Triton College Master Plan
2010 – 2014

Fiscal Year 2010

Status Report II
October 1, 2009 – December 31, 2009
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Executive Summary

The following highlights outcomes achieved this period to support the institutional goals established for fiscal year 2010.

Goal 1 – Enhance the physical campus to promote and support sound educational environments by updating facilities and creating flexible learning spaces that incorporate state-of-the-art instructional equipment and furniture.

- The Science lab renovations (D-207 and D-310) have made significant progress towards completion (plumbing and flooring has been installed).
- A new sound system for the gymnasium was purchased and installed.
- To create more student-centered environments outside of the classrooms, the Educational Technology Resource Center (ETRC) was relocated from the M building to the Academic Success Center in the A building.
- Classroom furniture (tables and chairs) were ordered and installed in 18 classrooms.

Goal 2 – Develop new and revise existing educational programs and scheduling opportunities based on community and workforce needs within Triton’s district.

- Based on program demand analyses completed, three new curricula will be developed: Energy Efficiency Technician, Air Traffic Control and Library Technician.
- The college curriculum committee approved a new Hospitality Industry Administration (HIA) degree in Bakery and Pastry.
- Extensive revisions were made to the Computer Information Systems curriculum which will be in place for the fall 2010 semester.
- The following courses were added to expand program offerings for Corporate Education and the Continuing Education Center for Healthcare Professionals (CECHP): Asset Management, Retirement Plan Design, Retirement Plan Management, Advanced Medical Coding, Law Enforcement Officers (LEO) – Flying Armed, CDS Field Data Collection, Emergency Response to Domestic Biological Incidents, Decision-Making Skills, Coaching, Speed Spanish III, Grow Your Own Herbs, Cultural Passport, Anatomy and Physiology, Financial Services Specialist, Medicare Seminar, Science Fiction and Creative Theater Games. Additionally, the following youth programming was added: Tempo Music I, Tempo Music II and Tempo Music III.
- Four major events were held to reach out to Triton’s community: The Melrose Park Village Honor Day, the Fall Family Fun Fest, the Veterans Celebration and One Book, One Triton.
- To expand communication with alumni, Alumni Relations created a “career alert” link to share information from the alumni webpage. A Hospitality Industry Administration (HIA) alumni event was held and was attended by over 100 alumni.
- The Alumni Relations Coordinator attended the Council for Resource Development National Conference. The conference provided the Alumni Relations Coordinator a forum to network with alumni professionals from across the nation to learn about alumni programming best practices.
• Triton students traveled to Springfield to join in the rally to reinstate full funding of the MAP grant. The students met with key legislators from Triton’s district and asked for their support in restoring full funding of the MAP grant.
• The Community Advisory Committee met and was shown a presentation on all current community outreach efforts.
• Two TRiO Student Support Services applications for a total request of $1,100,000 each over a five year period were submitted. Funding was awarded from the Illinois Community College Board (ICCB) to support Career To Education (CTE) Innovation for $32,589 and English as a Second Language (ESL) Bridge Program Implementation for $25,000.

Goal 3 – Develop and implement an effective technology plan.

• The storage area network (SAN) and blade server technology were purchased.
• The upgrade to the college’s imaging (digitizing records) system was purchased.
• A vendor to redesign the college’s Web site was chosen.
• Thirty-nine computers, 30 laptops, 13 projectors and other miscellaneous audio visual equipment were purchased.
• The new calendaring and scheduling software (Outlook/Pronto) installation was completed.
• Ten mobile audio visual carts were purchased and are in use throughout campus. Each cart is equipped with a laptop, Blu-ray player, projector and a document camera.

Goal 4 – Enhance Triton’s virtual campus environment.

• An agreement with Presidium (Blackboard) was entered into. The agreement provides Blackboard (online course system) students and faculty access to support 24 hours a day, seven days a week.
• Utilizing Ed2Go (online third-party courses offered through Continuing Education), there have been 514 registrations that have generated $70,070 in tuition and fees.
• A class and event scheduling solution has been purchased from CollegeNet.
• Enhancements were made to several Financial Aid reports that will directly support the delivery of services to students.
• To provide online support that will aid student success, the Academic Success Center entered into an agreement to use “SmartThinking Online Tutoring Services” for online tutoring. The agreement will provide 400 hours of service to students.

Goal 5 – Develop and implement a comprehensive strategic enrollment plan to achieve the optimal recruitment, retention and graduation of students.

• An annual Strategic Enrollment Management (SEM) calendar along with the mission, focus areas, goals, strategies and work products have been drafted.
• The dean of Adult Education attended the National Career Pathways Network annual conference. Subsequently, the Adult Education (AE) Department was awarded a $25,000 grant from the Illinois Community College Board (ICCB). The grant will provide funds to create a Pre-Health Careers Academy that will prepare upper level English as a Second
Language (ESL) and General Educational Development (GED) students to transition to a variety of health careers.

- The second issue of the Career Focus magazine was compiled and delivered to targeted areas of the district. The second issue of the magazine incorporated information relevant to underemployed/unemployed and adult segments of the college’s market for this fiscal year.
- As part of the college’s marketing mix, the college launched an institutional Twitter page to strengthen the use of social media as a viable marketing tool.
- Ninety-eight laptop computers were purchased for use throughout campus to expand the Laptop Loan Program.
- To support student success, the college hosted a nationally recognized expert on student success data and initiatives, Dr. Kay McClenny. Additionally, Dr. Voorhees, who specializes in strategic planning, program development and intelligence facilitation for developing organizations, came to campus twice to provide consultative services. The first consultation focused on institutional policies and procedures that impact student success. The second consultation was to discuss the college’s strategic planning process and the integration of student success as a priority into that process.
- Student Affairs in conjunction with other areas of the college (e.g., Counseling), conducted specialized training and programming to create an awareness of lesbian, gay, bisexual and transgender (LGBT) issues.
- Collaboratively, the Office of Student Life, the Division of Academic Success and the Council on Diversity Affairs offered a one day program for veterans (Veterans Day Celebration) where information on financial aid, counseling services and general information about the college were made available.
- The Council on Diversity Affairs approved the funding of the following four projects: Safe Zone/Safe Space Training for students and employees; Incognito Theatrical Presentation (race and identity); Veterans Day Celebration and Latino College Visit Day.

**Goal 6 – Enhance the ongoing evaluation and assessment of processes to promote continuous improvement throughout the college.**

- Four (10 percent) academic programs have submitted program assessment plans. Another 13 (33 percent) of the academic programs have met with the Curriculum/Instructional Designer to discuss the mechanics of developing their program assessment plan.
- An updated Environmental Scan was completed.

**Goal 7 – Build upon the institutional framework to promote a highly qualified diverse workforce to support the mission and goals of the institution.**

- The college strategically hired nine highly qualified independent contractors to offer high demand programming to students in content areas where there was no resident faculty resource.
- The Center for Teaching Excellence (CTE) offered 34 workshops, four seminars/webinars and two teaching circles. Theses workshops help faculty to develop skills to enhance the quality of classroom instruction.
- To promote and enhance learning within the college community, the Professional Development Center (PDC) provided resources and programs for full-time and adjunct
faculty that assisted with their professional development. One hundred and fifteen workshops were offered by the Professional Development Center (PDC) with a duplicated headcount of 498 (367 non-duplicated headcount). Also, the PDC received 226 support calls, had lab usage of 254 and held 62 one-on-one consultations.

- The Supervisor’s Academy offered four workshop topics attended by 81 supervisors (duplicated headcount). Workshops offered were: Delegation and Motivation, Leadership, Leading Change and Sexual Harassment.
- Thirty new employees were hired. Of the 30, 14 employees (46 percent) attended the New Employee Breakfast with the president and the welcome session.
- The New Faculty Resource Network held two events. There was dinner for the second and third year faculty and a lunch for the first year faculty. A holiday open house was held for all tenure track faculty.
- Monthly meetings have occurred with the members of the Leadership Academy. Members of the academy are narrowing down the scope of their public relations project by forming subcommittees and holding meetings to work on the institutional project.

