Mission Statement:
The Workforce Development Division provides quality lifelong learning opportunities to meet the evolving personal and professional needs of our clients and communities. We will enthusiastically maintain our commitment to integrity, accountability, and hospitality.

Critical Priorities:
• Establish quality training as our top priority.
• Maximize cost efficiency.
• Create a consistent and flexible pricing structure.
• Explore and maintain effective marketing efforts.
• Achieve established targets (income, expense, enrollment, and contact hours).
• Empower employees through cross training opportunities.
• Participate in ongoing Institutional Effectiveness Review activities.

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CENTRE for CONTINUING HEALTHCARE EDUCATION

Responsibility: Jeff Doiron, Director

I. Offer quality programs.
   A. Review program evaluations of continuing healthcare education courses.
   B. Incorporate evaluation results into college tracking program.

II. Maintain fiscal responsibility.
   A. Achieve budget targets over four-year average.
   B. Amend budget based on supply and demand.
   C. Ensure that accounts receivable reports reflect accurate income figures.

III. Expand marketing efforts.
   A. Maintain the web page to advertise programs.
   B. Offer Internet registration.
   C. Explore free public announcement opportunities.

IV. Sustain cross-training efforts.
   A. Provide cross-training opportunities for staff.
   B. Rotate job responsibilities.

V. Provide programs that meet the needs of the healthcare community.
   A. Maintain current entry-level course offerings and annual seminars.
   B. Offer AED (Automated External Defibrillation) courses.
   C. Investigate the development of additional allied health and nursing continuing education offerings.
   D. Discuss biannual educational needs assessment with the Hospital Consortium.
   E. Continue effective partnership with healthcare, business, industry and related fields.
   F. Eliminate programs that are not effective.

VI. Explore alternative methods of offering continuing education programs.
   A. Track the number of nurses who utilize the Internet for continuing education credit.
   B. Investigate development of Internet training.

VII. Satisfy (and/or exceed) requirements of external agencies.
   A. Implement WECM crosswalks with current offerings.
   B. Complete required external provider reports.
   C. Identify new requirements for physical therapy external approval.
   D. Maintain American Heart Association Community Training Center approval.
CONTINUING EDUCATION

Area: Continuing Education - Administration
Responsibility: Kim Davis, Director

I. Evaluate practices within Occupational Education and Leisure Studies.
   A. Standardize procedures for hiring instructors.
   B. Determine appropriate course offerings for each department.
   C. Reevaluate the role of Evening Supervisors.

II. Coordinate the implementation of Colleague software throughout the College.
    A. Develop functional task list for the software.
    B. Develop an implementation timeline.
    C. Develop structure for determining college-wide policies and procedures.
    D. Coordinate in-service training on Colleague.

III. Maintain fiscal responsibility.
     A. Achieve budget targets over four-year average.
     B. Balance budgets quarterly to coincide with reporting quarters.
     C. Ensure that accounts receivable reports reflect accurate income figures.

IV. Ensure quality of course offerings and instruction of Continuing Education courses.
    A. Implement Mystery Student Program to identify strengths and weaknesses.
    B. Develop a new course/instructor evaluation instrument.
    C. Develop an instrument for part-time instructors to evaluate Amarillo College's staff, facilities, and services.

V. Sustain cross-training efforts.
   A. Provide cross-training opportunities for staff.
   B. Conduct regular staff meetings.
   C. Develop a flow chart for forms and procedures.
   D. Develop procedure manuals for each department.

VI. Provide guidance for Continuing Education efforts throughout Amarillo College.
    A. Stay informed and updated on SACS and THECB guidelines.
    B. Stay involved and active in professional organizations (TACE, TACSCE).
    C. Provide information to college personnel.
    D. Establish consistent procedures.
CONTINUING EDUCATION


Area: Leisure Studies
Responsibility: Luke Morrison, Coordinator

I. Offer quality programs.
   A. Develop procedures that ensure quality instruction and experiences.
   B. Review program evaluations of leisure studies courses.
   C. Incorporate evaluation results into college tracking program.
   D. Recruit qualified instructors.

