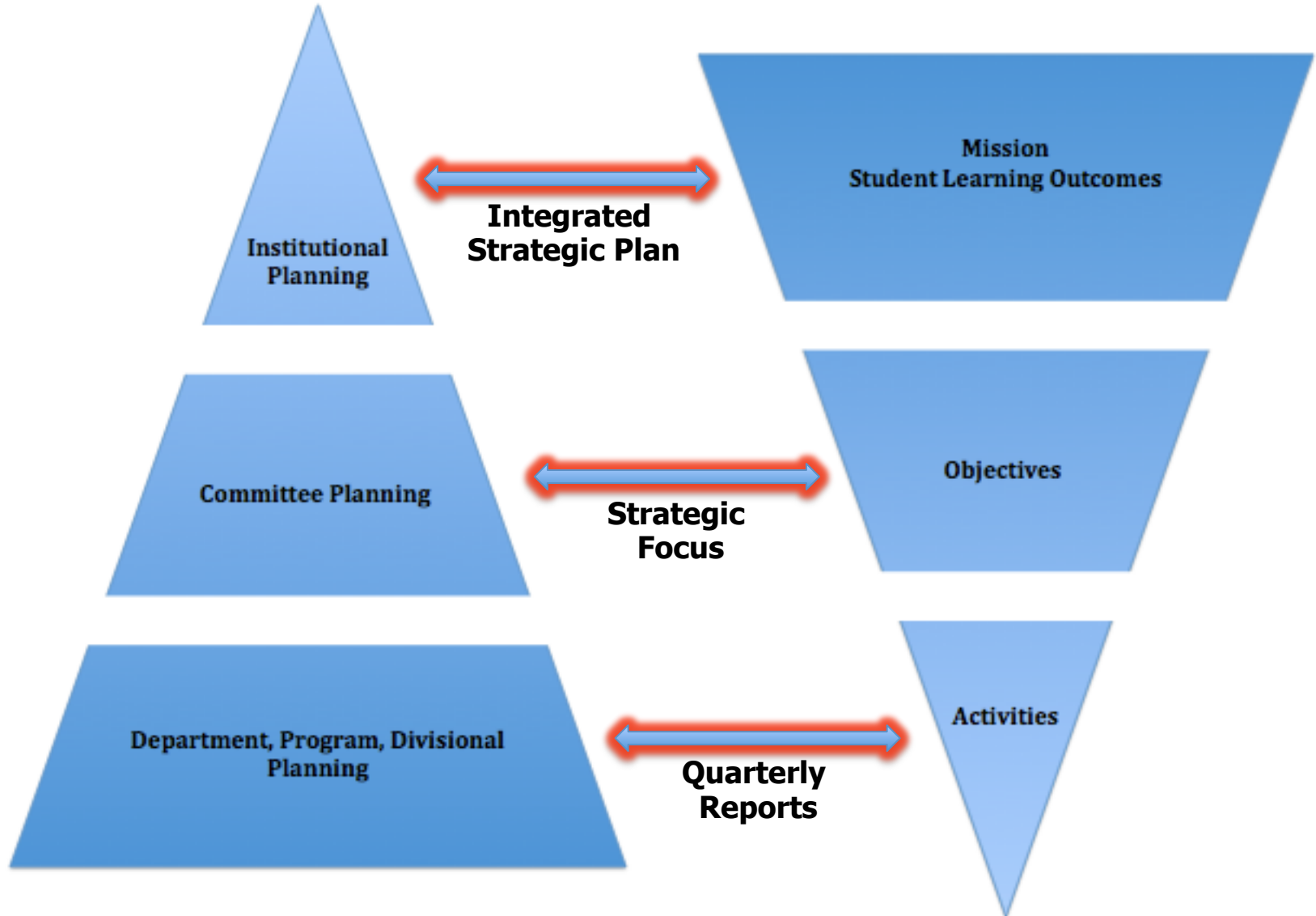
- Academic Excellence
- Technology
- Physical Facilities & Maintenance
- Staffing
- Total Cost of Ownership