In summary, at the end of the second reporting period, the college had encumbered or spent $2,358,064. This amount represents an unexpended balance of 69 percent or $5,213,308.
**Goal 1 Project Updates**

**Goal 1** – Enhance the physical campus to promote and support sound educational environments by updating facilities and creating flexible learning spaces that incorporate state-of-the-art instructional equipment and furniture.

**Objective 1:** To create provisions to allow for the ongoing upgrade, replacement of instructional equipment, and updating of laboratories.

**Project A:** Select classrooms will be identified for implementation of new/innovative educational technology in order to help identify which new trends in technology should be more fully integrated over time. There will be a systematic effort to update and replace instructional equipment/spaces throughout campus, including but not limited to science lab renovations.

**Measurable Outcome:** During fiscal year 2010 state-of-the-art and technologically advanced equipment will be purchased for a minimum of four Career and Technical Education Programs.

**Project Update:** To enhance student learning, program-specific equipment which replicates the work environment that students will be exposed to will be purchased for the following programs: Air Conditioning and Refrigeration (ACR), Automotive Technology (AUT), Engineering Technology (ENT), Hospitality (HIA), Horticulture (HRT), Nuclear Medicine (NUC), Respiratory Care (RSC), Diagnostic Medical Sonography (DMS) and Mass Communication (MCM). Additionally, equipment is being purchased to upgrade technologies used in the Center for Access and Accommodative Services. Based on the stated outcome for this project, more than four Career and Technical Education Programs will have equipment purchased to support their program.

The science lab renovations (D-207 and D-310) have made significant progress during the past reporting period with the plumbing and flooring being completed. Additionally, the workstations have been delivered and installation will be complete by January 9, 2010. The renovation of the science labs will be completed by the start of the spring 2010 semester.

**Project B:** Improve facilities and equipment that support student learning, student involvement and student support services. There are several areas within the Student Affairs division that need upgrading of equipment. These upgrades will provide for current technologies used in the delivery of accommodative services and health services. In addition, there will also be a focus of equipment upgrades for the Athletic area. Replacing equipment in this area will aid in ensuring safety standards are maintained with appropriate athletic equipment.

**Measurable Outcome:** A refresh equipment plan that is implemented and reflects state-of-the-art facilities/equipment upgrades for at least three Student Affairs departments on an annual basis.
**Project Update:** To complete the improvements to the Athletic area, a new sound system for the gymnasium was purchased and installed in December. The full amount of allocated funds for this project was expended.

**Objective 2:** To create and/or upgrade the general campus environment to be conducive for learning and social interaction.

**Project C:** Renovate learning and social spaces to be adult-friendly and learner-centered. This includes the replacement of carpets, etc. ADA compliance will also be assessed and consistently implemented. Priority will be given to updates that are environmentally friendly (green) and sustainable.

**Measurable Outcome:**
- Old, unattractive, non-functional vertical blinds will be replaced with the new roller shades.
- Faculty and students will be able to experience the full open view and daylight from windows when shades are open, and complete darkness for effective use of video usage when shades are down. Faculty and student response through word of mouth as well as surveys will help measure outcomes.

**Project Update:** The recommendation to purchase the new roller shades will go to the January board meeting. Once approved, the production of the shades will take eight weeks with installation occurring during the spring break. Once installed, instructors will have the ability to block light from the outside which will enhance their audio visual presentations.

**Project D:** Improve and enhance facilities outside of the classroom. This is an important aspect that helps contribute to the student’s overall academic experience and supports student engagement and student retention. Our intent is to beautify some of the public spaces and create dynamic areas that foster student interaction and promote campus community. In addition, student organizations are vital to the life of our campus and creating spaces to house the functions of the organization is also essential.

**Measurable Outcome:** The number of facilities identified outside of the classroom for possible enhancements. Any enhancements made to existing public facilities outside of the classroom.

**Project Update:** To create more student-centered environments outside of the classrooms, the Educational Technology Resource Center (ETRC) was relocated from the M building to the Academic Success Center in the A building. Combining the ETRC with the Academic Success Center creates a more synthesized approach towards academic support. Collaborative learning environments that foster increased interaction between students have been created. While the entire modification of the area has not yet been completed, it is anticipated that the area will be fully functional by the start of the spring 2010 semester.

**Project E:** Upgrade classrooms to adult-friendly furniture so that the environment is conducive to student learning, while paying special attention to the functional objectives of specific classrooms.
Measurable Outcome:

- Furniture upgrades identified were completed on time and within budget.
- Evaluate student and instructor satisfaction on comfort of classroom furniture through existing surveys produced by the Research Office to students and instructors. Students and instructors satisfaction demonstrated through a 99 percent satisfaction level.

**Project Update:** Classroom furniture (tables and chairs) was ordered and installed in 18 classrooms during November of 2009. Also, 18 classrooms have been identified to receive new instructor units and/or instructor chairs and were ordered in December. The instructor units and chairs will be delivered by mid to late February. Appendix A provides a complete listing of those classrooms that have received new classroom furniture and those classrooms that will receive new instructor units and/or instructor chairs. Once installation of all furniture is complete, a survey will be administered to determine both student and faculty satisfaction.

**Objective 3:** To maintain the campus infrastructure.

**Project F:** A critical element in a learning environment is a physical environment that is conducive to positive education and social outcomes. Facilities will be maintained and upgraded to keep the campus in optimal condition.

Measurable Outcome:

- Long needed improvements to the infrastructure, both physically and mechanically, in areas such as sidewalk repairs, asphalt repairs, fencing replacement, carpet replacement, and switchgear replacement will be completed.
- Improvements will enhance the physical environment in several areas of the campus creating a more desirable and pleasing atmosphere which is more conducive to learning for students. The mechanical improvements will support the sustainability of the college and increase probability of uninterrupted system services.

**Project Update:** The following projects are in progress and will contribute to the improvement of the campus infrastructure: Replacement carpet products are being reviewed and replacement will begin in spring 2010 following the established carpet replacement schedule. Engineers are being interviewed for the electrical distribution equipment replacement project. The selection process for a new fire alarm system is in progress based on new standards for better protection. A furniture system that adheres to the exiting tier depth has been located and will be reviewed for G-118 (carryover project from fiscal year 2009). A small section of asphalt was replaced near the entrance to the B parking lot with the remaining scheduled replacement of asphalt for fiscal year 2010 to occur in the spring. Concrete replacement for the walkway west of the A building, walkways and patio area north of the B building and the Pavilion (north side of B building) will occur in the spring of 2010. The bid specifications to install new high efficient LED parking lot lighting and to upgrade existing parking lot lighting with the same technology throughout campus have been written. It is expected that a recommendation for the parking lot lighting will be presented for
consideration at the February board meeting and if approved the equipment will be ordered and installed by May 2010.

During this period, the planned vehicle replacement plan for fiscal year 2010 has been completed. One new cargo van and two new pickup trucks with plows were purchased and delivered. These vehicles will be used by the Operations and Maintenance Department.

The upgrades to the infrastructure of the campus discussed above will provide a more esthetically pleasing environment or will address safety issues that have been identified. Project F contributes directly and indirectly to providing a positive educational experience for the students.

Objective 4: To support and improve campus safety and security.

**Project G:** The institution needs to utilize current technologies in providing for a knowledgeable, safe and responsive environment in the event of a crisis situation. An emergency notification system is one tool that will be used in communicating key information to our campus community at an immediate pace. In addition, other ongoing crisis management and campus safety issues will continue to be addressed for the preventative measures and safety of our campus. One of these initiatives includes the expanded use of an integrated access control system.

**Measurable Outcome:** Safety measures are identified, developed and implemented. In the event of a crisis situation, these new measures will provide an increased level of student and employee safety. Testing of these new safety measures will ensure that these new systems are operational and can be counted on in the event of a crisis.

**Project Update:** The cross functional team that was brought together in September of 2009 have been looking at the requirements to upgrade the infrastructure to expand the current video surveillance and access control system. It is anticipated that a bid will be written in the next reporting period that will include specifications to enhance the access control system. Additionally, the team is looking at options to provide wireless access points to add cameras to the Closed Circuit Television (CCTV) system. Additional upgrades that need to be done include upgrading the 911 software solution and expansion and modernization of the CCTV system that will leverage the existing fiber network to provide limitless security solutions.