II. Evaluate enrollment numbers.
    A. Increase enrollment as long as quality can be maintained.
    B. Expand effective marketing efforts.
    C. Build alliances with organizations and within the community.

III. Maintain fiscal responsibility.
    A. Achieve budget targets over four-year average.
    B. Amend budget based on supply and demand.
    C. Investigate ways to track budget more effectively.
    D. Ensure that accounts receivable reports reflect accurate income figures.

IV. Sustain cross-training efforts.
    A. Provide cross-training opportunities for staff.
    B. Create cross-training opportunities with Occupational Education and Continuing Education staff.
CONTINUING EDUCATION...CONTINUED


Area: Occupational Education
Responsibility: Linda Reed, Coordinator

I. Offer quality programs.
   A. Hire qualified instructors.
   B. Review program evaluations of occupational education courses.
   C. Incorporate evaluation results into college tracking program.
   D. Review course offerings for occupational relevancy.

II. Become a recognized leader in preparing students for certification exams and providing mandatory CEUs for professional organizations.
   A. Explore partnerships with State and National Associations to offer courses to help students prepare for certification exams.
   B. Review professional state boards for mandatory CEU requirements.

III. Establish name recognition in the community for Occupational Education.
   A. Implement marketing strategies to highlight different courses each year.
   B. Design brochures highlighting occupational education courses.

IV. Maintain fiscal responsibility.
   A. Achieve budget targets over four-year average.
   B. Amend budget based on supply and demand.
   C. Ensure that accounts receivable reports reflect accurate income figures.

V. Sustain cross-training efforts.
   A. Provide cross-training opportunities for staff.
   B. Create cross-training opportunities with Continuing Education, Criminal Justice Programs, Continuing Healthcare Education, and Workforce Training Coordinators.
Criminal Justice Programs
Area: Correctional Officer Training
Responsibility: Toni Brasher, Coordinator

I. Offer quality Correctional Officer In-Service Training.
   A. Decrease the class size of the TDCJ In-Service.
   B. Redefine the roles of the TDCJ staff assistants.
   C. Explore partnerships with surrounding prison units for qualified instructors.
   D. Distribute procedures for handling discipline problems in the classroom.
   E. Hire qualified instructors.
   F. Enforce attendance, tardy policy and dress code for all classes.

II. Offer quality in the Correctional Officer Pre-Service.
    A. Distribute procedures for handling discipline problems in the classroom.
    B. Hire qualified instructors.
    C. Perform pre- and post-course evaluations with training sergeants.
    D. Enforce attendance, tardy policy and dress code with each Academy.

III. Offer quality in the TDCJ Correctional Officer Dual Credit Program.
     A. Market the program to target student comprehension and participation.
     B. Meet with instructors to discuss specifics of contract, expectations, and supplies.

IV. Increase academic enrollment in Corrections Degree and Certificate Programs.
    A. Explore partnerships with prison units to market academic program to correctional officers.
    B. Market degree/certificate programs in In-Service and Pre-Service classes.
    C. Advise students on the Corrections Degree and Certificate Programs.
    D. Develop a consistent test for Correctional Officer I and II that reflects the current curriculum.
    E. Create a filing system to track Correctional Officer I and II participants.

V. Maintain fiscal responsibility.
   A. Achieve budget targets over four-year average.
   B. Amend budget based on supply and demand.

VI. Empower the staff through cross-training opportunities.
    A. Discuss strategic plan with staff for accountability on their action plans.
    B. Encourage staff to attend staff development training opportunities to increase their knowledge, skills, abilities, and confidence.
    C. Provide cross-training opportunities for staff.
    D. Create cross-training opportunities with Director to learn about Criminal Justice Programs, Amarillo College and the Criminal Justice Community.