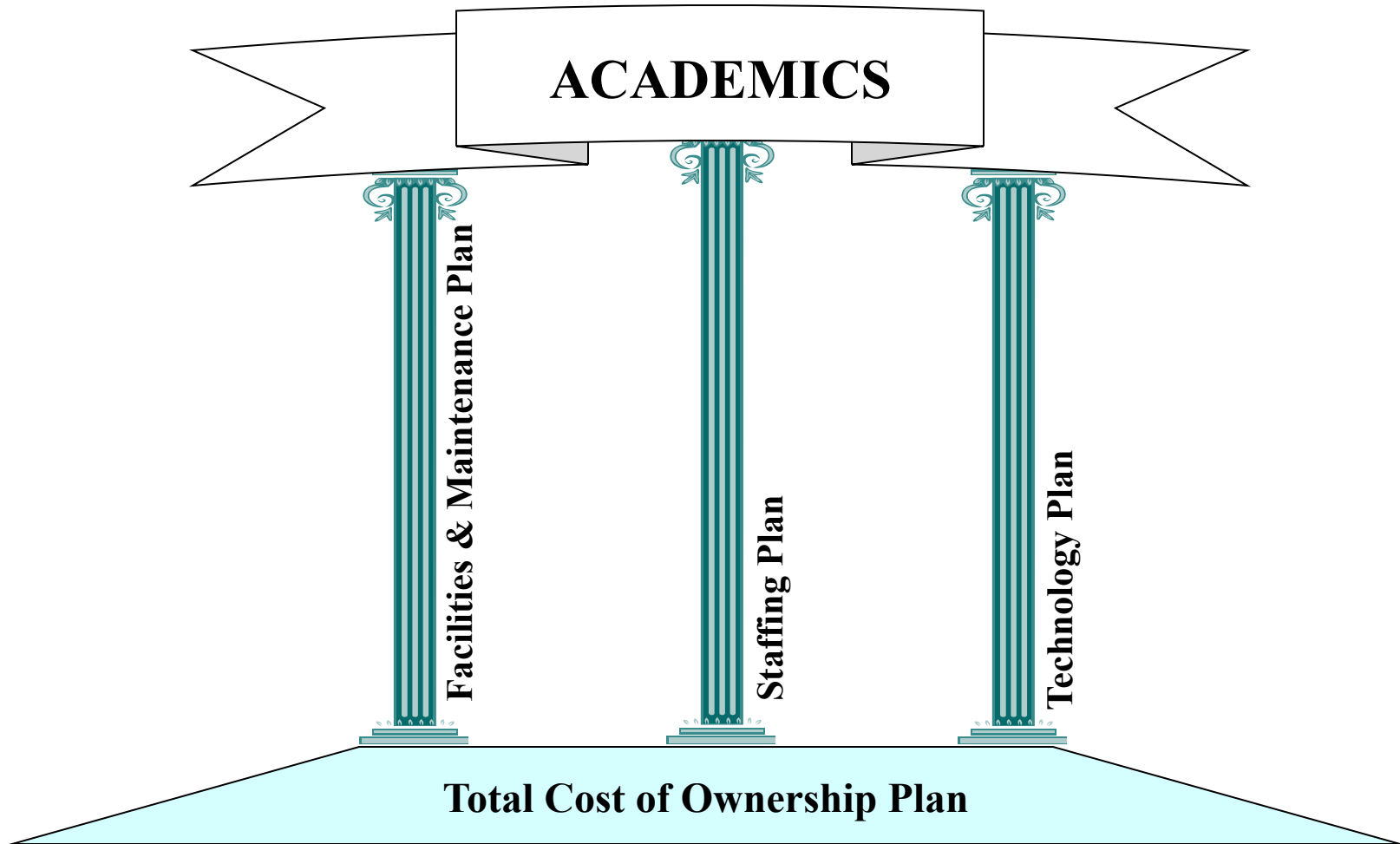
Strategic Integrated Planning:



Integrated Planning- Phase 3



Reemphasize the “Purpose”





ASCC Institutional Strategic Plan 2015-2020

Strategic Areas:

- Academic Excellence
- Technology
- Physical Facilities & Maintenance
- Staffing
- Total Cost of Ownership





Academic Excellence Plan 2015-2020



Institutional Planning Committee- Academic Excellence

Subcommittee Members: Dr. Kathleen Kolhoff, Ms. Cherie Ripley, Dr. Daniel Chang, Ms. Shirley Dela Rosa, Ms. Annie Panama, Dr. Rosevonne Pato, Mrs. Claire Sagapolutele Toeava, Mrs. Letupu Moananu, Mr. Sonny Leomiti

Subcommittee Review Process

- ☑ Review Academic Excellence Goals and Objectives
- ☑ Review Institutional Evidence
- ☑ Provide Recommendations
- ☑ Report Findings

Academic Excellence Plan

- Goal 1: ASCC will enhance and deliver innovative, effective education & support programs to facilitate Student Academic Success.
- Goal 2: ASCC will support Faculty & Staff Performance Commitment.