The Emergency Notification System Connect-Ed remains operational and the software license was renewed in October.
Goal 2 Project Updates

Goal 2 – Develop new and revise existing educational programs and scheduling opportunities based on community and workforce needs within Triton’s district.

**Objective 1:** Identify new academic programs that meet the needs of our community.

**Project H:** Generate new curricula that are inter- and intra-disciplinary in nature and that evidence/research indicates are appropriate to the mission and community needs. Curricular additions and/or enhancements that address issues of globalization and stewardship will be pursued. Programs/curricula that support college wide auxiliary services (e.g., Flower Shop, Bakery, etc) will be aligned. Corporate Education will be expanded. The Continuing Education Center for Healthcare Professionals (CECHP) will be re-established and youth and lifelong learning programs will be expanded and/or enhanced.

**Measurable Outcome:**
- Programs/curricula tied to auxiliary services will be evaluated and revised if necessary to ensure that students’ theoretical and practical training opportunities are realized. Products created by students for auxiliary programs will reflect curricular principles.
- Corporate Education will experience a growth of at least 5 percent. CECHP programming will be expanded and preparations will be made for establishing a more visible location on campus in the following year (move to current University Center). Youth and lifelong learning programming will expand its offerings by 10 percent.

**Project Update:** Based on program demand analyses that were completed in the first reporting period for Library Technical Assistant, Air Traffic Controller and Energy Efficiency Technician a recommendation was made to pursue the development of these curricula. These curricula when developed have the potential to train our students to be a part of a workforce that contributes to the acquisition of information in a global society, access to travel and the stewardship of our environment. Next steps will include identifying potential developers, work with advisory groups and the curriculum development process as prescribed by the Illinois Community College Board (ICCB). New program demand analyses have been requested for Health Information Technology and for Building Operations’ Certificate for the next reporting period.

The college curriculum committee approved a new Hospitality Industry Administration (HIA) degree in Baking and Pastry. The degree in baking and pastry aligns with the operation of the Bakery (auxiliary service). The Bakery allows students to apply their theoretical knowledge to create products which can then be sold. Curriculum development for Digital Photography continues.

Many curricular revisions were approved and will be in place for the fall 2010 semester. These revisions include updating curriculum for currency and relevance for students who want to properly prepare to join the workforce. As an example, there have been extensive revisions to the Computer Information Systems curriculum which incorporates a greater emphasis on networking and the Internet.
The following courses have been added to expand program offerings for Corporate Education and the Continuing Education Center for Healthcare Professionals (CECHP):

- Asset Management
- Retirement Plan Design
- Retirement Plan Management
- Advanced Medical Coding
- Law Enforcement Officers (LEO) – Flying Armed
- CDS Field Data Collection
- Emergency Response to Domestic Biological Incidents
- Decision-Making Skills
- Coaching
- Speed Spanish III
- Grow Your Own Herbs
- Cultural Passport
- Anatomy and Physiology
- Financial Services Specialist
- Medicare Seminar
- Science Fiction
- Creative Theater Games

Additionally, the following youth programming was added: Tempo Music I, Tempo Music II and Tempo Music III.

**Objective 2:** Develop alternate scheduling options to be flexible for all learners.

**Project I:** Increase alternative scheduling opportunities such as Weekend College, Accelerated College, Fast Track programs and interim courses.

**Measurable Outcome:** During fiscal year 2010 undergo a detailed analysis of the steps involved in building the college’s class schedule and begin to refine the process so that it is more efficient and timely, better understood and truly reflective of student course needs.

**Project Update:** This project is linked to Project S which will determine a new class and event scheduling solution. The process of identifying a scheduling solution is ongoing and refining the process for developing a schedule reflective of student needs is in progress. Until a process for developing a schedule that is reflective of students needs is established, academic deans, chairs and coordinator have been encouraged to consider alternative course scheduling to accommodate what student’s have identified as desirable days/times for courses. Alternative scheduling will provide students the opportunity to build their course schedule at times and locations that are convenient to them which can positively influence their academic experience and lead to retention and program completion.

**Objective 3:** Develop and strengthen partnerships.

**Project I:** Develop a comprehensive Community Outreach Plan to reach out to Triton’s community and create strong alliances with our stakeholders with a goal of providing better
college access to target populations and increase overall student success. With the assistance of a community outreach consultant, increase the visibility of the college and its leadership within the community by providing sponsored lecture programs, community forums and events that target our underserved populations. Establish strategic partnerships that engage community businesses and industry to bring needed resources to campus to meet the future needs of our students, support services and academic program needs.

**Measurable Outcome:**

- Evaluate the Community Outreach Plan and community outreach consultant based on the strength of alliances and increase of college access to target populations by demonstrating a seven percent increase in college enrollment within our target audiences and a five percent increase in community attendance at events.
- Community members surveyed to capture awareness and attitudinal level on response regarding the college service to community needs and initiatives demonstrated through positive increases each year.
- Ten media outlets will seek out further information about initiatives emanating from the Office of the President and run follow up stories.
- Make at minimum six contacts per potential business partnership that were identified in the Fiscal Year 2010 Outreach Plan as demonstrated through on-campus meetings, site visits and follow-up literature and phone calls.

**Project Update:** The community outreach consultant continues to identify new businesses in Triton’s district. This has proven to be a challenge and a full assessment of the process and initiative will be conducted during the spring semester. There continues to be work in building initial relationships with identified community-based organizations (CBOs) including veterans, seniors and youth. These relationships will help to formulate the Fiscal Year 2011 Outreach Plan.

During the second quarter a group of Triton representatives visited the Dr. Pepper Snapple Group facility located in Northlake. Triton representatives meet with several of the vice presidents at Dr. Pepper Snapple and as a result there will be further steps taken to develop a relationship with Dr. Pepper Snapple over the spring semester. Other targeted business outreach began in December and progress will be updated in the next quarter.

During the second quarter, four major events were held: The Melrose Park Village Honor Day, the Fall Family Fun Fest, the Veterans Celebration and One Book, One Triton. The Melrose Park Village Honor Day and the Fall Family Fun Fest both had an overwhelmingly large number of participants. It was estimated that 150 people attended the Melrose Park Village Honor Day and over 450 people attended the Fall Family Fun Fest. The Melrose Park and Fall Family events brought community members to campus and our exceptional programs, faculty and staff were highlighted. Unfortunately, the veteran’s event was not a success even though there is a proven need for this targeted group. Further assessment as to what type of initiatives/activities would work best for veterans will be conducted. The One Book, One Triton finale event was held as a community forum featuring the novel Sun, Stone and Shadows edited by Jorge F. Hernandez, Ph.D.
The college has engaged a public relations consultant who provided publicity for the Fall Family Fun Fest event. Additionally, a local newspaper attended the Alumni Career Services Open House and photos of the event were taken.

**Project K:** Provide hourly support to the Alumni Relations Office that will assist with the development of a database that can be used to regularly communicate with our alumni to build a loyal following and support for the institution. Develop events and activities for alumni that will reconnect them with the college, faculty and students. Encourage alumni to serve in a variety of capacities such as advisory committee members, guest lecturers in the classroom and keynote speakers in order to engage them in the future success of the college.

**Measurable Outcome:**
- One-hundred percent increase in the number of accurate records in our database demonstrated through a comparison of entries from June 2009 to June 2010.
- Consistent communication through print and electronic communication that spotlights two alumni per month, promotes campus news and alumni activities quarterly. Demonstrate continuous increase in the access of information available by our alumni and increased awareness of alumni gatherings.
- Expand the current alumni programming with a 100 percent increase in attendance at overall alumni events as demonstrated by comparison of event attendance lists from fiscal year 2009 to fiscal year 2010.

**Project Update:** The Alumni Relations staff has engaged in technology training and professional development specifically for the purpose of the development and maintenance of the alumni database and alumni outreach. The ACT! software is currently used to update existing alumni records and to add new contact information that is collected during college events. Approximately 50 new contacts will be added to the alumni group.

To expand communication with alumni, Alumni Relations is sharing information through social media, a “career alert” link to career services from the alumni webpage and the alignment of the alumni spotlight with campus events when relevant. Spotlights continue to average one posting per month with an anticipated increase for the next reporting period.