VII. Explore specialized and mandated training for Juvenile and Adult Probation Officers in Texas.
CRIMINAL JUSTICE PROGRAMS...CONTINUED

Area: Criminal Justice Training  
Responsibility: Jodie McCarthy, Director, Criminal Justice Programs

I. **Promote quality within Criminal Justice Programs.**  
   A. Supervise the activities within the Law Enforcement Academy, Law  
      Enforcement In-Service, TDCJ Pre-Service and In-Service, and academic  
      program in order to hold the employees accountable for their action plans.  
   B. Implement an interoffice structure for tracking paperwork for Criminal Justice  
      programs (TDCJ, TCLEOSE, PRPC, CJAD, TJPC, and State Bar), filtering  
      unexpected traffic, and answering phones.  
   C. Inform instructors and agencies of training expectations.

II. **Assist the criminal justice coordinators and academic instructor with developing**  
    **new, innovative and proactive programs.**  
   A. Assist Law Enforcement Academy Coordinator with development of a daytime  
      academy to meet the needs of local law enforcement agencies.  
   B. Contact nationally known instructors and organizations for new programs.  
   C. Assist Law Enforcement In-Service Coordinator to implement distance learning  
      classes.

III. **Maintain the current contracts.**  
    A. Track TDCJ In-Service and Pre-Service contracts.  
    B. Track PRPC contracts.  
    C. Build partnerships with TDCJ, PRPC, law enforcement agencies, and other  
       criminal justice agencies.

IV. **Maintain fiscal responsibility.**  
   A. Achieve budget targets over four-year average.  
   B. Amend budget based on supply and demand.  
   C. Ensure that accounts receivable reports reflect accurate income figures.

V. **Empower Criminal Justice Program coordinators through cross training.**  
   A. Provide training opportunities to increase the coordinators' knowledge, skills,  
      and abilities.  
   B. Provide cross training opportunities for staff.
CRIMINAL JUSTICE PROGRAMS...CONTINUED


Area: Law Enforcement Academy
Responsibility: Sondra Beighle, Coordinator

I. Offer a quality law enforcement academy.
   A. Improve academy application, interviewing, and selection processes.
   B. Develop measures for continued improvement in TCLEOSE testing scores.
   C. Develop methods to increase the hireability of the academy students.
   D. Re-evaluate the AAS and certificate programs.
   E. Review academy evaluations, instructor evaluations, and evaluation processes.
   F. Implement a database for law enforcement job openings.
   G. Encourage instructors' use of the newest instructional technology.

II. Empower the coordinator and staff through cross training.
   A. Increase delegation efforts between coordinator and staff members.
   B. Improve communication between staff and other department members.
   C. Encourage staff to attend staff development training opportunities.
   D. Provide cross-training opportunities for staff.
   E. Improve organizational skills of the coordinator and staff.

III. Offer a daytime law enforcement academy.
   A. Determine the need and commitment within the area for a daytime academy.
   B. Determine additional requirements for conducting a daytime academy.
   C. Hire qualified instructors.
   D. Evaluate effects of offering college credit over a shorter period of time.
   E. Develop daytime calendar to accommodate participants and agencies.
   F. Interview and assess applicants.

IV. Inform academy students of their degree options and opportunities.
   A. Improve advising during the initial interview with students.
   B. Offer one-on-one counseling opportunities with students during and after the academy.
   C. Conduct degree plan presentations during each academy.

V. Maintain fiscal responsibility.
   A. Achieve budget targets over four-year average.
   B. Amend budget based on supply and demand.
   C. Verify instructors' time sheets each month.
   D. Hire local instructors whenever possible.

VI. Expand marketing efforts.
   A. Maintain web page.
   B. Increase marketing efforts within the minority communities.
   C. Recruit students through career days and job fairs.
CRIMINAL JUSTICE PROGRAMS…CONTINUED

Area: Law Enforcement In-Service
Responsibility: Terry Brown, Coordinator

I. **Offer quality law enforcement in-service training.**
   A. Offer professional development opportunities for part-time instructors.
   B. Educate students about proper instructor evaluation.
   C. Conduct evaluation through random student contacts.
   D. Perform quality assurance checks on instructors.
   E. Meet with instructors individually to clarify quality performance criteria.
   F. Provide additional experiential training opportunities.
   G. Offer classes that officers will attend without agency sponsorship.
   H. Conduct state mandated classes via distance learning.