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

- **Strategic Objectives:**

1. ASCC will provide qualified faculty, appropriate facilities and a curriculum driven by Outcome Qualities & Competencies;
2. ASCC will Assess, Evaluate and document Recommendations to improve Institutional Effectiveness;
3. ASCC will emphasize High Quality Teaching & Services;
4. ASCC will continue to develop, implement, and solidify programs that serve the need of the Community;
5. ASCC will increase the Quality and Availability of Educational Technology;
6. ASCC will continue to strengthen its services in Academic Advising, Counseling, Tutoring, Finances, Resources, and Campus Life;
7. ASCC will enhance opportunities for student academic, career and personal success;
8. ASCC will continue to expand academic programs to meet the needs of the community.

Academic Excellence Strategic Goal 2: ASCC will support Faculty & 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.

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 & Competencies;
- **Expected Outcomes:**
 1. A comprehensive institutional process has been defined to designate faculty & staff according to expertise and is aligned to divisional operations;
 2. Processes and Policies are reviewed and are updated accordingly to institutional internal and external trends;
 3. Trends on Student Enrollment are documented and analyzed to determine high need areas in Teaching & Learning and Professional Services;
 4. Vacant Positions & High Need Content & Service areas continue to be fulfilled;
 5. An institutional scheduling process is defined for the scheduling of all courses offered at ASCC to determine the maximization of classroom, labs, resources, and office space and occupancy intervals;
 6. A Student Learning Outcome Awareness and Implementation Plan is defined and implemented to all ASCC employees.

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

- **Strategic Objective 2:** ASCC will Assess, Evaluate and document Recommendations to improve Institutional Effectiveness;
- **Expected Outcomes:**
 1. A document has been finalized and approved emphasizing processes for institutional program review;
 2. Institutional Policies are updated and routed accordingly for approval to include program review;
 3. A document has been finalized and approved emphasizing processes for institutional assessment and planning;
 4. Institutional Policies are updated and routed accordingly for approval to include institutional assessment and planning;
 5. An Institutional Manual is compiled, approved, and disseminated on Institutional Program Review, Assessment, and Planning and aligned to institutional policies;
 6. SLO updates and reports are compiled, analyzed, and disseminated accordingly by all academic and administrative divisions.

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

- **Strategic Objective 3:** ASCC will emphasize High Quality Teaching & Services;
- **Expected 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; Institutional Policies are updated and routed accordingly for approval to include program review;
 2. Divisional Organizational Charts emphasize alignment of all employment positions to divisional operations (Standard Operating Procedures) and outcomes;
 3. An analysis on faculty/staff performance evaluations is compiled annually emphasizing professional needs;
 4. Increasing improvements on data collection methods, analysis and dissemination of Student Achievement and Institutional/Divisional Outcome Achievement.

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

- **Strategic Objective 4:** ASCC will continue to develop, implement, and solidify programs that serve the need of the Community;
- **Expected Outcomes:**
 1. Institutional publicity has increased in research, awareness, and program salient accomplishments;
 2. Constant Reviews and Updates on all (Current and New) ASCC MOUs, job placements, and transfers are documented and centralized institutionally and archived;
 3. An increase in Community Advisory Council participation in program affairs has been documented and centralized institutionally and archived;
 4. A Service Learning Plan has been identified and implemented.

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

- **Strategic Objective 5:** ASCC will increase the Quality and Availability of Educational Technology;
- **Expected 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;
 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;
 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.

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

- **Strategic Objective 6:** ASCC will continue to strengthen its services in Academic Advising, Counseling, Tutoring, Finances, Resources, and Campus Life;
- **Expected 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;
 2. Outreach recruiting procedures is institutionalized, documented, and centralized;
 3. A process for a calendar of institutional activities are generated annually and disseminated accordingly;
 4. An assessment of the ASCC safety plan is documented and archived.

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

- **Strategic Objective 7:** ASCC will enhance opportunities for student academic, career and personal success;
- **Expected Outcomes:**
 1. The process for collecting data on alumni, student transferability, and job placements are documented and centralized institutionally and archived;
 2. A document that specifies updates on current and new articulation agreements is centralized institutionally and archived.