Alumni programming increased by two events in the fall: The One Book, One Triton community forum held on November 19 and the Career Services Open House held on December 1. Both of these events were specifically planned for Triton alumni as an opportunity for exploring career services and resources. The Career Services Open House provided personalized assistance regarding career change and securing employment but there was minimal participation.

The Hospitality Industry Administration (HIA) event was held on September 30 and had over 100 alumni in attendance. Alumni traveled from as far as Florida with alumni dating back to the 1970s. Overall, attendance at alumni events in fiscal year 2010 continues to increase by second quarter comparison to fiscal year 2009. Alumni events are strategic in facilitating the potential for future involvement with the college.
In November the Alumni Relations Coordinator attended the Council for Resource Development National Conference. This conference provided a professional development opportunity for the Alumni Relations Coordinator to network with alumni professionals from across the nation and to learn about alumni programming best practices. The conference also reinforced the need to have a strong connection between the alumni office and the Foundation.

**Project L:** Strengthen relationships with local, state and federal elected officials and offices for the purpose of informing them of the value of community colleges, and in particular Triton College. The ongoing communications and events will allow for advocacy from stakeholders for the college’s mission with the goal of securing financial support.

**Measurable Outcome:**

- Forty percent increase in the local government participation at the annual district mayor meeting as demonstrated by a comparison of the attendance lists from fiscal year 2009 to fiscal year 2010.
- One hundred percent participation by new local government elected officials in meetings with the president as demonstrated by a comparison of the yearly new mayoral lists and meeting attendance records.
- Thirty percent increase in state government participation at the annual fall and spring events demonstrated by a comparison of the event attendance lists from fiscal year 2009 to fiscal year 2010.
- Produce two communication vehicles annually for legislators in conjunction with local, state and federal lobbying events and efforts.
- Evidence that state officials serve as advocates for Triton College and address the college’s concerns and financial needs as expressed through the annual meetings.

**Project Update:** Due to a low number of state representatives being available to attend the Legislative Luncheon that was scheduled for October 20, the luncheon was cancelled. A date for the spring 2010 Legislative Dinner is being worked out. The Legislative Dinner provides an opportunity for the Board of Trustees and the Executive Team to discuss funding needs for the college with legislators who represent our district in Springfield. Marketing materials that provide information regarding the intent of the Achieving the Dream Initiative and the anticipated renovation of the Technology building (Resources Allocation Management Plan – RAMP funding) have been prepared for our lobbying efforts.

The annual Mayor’s Breakfast is scheduled for February 23, 2010. All district mayors have been notified of the date of the breakfast. President Granados has met with 75 percent of the newly elected officials. During the spring semester, efforts will continue to reach out and coordinate a meeting with the two village officials who have not yet met with the president.

There is evidence of state officials serving as advocates for Triton. Triton College has helped to reinstate the Monetary Assistance Program (MAP) funding for our students through phone and letter campaigns. Additionally, Triton supported students who traveled to Springfield to join in the rally to reinstate the MAP grant. While in Springfield the students
had the opportunity to meet with key legislators from Triton’s district to ask for their support in funding the MAP grant.

**Project M:** Maintain a dynamic community advisory committee representative of constituents within our community. Quarterly meetings will be held for the purpose of soliciting input on emerging community needs, informing them of progress towards our long-term plan and assessment of the college’s responsiveness to community needs.

**Measurable Outcomes:**
- Community Advisory Committee maintained with a representative membership in order to gain feedback on Triton College programs and services. Quarterly meetings held with participation of 75 percent of members.
- Community Advisory Committee members surveyed to capture satisfaction level on college’s response to community needs and initiatives incorporated into the Master Plan.

**Project Update:** The Community Advisory Committee met on October 13. Two new members attended the meeting and were welcomed by all in attendance. The items on the agenda focused on two key items: Input on the first period status report of year two of the Master Plan and a presentation on all current community outreach efforts. Overall, members found the information useful and they will use the information as talking points when they advocate for Triton.

The next meeting will determine if the meeting time will be switched to early mornings since attendance at the last couple of meetings has dropped. The late afternoon meeting may not be a good time for some of the members. To ensure good attendance and participation by all our members, new ways will be explored to garner better attendance. Work continues to identify a large business representative to serve on the Community Advisory Committee.

**Project N:** Identify resource opportunities and assist to secure funding with private and corporate foundations; and local, state, and federal agencies.

**Measurable Outcome:**
- Conduct funding prospect research on at least six private/corporate foundations monthly to identify foundation program alignment with needs identified in the Triton College Master Plan.
- Refer at least two private/corporate foundation funding opportunities to area vice presidents to pursue with letters of inquiry/intent or full applications. Update to Strategic Funding Plan.
- Identify at least 10/state/federal funding opportunities quarterly to refer to area vice presidents and update to Strategic Funding Plan.
- Contact all institutional funders at least once each semester.

**Project Update:** The Grants Development Office has supported the development and submission of two TRiO Student Support Services applications for a total request of $1,100,000 each over a five year period. The TRiO Student Support Services grants are federal grants from the United States Department of Education.
Funding was awarded from the Illinois Community College Board (ICCB) to support Career To Education (CTE) Innovation for $32,589 and English as a Second Language (ESL) Bridge Program Implementation for $25,000. Unfortunately, two grant applications to state agencies were not funded for a total value of $49,760. (The grants were for health information systems technology and a police vehicle.)

During this reporting period, eight applications valued at $105,160 to private foundations were submitted. Two foundation requests with a value of $30,000 are in the preliminary stages of development and applications are expected to be submitted to the foundations by early to mid-January. While efforts are being made to connect with private foundations, the success rate has not been positive (three foundation submissions were denied this quarter).

The Grants Office will continue to identify and vet agency and foundation funding opportunities and communicate potential funding alignment with programmatic and instructional areas within the college.
Goal 3 Project Updates

**Goal 3** – Develop and implement an effective technology plan.

**Objective 1:** Implement technologies that support the availability and effectiveness of campus systems and applications.

**Project O:** Operational effectiveness will be monitored and optimized to increase the speed, reliability and availability of the Internet, network services and the administrative computer system.

**Measurable Outcome:** Maintain the currently installed technologies, and install and make operational new, planned technologies that enhance reliability and availability. At the end of fiscal year 2010 compare budgeted amounts to actual expenditures to deduce quantity and footprint of new equipment deployed.

**Project Update:** To increase operational effectiveness of campus computer systems, new network switches and uninterrupted power supplies (UPSs) have been selected and will be purchased in January. Information Systems continues to research options that would lead to optimal security for network racks. The storage area network (SAN) and blade server technology were purchased in November and the project is on schedule. The ongoing upgrade of network related technology will positively contribute to the students’ ability to access computer resources.

The upgrade to the administrative computer system was approved and the project is on schedule. Also, the upgrade to the college’s imaging (digitizing records) system was approved and the project is on schedule. A vendor to redesign the college’s Web site was chosen and the project will begin in January.

**Objective 2:** Develop and execute a technology refresh plan that adheres to industry best practices.

**Project P:** Technology will be replaced based on the refresh plan established at the onset of the fiscal year. The refresh plan will encompass all campus computers, electronic classrooms and audio visual equipment.

**Measurable Outcome:** Expend all allocated resources to replace technologies based on the established refresh plan. At the end of fiscal year 2010 compare budgeted amounts to actual expenditures to deduce quantity and footprint of new equipment deployed.

**Project Update:** Technology continues to be purchased and equipment is being installed. Thirty-nine computers, 30 laptops, 13 projectors and other miscellaneous audio visual equipment have been purchased in addition to the equipment purchased last period. Replacing outdated technology must occur to provide students with the computing capacity they need to support their studies.
Objective 3: Continue to introduce new technologies and functionality to advance the mission of the college.

**Project Q:** Based on technology trends and best practices, new technology will be introduced to remain relevant in today’s computing environment. These technology trends include the continuation of the implementation of curb-to-curb wireless, Internet-based phones, 24 high-level electronic classrooms, economical print solutions and software solutions that will maximize user productivity.

**Measurable Outcome:** Continue to introduce new technologies and applications to the college with the potential to increase productivity. This will be measured by documenting the list of technologies upgraded, expanded, replaced or introduced.