II. **Maintain fiscal responsibility.**
   A. Achieve budget targets over four-year average.
   B. Amend budget based on supply and demand.
   C. Verify instructors’ time sheets.
   D. Hire local instructors when possible.
   E. Evaluate printing costs.
   F. Ensure that accounts receivable reports reflect accurate income figures.

III. **Improve marketing efforts.**
   A. Maintain the web page to advertise courses.
   B. Increase public speaking engagements.
   C. Evaluate effective marketing avenues.

IV. **Empower employees through cross-training opportunities.**
   A. Increase delegation efforts between coordinator and staff members.
   B. Improve communication between coordinator, staff, and other department members.
   C. Encourage staff to attend staff development training opportunities.
   D. Provide cross-training opportunities for staff.
   E. Improve organizational skills of the coordinator and staff.

V. **Develop training needs assessments.**
   A. Utilize advisory committee in the needs assessment process.
INTERVENTION PROGRAMS
Responsibility: Gay Mills, Director / Assistant Professor

I. Offer quality programs that meet the needs of the target audience.
   A. Implement the new TABC-approved Alcohol Seller/Server Program.
   B. Monitor program needs including the number of instructors trained/certified to teach programs and the frequency of course offerings.
   C. Develop applicable questions for the evaluation form that relates to the specific student population.
   D. Audit student evaluations monthly to ensure that students achieved their personal objectives.
   E. Contact TEA and National Safety Council regarding alternative methods of presenting Defensive Driving (e.g., via Internet).
   F. Assess community needs for additional offender and prevention programs.

II. Satisfy State guidelines.
   A. Complete required external provider requirements by deadlines.
   B. Review State program guidelines annually.
   C. Update programs to meet new program standards set by external approving agencies’ criteria as revisions are received.
   D. Inform instructors of program modifications.

III. Maintain fiscal responsibility.
   A. Achieve budget targets over four-year average.
   B. Amend budget based on supply and demand.
   C. Determine if current pricing structure is reasonable and covers all expenses.
   D. Determine if current pricing is competitive with other TCADA agencies offering the programs.
   E. Ensure that accounts receivable reports reflect accurate income figures.
   F. Investigate the cost effectiveness and feasibility of the 5% Program (DADAP), Juvenile Drug Offender Program, and Juvenile Mischief Program.

IV. Maintain a professional, interactive environment for staff and instructors.
   A. Contact instructors quarterly for feedback.
   B. Obtain feedback from staff members quarterly.
   C. Provide internal training opportunities for staff members.

V. Improve current marketing efforts.
   A. Update area judges and probation officers mailing lists annually.
   B. Explore effective marketing strategies, such as Internet, e-mail, and fax.
   C. Submit at least one article per year to "Around AC" column.
   D. Utilize TABC's web page to update local alcohol-license establishment lists each semester.
   E. Explore ways to increase enrollment in DDC Fleet Operations.
WORKFORCE TRAINING


Area: Business Performance Improvement / Non-Technical Training

Responsibility: LuLu Cowan, Workforce Training Coordinator

I. Offer quality programs.
   A. Review program evaluations for non-technical courses.
   B. Incorporate evaluation results into college tracking program.
   C. Hire qualified instructors.
   D. Implement procedures that ensure ongoing quality assessment.
   E. Maintain seminar files with all relevant forms, evaluations, and necessary paperwork.

II. Identify training needs of employers.
   A. Identify latest training topics on a national scale.
   B. Survey the training needs of local companies.
   C. Contact employers who have previously contracted for non-technical training.
   D. Provide Call Center Training for the community’s emerging workforce.
   E. Offer one large conference per year.

III. Focus on customized training opportunities.
   A. Maintain relationships with key business and industry personnel.
   B. Offer open enrollment seminars.