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

- **Strategic Objective 8:** ASCC will continue to expand academic programs to meet the needs of the community.
- **Expected Outcomes:**
 1. Institutional dialogue is documented towards the transitioning to a four-year institution under the purview of WASC ACSCU;
 2. Program and workforce developments for local expansion are documented;
 3. ASCC's mission and vision statement is assessed to determine institutional and community needs biennially.

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.
- **Expected Outcomes:**
 1. Review and improve processes for Faculty/Staff recognition, professional improvement, and degree advancements;
 2. The plan for reclassification has been reviewed and implemented;
 3. Faculty Ranks have been reviewed and implemented.



Technology Plan 2015-2020



Institutional Planning Committee- Technology

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

Technology Plan

- Goal 1: To effectively maintain and develop its Computer and Server assets and services to internal and services to internal and external stakeholders;
- Goal 2: To effectively maintain and develop its Network and Communication assets and services to internal and external stakeholders;
- Goal 3: To effectively maintain and develop its Distance Learning and Online Services to internal and external stakeholders.

Technology Strategic Goal 1: To effectively maintain and develop its Computer and Server assets and services to internal and services to internal and external stakeholders;

- **Strategic Objectives:**

- 1. To meet the challenge of current Computer and Server needs of the ASCC stakeholders;**
- 2. To meet the challenge of future technological needs of ASCC stakeholders.**

Technology Strategic Goal 2: To effectively maintain and develop its Network and Communication assets and services to internal and external stakeholders;

- **Strategic Objective:**

1. **Assess network and telecommunications connectivity and reliability to institutional operations.**

Technology Strategic Goal 3: To effectively maintain and develop its Distance Learning and Online Services to internal and external stakeholders.

- **Strategic Objective:**
- **Provide opportunities and access for Distance Learning and Online Services.**

Technology Goal 1: To effectively maintain and develop its Computer and Server assets and services to internal and services to internal and external stakeholders;

- **Strategic Objective 1:** To meet the challenge of current Computer and Server needs of the ASCC stakeholders;
- **Expected Outcomes:**
 1. An updated semester based report of computer accessibility for students is documented and is institutionally centralized and archived;
 2. A document emphasizing that technologies purchased by ASCC is compatible, appropriate, and conducive to support student learning;
 3. A Training Plan (Internal & External) is developed and added to the ASCC Professional Development Plan;
 - Faculty: Hardware & Software Training;
 - Support Staff: Technical & Service Training;
 - System Users: Etiquette and Care for ASCC Systems & Hardware;
 - Update in Acceptable Use Policy.
 4. An ongoing assessment is institutionally documented assessing the processes of all ASCC technological assets;
 5. An annual assessment plan emphasizing the Total Cost of Ownership to include the following areas:
 - Maintenance;
 - Life-span;
 - New Technology Hardware & Software.
 6. A process emphasizing a timeline scheduling Replacement & Disposal of ASCC physical assets and is in compliance with local and federal regulations.

Technology Goal 1: To effectively maintain and develop its Computer and Server assets and services to internal and services to internal and external stakeholders;

- **Strategic Objective 2**: To meet the challenge of future technological needs of ASCC stakeholders.
- **Expected Outcomes**:
 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.

Technology Goal 2: To effectively maintain and develop its Network and Communication assets and services to internal and external stakeholders;

- **Strategic Objective 1**: Assess network and telecommunications connectivity and reliability to institutional operations.
- **Expected Outcomes**:
 1. A report/plan indicating network and telecommunication needs are implemented and assessed;
 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.
 - To include Grant Funded Programs

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

- **Strategic Objective 1**: Provide opportunities and access for Distance Learning and Online Services.
- **Expected Outcome**:
 1. Implement and assess programs and services that can be offered via distance learning and appropriate services that impact student enrollment and achievement.



Physical Facilities & Maintenance Plan 2015-2020



Institutional Planning Committee- Physical Facilities & Maintenance

Subcommittee Members: Seumanutafa Loligi Siaki, Mr. Lokeni Lokeni, Mr. Adullum Esera, Mrs. Jessie Su'esu'e, Mrs. Rennelle Toeaina Loa, Mr. Fa'amasani Tuitasi, Mrs. Virginia Filiga.