**Project Update:** To continue the implementation of curb-to-curb wireless, bids are being prepared for new wireless access points throughout campus. Additionally, bids are being prepared to purchase Internet Protocol (IP) phones. The new calendaring and scheduling software (Outlook/Pronto) installation is complete.

The electronic grade submission project is on schedule. The new purchasing system has been cancelled due to the decision to move forward with an Enterprise Resource Planning (ERP) system.

Ten newly acquired mobile audio visual carts have been purchased and are in use throughout campus. The mobile audio visual carts are each equipped with a laptop, Blu-ray player, projector and a document camera. Twenty-four smart classrooms are scheduled to be installed prior to the start of the spring semester. The technology enhancements to the second floor of the B building are still being assessed.
Goal 4 Project Updates

Goal 4 – Enhance Triton’s virtual campus environment.

Objective 1: Create an infrastructure to support the development, delivery, and assessment of online courses.

Project R: Increase the number of high-quality online, blended, and Web-enhanced courses (which have a shell for use in course management). In addition, there will be rapid noncredit course expansion through partnerships with third-party providers. Online options for GED completion will also be enhanced.

Measurable Outcome:

- Create reports to assess the percentage change in course sections placed online compared to the number of course sections online from the previous term year.
- Identify percentage of new online sections evaluated for quality through online protocol procedures.
- List partnerships and applications utilized for online noncredit growth and GED completion.

Project Update: To guarantee that the Blackboard system (online course system) remains online at all times, the Blackboard system will be managed by a hosting environment. Managed hosting is done by Blackboard off-site and provides a guarantee of uninterrupted service for our students. The move to the hosting environment will be completed before the start of the spring semester.

During the last period, a new Blackboard user support agreement with Presidium began. The agreement provides Blackboard students and faculty access to support 24 hours a day, seven days a week. The support through Presidium can be accessed by our knowledge base, opening a support ticket, live chat or through the toll free phone number at any time. This enhancement to the online learning environment will contribute to student success by providing on-demand support.

Utilizing Ed2Go, there have been 514 registrations that have generated $70,070 in tuition and fees. These third-party courses offer our students learning opportunities that would not be available to them without partnering with an external provider.

Objective 2: Increase and create business support processes that complement a virtual campus.

Project S: Adopt/implement a class and event scheduling solution (software and maintenance) that includes facility rentals.

Measurable Outcome: Project management team will develop a project implementation plan/steps, timeline and will assess/evaluate a minimum of two scheduling solutions in support of adopting/implementing a class and event scheduling solution (software and maintenance).
**Project Update:** The project management team continued to meet this period to discuss the implementation of the class and event scheduling solution. A draft scheduling policy has been developed and is undergoing additional revisions based on recommendations that have been submitted.

A class and event scheduling solution has been purchased from CollegeNet. The solution chosen will provide the college with advanced scheduling features and space optimization functionality. The new scheduling solution will support the development of a more effective student course schedule that will maximize space utilization. A more effective schedule will provide the ability to add sections as needed on days/times that better support student needs which will impact student retention and completion.

**Project T:** Access to student records and process improvement. In an effort to support the on demand student services via the Web, an effort needs to be made to enhance some of our existing processes and utilize technology to provide access to student records. A Web-based financial aid solution will be explored to allow for greater access and process improvement with the Financial Aid area. In addition, student records will be digitized which will allow for a more efficient access to key data. There will also be new modifications to the student/staff portal that would address additional services for students and staff at this point of entry. One of these new additions will include the ability for faculty to submit mid-term and final grades online which will allow for greater efficiency. These initiatives will help support the online delivery of our services.

**Measurable Outcome:**
- Identify and implement six new modifications to the student and staff portals.
- Digitize all historical student records and develop a staff training component to utilize access to these student records.

**Project Update:** During this period there were several improvements made in financial aid reports that will support the delivery of services. The weekly Financial Tracking Verification (FTV) report which was 850 pages has been successfully converted into an electronic report. Data can be sorted in multiple ways and saves on a substantial amount of paper each week. The Fiscal Operations Report and Application to Participate (FISAP) report has been revised to calculate data more accurately and was converted into an electronic format using EXCEL. The Monetary Award Program (MAP) verification report has been developed and is available upon request electronically. This report promotes accuracy and efficiency by checking to make sure students have been awarded MAP correctly based on credit hours charged, without advisors having to manually review student records.

A new Supplemental Educational Opportunity Grant (SEOG) report, available electronically, identifies SEOG eligible students as funds become available and in the order their file was completed in a manner compliant with federal regulations. The new auto-pay through program was completed and tested with the large scale implementation scheduled for January. This auto-pay program will save approximately 160 hours of advisor time.

The web-based financial aid solution has been put on hold due to the decision to move to a new administrative computer system. Funds allocated for this project will be reallocated for
further financial aid upgrades and process improvements. Enhancements to the student portal for this period include providing the student the ability to update their program of study online and allowing students access to the allied health admission intent survey online.

**Project U:** To support process improvement for business and support areas of the college, a plan to digitize and automate processes will be created and implemented. The solutions will incorporate Web-based business processes, electronic filing (digitizing records) and podcasting at an institutional level.

**Measurable Outcome:** Support processes are identified, developed and implemented. These new processes will provide enhanced student and employee satisfaction. Employee and student satisfaction will be measured through Web-based surveys that focus on ease of use, increased productivity and increased availability of data.

**Project Update:** The Business Office is working with Information Systems to upgrade the current imagining system (digitizing records). The upgrade will provide functions and security features that the current system does not have. The new system is scheduled to be installed in the spring.

**Objective 3:** Develop an online student support services platform.

**Project V:** As the demand for online services continues to grow, the institution needs to position itself to support the online needs of our students. Several initiatives will occur to enhance the foundation of our virtual environments and provide additional virtual support mechanisms that aid in student success.

**Measurable Outcome:** All funded subtasks will be completed on time and within budget.

**Project Update:** To provide online support that will aid student success, the Academic Success Center has contracted with a service called “SmartThinking Online Tutoring Services” for online tutoring. Beginning in the spring semester, the college will provide 400 hours of this service to students. This service will provide our students with high quality academic assistance. Assessment of the services will occur at the close of this academic year.
Goal 5 Project Updates

Goal 5 – Develop and implement a comprehensive strategic enrollment plan to achieve the optimal recruitment, retention and graduation of students

Objective 1: Explore, develop and implement strategies and practices that support long-term enrollment growth.

**Project W:** Utilize external consulting services for expertise in developing a comprehensive strategic enrollment management review, including enrollment strategies, retention analysis, enrollment projection planning tools, and optimization of enrollment services.

**Measurable Outcome:** The development of a strategic enrollment plan that encompasses measures that will increase long-term enrollment.

**Project Update:** The Strategic Enrollment Management (SEM) Plan is in the final stages of completion. An annual SEM calendar along with the mission, focus areas, goals, strategies and work products have been drafted. The plan was presented to the President’s Cabinet and will be presented to the College Council in January for review and input. In the next period, timelines and monetary values will be added to the plan. Additionally, the next phase will be the implementation of the plan through the various SEM workgroups that have been established.

**Project X:** Strengthen process for transitioning students from noncredit classes to credit programs or job skills programs. Title III grant monies will assist with this effort.

**Measurable Outcome:**
- Identify marketing options that maximize potential student awareness of services available through AE. (Increase enrollment.)
- Identify staff to take on the role of retention specialist/case manager to decrease percentage of students leaving program before semester completion. (Improve retention.)
- Provide GED testing scholarships for students unable to pay the increased fees. (Increase graduation.)
- Identify and allocate funds specifically for tuition reimbursement of students enrolled in AE classes and credit or certificate programs. (Increase transition.)
- Provide one semester scholarships for graduating students to attend Triton College credit or certificate courses.

**Project Update:** In an effort to further understand the barriers and methods to ensure successful accomplishment of Project X, the dean of Adult Education attended the National Career Pathways Network annual conference. Following that conference, the Adult Education (AE) Department was awarded a $25,000 grant from the Illinois Community College Board (ICCB). The grant will provide funds to create a Pre-Health Careers Academy that will prepare upper level English as a Second Language (ESL) and General Educational Development (GED) students to transition to a variety of health careers. The
academy is scheduled to begin in January and students were recruited for the program through classroom visits.