IV. Increase co-sponsored training.
   A. Develop industry consortia where common needs exist.
   B. Contact corporate trainers for mutual training opportunities.
   C. Develop corporate sponsor relationships.

V. Maintain fiscal responsibility.
   A. Achieve budget targets over four-year average.
   B. Amend budget based on supply and demand.
   C. Ensure that accounts receivable reports reflect accurate income figures.

VI. Increase operational efficiency.
   A. Develop a method for tracking business contacts.
   B. Maintain client database.
   C. Coordinate efforts within the Workforce Development Division.
   D. Collaborate, where possible, within Amarillo College.
WORKFORCE TRAINING...CONTINUED


Area: Internal Training
Responsibility: Richard Chelf, Workforce Training Coordinator

I. Offer quality training opportunities for Amarillo College employees.
   A. Review program evaluations for internal training courses.
   B. Incorporate evaluation results into college tracking program.
   C. Implement a New Employee Orientation Program for newly hired
      administrators and classified employees.
   D. Offer training programs for managers and supervisors.
   E. Provide computer training in cooperation with the ITS Division.
   F. Identify subject matter experts of mandated training topics.
   G. Provide mandated training in cooperation with Personnel and the Safety
      Officer.

II. Identify training needs.
   A. Develop training needs assessment instruments.
   B. Establish an advisory committee for internal training.
   C. Meet with managers to assess training needs within departments.
   D. Promote implementation of a job safety training analysis for Amarillo
      College.

III. Promote internal training efforts throughout Amarillo College.
   A. Develop a variety of information avenues.
   B. Make presentations to the Executive Committee, various employee groups,
      and development committees.
   C. Maintain involvement in the Professional Development Committee, Safety
      Committee, and the Administrators' Association as appropriate.
   D. Obtain Executive Committee approval for mandated training programs.
WORKFORCE TRAINING...CONTINUED


Area: Technical Training
Responsibility: Bob Pearce, Workforce Training Coordinator

I. **Determine the technical training needs of business and industry.**
   A. Identify training needs of area trade/professional organizations.
   B. Identify training needs through Amarillo College's technical advisory committees.

II. **Coordinate the delivery of quality technical training for business and industry.**
    A. Review program evaluations for technical training courses.
    B. Incorporate evaluation results into college tracking program.
    C. Develop the quality monitoring process of technical training, conferences, and customized classes.
    D. Offer three large technical conferences each year.

III. **Maintain fiscal responsibility.**
     A. Achieve budget targets over four-year average.
     B. Amend budget based on supply and demand.
     C. Ensure that accounts receivable reports reflect accurate income figures.

IV. **Expand current marketing efforts.**
    A. Develop a marketing template for conferences and special/contract classes.
    B. Maintain web sites associated with technical training.
    C. Maintain a database of technical training participants.
    D. Maintain a database of instructors and content providers.
    E. Maintain a database of industry contacts.

V. **Ensure operational efficiency.**
   A. Develop operational procedures.
EXTERNAL LEARNING EXPERIENCE

Responsibility: Bob Pearce, Workforce Training Coordinator

I. Offer quality external learning experiences for Amarillo College students.
   A. Develop a Faculty Guide for External Learning Experiences.
   B. Develop a procedure and tracking system to meet the reporting requirements for the Texas Higher Education Coordinating Board and the Southern Association of Colleges and Schools.
   C. Develop a procedure to initiate, track, and document ELE students working for Amarillo College and receiving funds from the special co-op account.

II. Increase student participation in external learning experiences.
   A. Meet with technical instructional programs that have included ELE courses in the curricula.
   B. Meet with technical instructional programs that are eligible for ELE but do not offer ELE courses in the curricula.

III. Expand marketing efforts.
   A. Update the Cooperative Education Brochure.
   B. Create a poster to internally promote the ELE Program.
   C. Maintain a web page for the External Learning Experience Program
   D. Educate companies about ELE whose employment needs correlate to AC's instructional programs.
   E. Send ELE information to targeted companies.