Physical Facilities & Maintenance Plan

- Goal 1: ASCC will implement the Physical Facilities and Maintenance Plan for new construction, renovation and repair, and maintenance through a formalized process ensuring quality services and facilities;
- Goal 2: ASCC will continue the planning of new construction based on a needs assessment conducted by the Facilities Review Committee and referencing the 2020 Campus Plan as a guide for projects previously assessed;
- Goal 3: ASCC will continue to improve our services through renovations by utilization and the allocation of resources to maximize productivity;
- Goal 4: ASCC will effectively maintain its facilities and equipment to maximize productivity.

Physical Facilities & Maintenance Goal 1: ASCC will implement the Physical Facilities and Maintenance Plan for new construction, renovation and repair, and maintenance through a formalized process ensuring quality services and facilities;

- **Strategic Objectives:**

1. ASCC will institute a review process to monitoring the implementation of the Comprehensive Preventive Maintenance Plan;
2. ASCC will ensure the quality of its facilities, services, and equipment through its qualified personnel.

Physical Facilities & Maintenance Goal 2: ASCC will continue the planning of new construction based on a needs assessment conducted by the Facilities Review Committee and referencing the 2020 Campus Plan as a guide for projects previously assessed;

- **Strategic Objective:**

1. Complete all new construction and newly identified construction.

Physical Facilities & Maintenance Goal 3: ASCC will continue to improve our services through renovations by utilization and the allocation of resources to maximize productivity;

- **Strategic Objective:**

1. Continue to maintain our physical assets through renovations and repair.

Physical Facilities & Maintenance Goal 4: ASCC will effectively maintain its facilities and equipment to maximize productivity.

- **Strategic Objective:**

1. Implement and improve the Comprehensive Preventive Maintenance Plan.

Physical Facilities & Maintenance Goal 1: ASCC will implement the Physical Facilities and Maintenance Plan for new construction, renovation and repair, and maintenance through a formalized process ensuring quality services and facilities;

- **Strategic Objective 1:** ASCC will institute a review process to monitoring the implementation of the Comprehensive Preventive Maintenance Plan;
- **Expected Outcomes:**
 1. A committee is established to monitor PFM plan, assess its effectiveness, and set schedules for new construction, renovation and repair, and maintenance activities;
 2. A formalized process outlining FRC roles and responsibilities in assessing and scheduling is documented;
 3. All processes are compliant with local and federal regulations;
 4. 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;
 5. An annual schedule for new construction, renovation and repair, and maintenance activities is identified;
 6. Increase in funding resources.

Physical Facilities & Maintenance Goal 1: ASCC will implement the Physical Facilities and Maintenance Plan for new construction, renovation and repair, and maintenance through a formalized process ensuring quality services and facilities;

- **Strategic Objective 2:** ASCC will ensure the quality of its facilities, services, and equipment through its qualified personnel.
- **Expected Outcomes:**
 1. Qualified technical/specialized personnel have been hired;
 2. Support Staff received training in specialized/skilled areas.

Physical Facilities & Maintenance Goal 2: ASCC will continue the planning of new construction based on a needs assessment conducted by the Facilities Review Committee and referencing the 2020 Campus Plan as a guide for projects previously assessed;

- **Strategic Objective 1:** ASCC will ensure the quality of its facilities, services, and equipment through its qualified personnel.
- **Expected Outcome:**
 1. Complete all new construction and newly identified construction.

Physical Facilities & Maintenance Goal 3: ASCC will continue to improve our services through renovations by utilization and the allocation of resources to maximize productivity;

- **Strategic Objective 1:** Continue to maintain our physical assets through renovations and repair.
- **Expected Outcomes:**
 1. Improved Work Order processes to expedite renovations or repair allowing for more time on preventive maintenance;
 - Preparedness for anticipated events when job orders are well organized
 2. Improved process for PR routing to expedite materials and supplies needed;
 3. Reduction of overhead costs;
 4. Reduction of work orders;
 5. Preservation of our facilities.

Physical Facilities & Maintenance Goal 4: ASCC will effectively maintain its facilities and equipment to maximize productivity.

- **Strategic Objective 1:** Implement and improve the Comprehensive Preventive Maintenance Plan.
- **Expected Outcomes:**
 1. A Comprehensive Maintenance Plan inclusive of all Physical Facility concerns;
 2. Adequate support and allocation of resources is documented.



Staffing Plan 2015-2020



Institutional Planning Committee- Staffing

Subcommittee Members: Mrs. Sereima Asifoa, Mr. Fred Suisala, Ms. Elsie Lesa,
Ms. Judy Mose, Ms. Tafaimamao Tupuola

Staffing Plan

- Goal 1: ASCC will invest in and promote professional, governance, and employee development to enhance institutional effectiveness;
- Goal 2: ASCC will offer competitive and equitable compensation that aligns with employee performance;
- Goal 3: ASCC will ensure adequate staffing that will promote high quality programs and services.