The other bridge project that AE is involved in is to transition ESL and GED students into Massage Therapy, Pharmacy Technician, Medical Billing and Coding, Medicar Driver or Bank Teller programs. These transition programs were first offered in the spring 2009 semester with 33 students successfully completing the course. These transition programs will be offered again during the spring 2010 semester.

**Project Y:** Technology solutions exist that will allow us to manage our customer relations and inquiries. These solutions provide strategies that assist in the admission outreach and marketing efforts of turning prospective students into enrolled students. These solutions utilize systems to automate communication efforts and track the progress of our contacts. Having systems in place like the Customer Relations Management (CRM) will allow for greater strategic enrollment management opportunities.

**Measurable Outcome:** To identify technology solutions through Web research, seminars, and other college admissions staff that will produce reports in real time to track student status and progression from inquiry to start and then to graduation. By end of April 2010, a recommendation to the college will be made to the type of software and funding necessary to achieve these goals.

**Project Update:** The search for software products to manage our customer relations and inquiries has been put on hold due to the decision to move to a new administrative computer system.

**Project Z:** Identify and implement marketing strategies that will complement the Strategic Enrollment Plan based on data supporting the needs of our district and the demographics served.

**Measurable Outcome:**
- Introduce new online marketing strategies including social networking applications and create a benchmark of effectiveness for fiscal year 2010.
- Establish return on clicks for online advertising.
- Create advertising campaigns that align with the fiscal year 2010 GoToMarket Plan.

**Project Update:** During this period, marketing strategies have been implemented as outlined in the GoToMarket Plan for fiscal year 2010. The second issue of the Career Focus magazine was compiled and delivered to targeted areas of the district the first week of December. The second issue of the magazine incorporated information relevant to underemployed/unemployed and adult segments of the college’s market for this fiscal year.

As part of our marketing mix for this year, the college adopted Google Adwords. Adwords were set up based on keywords provided by the deans for short-term programs that were highlighted in the GoToMarket Plan. The average click through rate (from Google search engine to Triton College) for the past six months was 9.9 percent. Based on data provided by user forums for Google Adwords, two percent is a good average click through rate. In
total, there were nearly 40,000 verifiable clicks to our site over a six month period. Additionally, 513 specific actions were taken as a result of Google Adwords (e.g., completing forms). This click through rate will continue to be monitored.

As a part of the Web Site marketing strategy developed, the use of Facebook and Twitter has been institutionalized. As of December, the institutional Facebook page had 460 fans which is nearly a 400 percent increase since the last period. A Triton Twitter page went live in the last period and to date there are 19 followers.

Objective 2: Develop a retention plan to increase completion and/or transfer rates.

Project AA: Continue and improve Peer Mentoring Program and expand and institutionalize student learning communities and service-learning components across the curriculum.

Measurable Outcome:
- Peer mentors will demonstrate at least a 25 percent increase in their knowledge and understanding of issues related to cultural diversity, including impact on learning and interpersonal skills.
- Peer mentors will assist students during open registration and new student orientation. Results of the Enrollment Services online satisfaction survey will be used as a tool to measure if students were more satisfied with the intake process after working one on one with their peers. As a result the student satisfaction will increase by 10 percent based on online student satisfaction surveys designed by Enrollment Services.
- Five percent of the students participating in the Peer Mentoring Program will be previous and current Title III learning community students.
- Ten percent of the peer mentees will be selected from the Title III learning communities.

Project Update: In September an interim Retention Initiatives/Activity Coordinator was hired. In September an ice cream social was held to promote the Peer Mentoring program and to recruit new mentors and mentees. Ten mentors were identified for the fall 2009 semester and 27 mentees were assigned to the mentors. The mentors participated in training sessions that included learning about the New Student Orientation Sessions.

The Coordinator met with the mentors and mentees and continues to provide support. Also, the Coordinator has met with the Counseling Department to discuss joint recruitment efforts. Outreach efforts include speaking to several student organizations such as Phi Theta Kappa (PTK) and the Triton College Student Association (TCSA). Peer mentors have reported difficulty reaching out to the mentees due to wrong phone numbers, no responses and language barriers at the home when leaving a message. A marketing plan for this program is being developed for the spring 2010 semester. The goal of this program is to have 25 mentors and 75 mentees.

Project AB: Retention efforts need to be addressed both in and out of the classroom. Academic support and access to technology, as well as to the institution, are vital elements that will aid in student success. Expanding the resources in the Academic Success Center,
implementing supplemental instruction, and increasing access points to technology are important aspects that will be addressed. In addition, transportation connections to the institution have also proven to be beneficial and will continue to be cultivated.

**Measurable Outcome:**

- Expand Laptop Loan Program by 10 units in each current location (Student Life/Library) and expand program to include the T Building with six units.
- Expand Quick Check Station Program by four units (two computers and garage table each) in the A Building and the T Building.

**Project Update:** Ninety-eight laptop computers have been purchased for use throughout campus: T Building (6), Student Services area (26) and in the Division of Academic Success (66). The expansion of the laptop loan program outcome of this project has been met and exceeded. Also, two 30 unit storage carts have been identified for purchase. Once the final price is determined for the storage carts the remaining funds will be used to purchase tables for the Quick Check Stations. It is anticipated that a minimum of six Quick Check Stations will be implemented in the A and T buildings by the end of the spring semester.

The Success Express van which provides free transportation from North Avenue to Triton’s campus continued its’ operation during the past quarter. Funds are being expended on schedule for salaries and lease costs.

**Student Success (Achieving the Dream – AtD) Update:** In October, the college hosted a nationally recognized expert on student success data and initiatives, Dr. Kay McClennen. She conducted workshops on what research is showing matters most in student success. Additionally, during this period there were two consultation visits with Dr. Rick Voorhees. Dr. Voorhees is part of the Voorhees Group who specializes in strategic planning, program development and intelligence facilitation for developing organizations. The first meeting in November focused on institutional policies and procedures that impact student success. The second meeting in December was to discuss the college’s strategic planning process and the integration of student success into that process more overtly.

The core and data teams established to support the Student Success initiative continued to meet to discuss relevant issues. The data team completed the collection and reporting of data by the mid-November deadline to the AtD organization. The communication plan that was established in period one has been proceeding as well. Flyers, posters, banners and press releases have been produced and distributed on campus and throughout the communities.

**Objective 3:** Enhance opportunities for personal enrichment and lifelong learning.

**Project AC:** Student engagement is a primary factor in the academic success of a student. Building campus community and offering extracurricular programs will aid in successful student engagement opportunities. The Health Services area will explore and integrate wellness programs that will help educate student about health issues and provide a greater understanding of well-being. The Career Services area will integrate programs for specialized
groups within student population. We will also create leadership opportunities and cultivate students to serve in a global society.

**Measurable Outcome:** Assess the number of personal enrichment and lifelong learning opportunities available and increase those opportunities by 3 percent annually.

**Project Update:** Career Services has been exploring grant opportunities (e.g., Dana and Christopher Reeves Foundation) to purchase software and equipment for students with disabilities to better access computers and technology. Career Services has been trained on how to better utilize Career Cruiser to assist students with disabilities. Also, Career Services has completed training and is writing curriculum on how to train volunteers to work with students with disabilities. Key Career Services staff has facilitated bilingual (Spanish) meetings at Nuevos Horizontes.

To cultivate students to serve in a global society, Student Affairs continues to promote diversity. In conjunction with other areas of the college (e.g., Counseling), specialized training and programming were provided to create an awareness of lesbian, gay, bisexual and transgender (LGBT) issues. LGBT safe zone workshops, training and initiatives will continue into the spring semester. Collaboratively, the Office of Student Life, the Division of Academic Success and the Council on Diversity Affairs offered a one day program for veterans (Veterans Day Celebration) where information on financial aid, counseling services and general information were made available. Student Life offered family/children’s activities during the Veterans Day Celebration. Other special populations (e.g., adult students, targeted minority groups) continue to be integrated into the programming and activities schedule of the college.

The Director of Health Services created a draft of a wellness plan which is currently being reviewed by the dean of Student Services. The first phase of the wellness plan will be implemented in the spring semester.

Creating leadership opportunities and promoting student leadership is essential to student engagement and student development. The Director of Student Services submitted a formal proposal to the dean of Student Services for an expansion of the current student leadership opportunities to integrate into the Student Leadership Institute. Due to limited staffing in the Office of Student Life and shifting of priorities, student leadership institute initiatives will be further developed and implemented in the spring semester.

**Project AD:** Implement the Diversity Plan to create a welcoming environment for all students and employees to create awareness, understanding and appreciation for others. Integrate diversity into all aspects of learning which will aid student success. The plan is supported by all members of the college. The decentralized plan’s activities will be monitored and assessed by the Council on Diversity and a coordinator will facilitate its implementation.
Measurable Outcome:

- Evaluate the effectiveness of the Diversity Plan by holding monthly Council on Diversity meetings to monitor the effectiveness of the plan’s activities demonstrated through a quarterly review of meeting minutes.
- One hundred percent reporting rate by responsible parties semi-annually to report on the progress of the Diversity Plan implementation.
- Accomplishment of 100 percent of all activities outlined in the Diversity Plan for that given year.
- Climate Survey on diversity conducted by Research Office demonstrates high satisfaction with diversity appreciation.

Project Update: The Council on Diversity Affairs at its monthly meetings hear reports from members on each section of the Diversity Plan: People, Quality, Climate, Outcomes and Resources. Additionally, the council focuses on the following four goals: Engage CCSSEE survey standards in focusing on students and retention; Reacquaint the campus community with the Diversity Plan through various forms of communication; Have the Council on Diversity Affairs take a visible role in communicating the strength of diversity at the college; and build upon the expertise of members serving on the Council on Diversity Affairs.

The council has redone their web pages and will begin to encourage the campus to use the tool as a resource. The first progress reports for the fiscal year were submitted in December. The council will be reviewing the progress reports during the next period and will be making recommendation to the plan. Also, the council reviewed funding request for the spring 2010 semester at the December meeting. The council will also be developing an assessment tool that will be used for each funded initiative.

The following four requests were granted funding in the first quarter: Safe Zone/Safe Space Training for students and employees; Incognito Theatrical Presentation (race and identity); Veterans Day Celebration and Latino College Visit Day. The Safe Zone/Safe Space Training was held on November 11, the Veterans Day Celebration was held on November 14 and the Latino College Visit Day was held on October 17. The Incognito Theatrical Presentation will occur in March.
Goal 6 Project Updates

Goal 6 – Enhance the ongoing evaluation and assessment of processes to promote continuous improvement throughout the college.

Objective 1: Develop and validate program outcomes and assessment structures for all academic areas.

**Project AE:** Develop and refine continuous cycle of program assessment including the completion of program outcomes for all program areas, and consistent faculty-driven assessment of these outcomes. Also continue ongoing evaluation of program currency to determine which programs are no longer viable as well as which programs should be revitalized or added.

**Measurable Outcome:**
- **Program Assessment Cycle:** The Triton Assessment Committee will have on file a program assessment plan for every program. The Triton Assessment Committee will have on file from every program a program assessment report that describes the full cycle of assessment of at least one program outcome.
- **Program Evaluation:** The number of programs stipulated by ICCB will be evaluated in accordance with the criteria specified by ICCB.

**Project Update:** During the past quarter, four (10 percent) programs have submitted program assessment plans. Another 13 (33 percent) of the programs have met with the Curriculum/Instructional Designer to discuss the mechanics of developing their program assessment plan. Additionally, there are 11 (28 percent) of the programs that have plans already developed to satisfy external accreditation agencies; these plans will be modified to conform to the college's program assessment criteria. Therefore, there are only 12 (30 percent) programs that need to submit or communicate the status of their program assessment plan. Significant progress towards achieving structured documentation and accountability through assessment has occurred. Programs are not expected to submit a program assessment report to the Assessment Committee until May 2010.

**Project AF:** There are a number of academic-related testing services that the institution will explore with the possibility of becoming a testing site within our district to offer college entrance exam opportunities.

**Measurable Outcome:**
- Identify one to three potential locations to offer centralized testing services on Triton College campus.
- Evaluate the costs associated with serving as a testing site within the district to offer college entrance exam opportunities, including personnel and facilities.
- Develop a clear proposal for providing testing services to students and community members.
- Conduct a pilot testing of the COMPASS eWrite to determine the tool’s usefulness in assessing students’ writing skills.
Identify and begin implementation of at least two measures to increase test security and integrity.

**Project Update:** Three potential locations have been identified as possible location for the central testing in the A building rooms 122A, B & C. These areas were chosen due to their close proximity to the Student Center and the Academic Success Center. The location would allow student’s easy movement from the Testing Center to the Welcome Center where they may be able to meet with a counselor to discuss course registration.

A team from Enrollment Services has submitted a plan, including cost, to develop a testing center. Additionally, an assessment of the staffing needed to make the transition to a centralized testing center has been completed. The plan includes costs to renovate the physical space and includes a timeline for the implementation of the proposed plans.

The pilot of the tool Compass eWrite that assesses students’ writing skills is scheduled to begin in spring 2010. Individuals from Arts and Sciences and Enrollment Services are working to finalize the implementation procedures. Compass eWrite has been used in many institutions as a means of determining students’ readiness for college level writing courses. An ACT consultant provided training on the use of Compass eWrite to assist staff in the transition. After the pilot study is complete, an analysis of the results will be done to determine the next steps.

To increase testing security and integrity, Information Systems has continued identifying potential cameras for the testing area. Additionally, due to the possible change in location of the testing center, a decision was made to focus efforts on securing lockers for student materials.

**Objective 2:** Implement a continuous process improvement plan for all areas of the institution.

**Project AG:** Establish an assessment plan to evaluate the effectiveness of business and support processes to ensure optimal usage of resources. This continuous process improvement plan will be supported and validated by a culture of evidence based on data collected by the institution.

**Measurable Outcome:**
- Monitor the rate of report generation by the Hanover Research Council; at a minimum, one report a month.
- Evaluate the reports for content and applicability to the needs of Triton’s faculty and the reports’ ability to engage said faculty in new curriculum development processes.
- Assess applicability of the “off-the-shelf” Hanover Research Council reports to Triton’s needs for institutional effectiveness.
- Complete feedback on submitted draft for the Library Technical Assistant (LTA) and Air-Traffic Controller feasibility studies by September 15, 2009.
- Obtain environmental scan for Triton’s mission and district by the end of calendar year 2009.
Project Update: During this quarter the Hanover Research Council completed an updated Environmental Scan. During the next two reporting periods, Hanover Research Council will be completing additional program demand analyses.

An assessment plan will be developed in the following quarters to evaluate the effectiveness of business and support processes based on the mission statements and goals of the specific areas as outlined in the budget booklet.
Goal 7 Project Updates

Goal 7 – Build upon the institutional framework to promote a highly qualified diverse workforce to support the mission and goals of the institution.

Objective 1: Develop and implement a strategic process for recruiting top talent.

**Project AH:** Identify highly qualified independent contractors to provide instruction in our Continuing Education area.

**Measurable Outcome:** Achieve a minimum 20 percent return on investment as measured by the total tuition and fees generated by Continuing Education courses taught by highly qualified independent contractors.

**Project Update:** Over the first two quarters, nine highly qualified independent contractors were hired to offer high demand programming to students in content areas where there was no resident faculty resources. These contractors contributed to student success by providing vocational training opportunities leading to occupation upgrades and career mobility for participants. During the first two quarters, 252 students were enrolled in 12 courses provided by these independent contractors. Of these 252 students who were enrolled in certificate programs, 216 earned their certificates. The remaining 36 students are still working to complete their programs.

Objective 2: Expand and enhance professional development opportunities.

**Project AI:** Develop and implement high-quality programming and resources for the newly established Center for Teaching Excellence that focus on pedagogy, curricular development and the assessment of teaching practice.

**Measurable Outcome:** Through voluntary written surveys, Triton College faculty who used the CTE will express their level of satisfaction with the resources/programs offered by the CTE and will suggest additional resources/programs that are needed.