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

- **Strategic Objective:**

1. Provide professional development training and degree opportunities supported by the institution to enhance and retain employees with competencies that promote high quality services.

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

- **Strategic Objective:**

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

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

- **Strategic Objective:**

1. Budget positions for identified high need areas.

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

- **Strategic Objective 1**: Provide professional development training and degree opportunities supported by the institution to enhance and retain employees with competencies that promote high quality services.
- **Expected Outcomes**:
 1. 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;
 2. An institutional schedule of high quality and required training for all employees;
 3. A list of professional development trainers identifying specialized areas of expertise;
 4. An increase in faculty and staff enrollment in courses, webinars, and training for strengthening of competencies and cross training;
 5. Faculty & Staff long-term consistent participation in institutional committees are acknowledged and rewarded accordingly;
 6. Increase in highly qualified and certified faculty and staff.

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

- **Strategic Objective 1:** Provide a comprehensive classification and performance evaluation program that will encourage employees to maximize quality of services.
- **Expected Outcomes:**
 1. 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;
 2. A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities;
 3. Performance evaluation instruments are updated and implemented;
 4. All ASCC employment positions are reviewed, classified, and aligned to the ASCC evaluation policy.

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

- **Strategic Objective 1**: Budget positions for identified high need areas.
- **Expected Outcomes**:
 1. Updated policies and clear SOPs for hiring, placement, and transfer of personnel; A standard classification process has been reviewed and aligned accordingly to the scope of professional responsibilities;
 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;
 3. Funding sources are identified;
 4. A tracking system is identified addressing the following areas:
 - Processes for student transition into the workforce;
 - Processes for student transferability to other institutions of higher learning;
 - Processes for Service Learning opportunities;
 5. The tracking system (process) is institutionally centralized and archived.



Total Cost of Ownership Plan 2015-2020



Institutional Planning Committee- Total Cost of Ownership

Subcommittee Members: Mrs. Sereima Asifoa, Mrs. Sifagatogo Tuitasi, Ms. Grace Tulafono, Mrs. Emey Silafau-Toa, Mrs. Virginia Filiga, Dr. Rosevonne Pato, Mr. Michael Leau, Ms. Tafaimamao Tupuola, Mrs. Jessie Su'esu'e, Mrs. Letupu Moananu, Mr. Sonny Leomiti

Total Cost of Ownership Plan

- 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.

Staffing 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 Objectives:**

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;
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;
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.

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 facilitating the provision of services and programs for academic achievement.

- **Strategic Objective 1**: Provide a comprehensive classification and performance evaluation program that will encourage employees to maximize quality of services.
- **Expected Outcomes**:
 1. An up to date comprehensive inventory of all technology equipment is kept and referred to for purchasing and replacement of technology and equipment;
 2. Processes and Policies are followed for the replacement and purchase of all technology equipment;
 3. Support staff have received technical training and provided with training opportunities in all areas of technology and equipment support;
 4. All users of technology and equipment have been trained in the proper usage, care, and maintenance of technology and equipment;
 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;
 6. Planned budgeting for all new and Replacement purchases of technology and equipment.

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 facilitating the provision of services and programs for academic achievement.

- **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;
- **Expected Outcomes**:
 1. An annual assessment is conducted and inventory updates for preventive maintenance planning;
 2. A schedule of maintenance is followed decreasing the emergency repairs and purchases;
 3. Processes and Policies are followed for the replacement and purchase of all ASCC equipment;
 4. Support staff have received technical training and provided with training opportunities in all areas of preventive maintenance;
 5. Specialized technicians are hired and ongoing development and upgraded specialized skills for maintenance staff continues.

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 facilitating the provision of services and programs for academic achievement.

- **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.
- **Expected Outcomes**:
 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;
 2. The reclassification plan is implemented for all identified positions following the Institutional and Divisional Organizational Charts;
 3. A report on faculty/staff performance evaluations is compiled annually emphasizing institutional and divisional professional needs;
 4. Travel and training is aligned with institutional professional development needs;
 5. An analysis of organizational charts and divisional SOPs is compiled to identify key positions in need of priority hiring and replacement;
 6. Funding Sources are identified.