**Project Update:** The Center for Teaching Excellence (CTE) began developing and implementing high quality programming for faculty development regarding assessment, curriculum development and pedagogy. Since opening on September 1, 2009, the CTE has offered 34 workshops, four seminars/webinars and two teaching circles. Also, 12 meetings were hosted and held by various groups on campus. Through written surveys, it has been established that 100 percent of the survey participants who attended a faculty development activity strongly agreed that the faculty development activity was valuable and 100 percent of them strongly agreed that the faculty development activity would help them in their teaching. These results strongly suggest that the CTE is moving in the right direction based on the stated objective. By increasing the number and quality of faculty development opportunities, the CTE is helping faculty develop skills that will enhance the quality of classroom instruction.
During the first semester of operation, the CTE director and faculty-in-residence have been working to develop ideas for faculty development opportunities while relying on faculty to volunteer their time to conduct workshops or seminars of interest. Participation by faculty has been low with an average attendance of only one person per event. The CTE will begin surveying faculty to determine what types of opportunities they are seeking with respect to professional development. By tailoring these opportunities with faculty interest, the CTE expects to increase the participation rate which will foster greater faculty development which in turn will facilitate student success.

**Project AJ:**  Provide professional development to all employees on appropriate technologies and applications and business support processes based on an assessment of employees needs. Professional development activities will include training for supervisors and a reward and recognition program.

**Measurable Outcome:**
- Demonstrate a 10 percent growth in the number of employees participating in professional development programs offered by the Professional Development Center based on an analysis of attendance records and the number of programs offered during the year.
- Evaluate the effect of the Supervisor’s Academy through analysis of data gathered in surveys administered in December and in May.
- Demonstrate a 20 percent growth in participation in the Employee of the Semester Program based on analysis of the number of nominations received each semester.

**Project Update:** For this reporting period, 115 workshops were offered by the Professional Development Center (PDC) with a duplicated headcount of 498 (367 non-duplicated headcount). During this same period last year, the PDC offered 107 workshops with a duplicated headcount of 799 (535 non-duplicated headcount). This represents a 7.48 percent increase in the number of workshops and a 37.67 percent decrease in the duplicated headcount. The year-to-date numbers indicate an increase of 23.9 percent in the number of workshops offered, a decrease of 11.17 percent in the duplicated headcount and a decrease of 21.95 percent in the non-duplicated headcount (see Appendix B).

Also, during this reporting period the PDC received 226 support calls, had lab usage of 254 and held 62 one-on-one consultations. During the same period in 2008, the PDC received 105 support calls, had lab usage of 197 and held 40 one-on-one consultations. This represents an increase of 115 percent in the number of support calls, an increase of 29 percent in lab usage and an increase of 55 percent in one-on-one consultations. Year-to-date numbers indicate that an increase of 49 percent in the number of support calls, an increase of six percent in lab usage and an increase of 41 percent in one-on-one consultations.

The data regarding workshops offered and the services provided by the PDC demonstrates that there has been an increase. However, the data also suggests that the PDC is not reaching as many people as demonstrated by the decrease in both the duplicated and non-duplicated attendance data. This may indicate that a new method for delivering professional development to our employees many need to be implemented.
The Supervisor’s Academy offered four workshop topics during this period that were attended by 81 supervisors (duplicated headcount). Attendance by workshop was: Delegation and Motivation – 13 enrolled; Leadership – 18 enrolled; Leading Change – 26 enrolled; Sexual Harassment – 24 enrolled. Workshop specific evaluations were administered after each session and overall positive evaluations were received. A more detailed survey will be developed and distributed to all supervisors. The creation of the Supervisor’s Academy and the initial participation data demonstrates the enhancement of professional development opportunities.

The Employee of the Semester program for fall 2009 received twelve nominations submitted by seven different individuals. There were four nominations during the same period last year representing a 300 percent growth in participation in the program. The data indicates a positive reaction to the enhancement of the employee recognition program.

**Project AK:** Continue to build upon the new employee orientation program to effectively transition these employees into their role at the college. As part of the new employee orientation program, a three-year program for tenure-track faculty will be provided. The program includes: a general orientation to the college, mentoring, forums on various topics related to teaching and learning, and networking opportunities. Additionally, new adjunct faculty orientation will continue to be strengthened.

**Measurable Outcome:**
- Eighty percent of all new Triton College employees will participate in the New Employee Orientation Program as demonstrated by a comparison of new hire lists and welcome session attendance records.
- Evaluate the effect of the Tenure Track Professional Development Program through analysis of data gathered from orientation evaluations, forum evaluations, an end-of-year survey and participation rates.
- Demonstrate the strengthening of the New Adjunct Faculty Orientation based on a comparison of program agendas and participation rates from the previous year.

**Project Update:** During this reporting period, 30 new employees were hired. Of the 30, 14 employees (46 percent) attended the New Employee Breakfast with the president and the welcome session. Year-to-date, 51 new employees were hired and 31 employees (60 percent) attended the New Employee Breakfast with the president and the welcome session.

The tenure track faculty received a survey at the end of the last quarter to assess the effectiveness of the New Faculty Orientation and the Tenure Track Forums. This survey will attempt to measure the effect of the programs as opposed to their enjoyment of a particular presentation. Data will be compiled for the next report. The tenure track professional development meetings included sessions on the early alert system, assessment and instructional technology. On average 15 of the 24 tenure track faculty (63 percent) attended each meeting. As a result of each session, several faculty started to use the early alert system, they expressed interest in getting involved with program assessment and faculty websites were created to assist with teaching using Google sites.
The New Faculty Resource Network held two events during this past period. There was dinner for the second and third year faculty in October and a lunch for the first year faculty in November. In December there was a holiday open house for all tenure track faculty.

The agenda for the spring 2010 New Adjunct Faculty Orientation was modified to include more time for the Vice President of Academic Affairs to discuss campus initiatives.

**Objective 3:** Implement a human resources and succession plan program that fosters growth, motivation and retention.

**Project AL:** Develop a Human Resources Plan.

**Measurable Outcome:** A Human Resources Plan will be developed and submitted to the vice president of Business Services by May 2010 for inclusion to the Master Plan.

**Project Update:** No update provided.

**Project AM:** A succession plan model will be developed to include staff forecasting based on programs and services, and mentoring. As part of succession planning and professional development for employees, a President’s Leadership Academy will be offered each year to 25 employees from various employee groups.

**Measurable Outcome:**
- Create and implement a succession plan model that is appropriate to the needs of the college. The model will be developed by December 2009 and implementation will begin in January 2010.
- Evaluate the effect of the President’s Leadership Academy through analysis of data gathered through formal surveys and informal discussions with participants throughout the year.

**Project Update:** Several consultants have been identified to assist with the development of a succession plan model that is based on the work of the Human Resources Functional Committee during the previous fiscal year. The target is to have the consultant on campus during the spring semester to guide the Executive Team with regard to implementing a succession plan. The job study has been completed and the results of that study will contribute to the development of the succession plan.

Following the President’s Leadership Academy kickoff in September, 20 evaluations were collected. The evaluations indicated that the participants found the experience beneficial for building teamwork/collaboration skills and camaraderie as well as for learning more about the intricacies of how the college operates. Participants were asked to rate the 11 work sessions as very worthwhile, worthwhile, needs change or replace. Three sessions (President’s Vision, Keynote, President’s Panel) received 19 votes of very worthwhile/worthwhile; one session (Strategic Planning) received 18 votes of very worthwhile/worthwhile; three sessions (Alumni Panel, Team Planning, Project Discussion) received 16 votes of very worthwhile/worthwhile; one session (Trustee Panel) received 15 votes of very worthwhile/worthwhile; two sessions (Conflict Resolution, Emotional...
Intelligence) received 12 votes of very worthwhile/worthwhile; and one sessions (Cultural Proficiency) received five votes of very worthwhile/worthwhile. This feedback will help to shape future topics for the Leadership Academy retreats with sessions scoring low removed from the agenda.

Since the Leadership Academy kickoff, monthly meetings have occurred. Participants were asked to develop a professional development map for the year that will be used to select professional development opportunities for each participant. Additionally, they completed a survey to determine which leadership position on campus they would like to learn more about. The professional development topic of Time Management was discussed in November and was well received. Members of the academy are narrowing down the scope of their public relations project by forming subcommittees and holding meetings to work on the institutional project.
## Appendix A – Classroom Furniture Replacement

### Student Tables/Chairs

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