UNIT NAME: Grants Management Office	AUTHORING TEAM CONTACT: Natalie Greenwell
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EXECUTIVE SUMMARY (COMPLETE THIS SECTION LAST)

Briefly summarize the topics that are addressed in this Service Unit Review, including areas of strengths and areas of concern.

The Grants Management Office (GMO) at Collin College plays a crucial role in securing funding for the college's initiatives, supporting student success, and contributing to positive economic impact. The GMO's strengths lie in its comprehensive grant management services, covering the entire grant lifecycle from research and proposal development to post-award management and reporting. The office has demonstrated consistent growth in awarded grant dollars since its inception, showcasing its effectiveness in securing funding for diverse projects across the district. The dedicated team possesses a deep understanding of grant requirements and provides valuable support to faculty and staff involved in grant-funded projects. The GMO's ability to adapt to the college's needs and secure funding for critical projects, such as the Plano Campus renovation and equipment for the Frisco Healthcare Center, highlights its value to the institution.

Despite its strengths, the GMO faces some challenges. A key area of concern is the difficulty in engaging more college champions in the grant process who are willing to help lead a grant from proposal development through post-award implementation. This lack of engagement can hinder the effectiveness of grant-funded projects. Another challenge lies in consistently collecting data to demonstrate the impact of grants on student outcomes. While the GMO recognizes the indirect impact of its work on students, it needs to develop a systematic approach to measure and showcase this impact. Additionally, the GMO's current workspace is inadequate, limiting its ability to function optimally.

To address these challenges, the GMO should prioritize developing strategies to improve leadership engagement in grant projects. This could involve creating clearer communication channels, providing training on grant management best practices, and demonstrating the value of leadership involvement. The GMO also needs to establish a robust data collection and analysis system to track and report on the impact of grant-funded projects on student success. This will require identifying key metrics, developing data collection tools, and establishing reporting procedures. Finally, securing more appropriate space would greatly improve the unit's efficiency. By focusing on these areas, the GMO can further enhance its effectiveness and maximize its contributions to Collin College's mission and strategic goals.

I. UNIT AND ITS CONTEXT

A. **Describe the unit, its relationship to the college, and the community it serves.**

The Grants Management Office (GMO) is a district-wide serving unit currently officing in suite 130 of the J Building on the Frisco Campus. Previously, the GMO operated from the 4th floor Courtyard Center. The GMO procures and manages millions of awarded funds annually from private/public, local, state, and federal organizations to aid in advancing the college's goal and strategic initiatives.

The office employs 4 full-time and 3 part-time employees and is led by an executive director. These core employees provide pre to post support to all faculty and staff committed to developing and deploying grant-funded projects. The unit serves as a center point for all grant-funded projects, comprising the following grant activities: researching grant opportunities, gathering needs and requests, reviewing grant requests for applications/requests for proposals (RFAs/RFPs), routing for all necessary approvals, writing and preparing proposals in cooperation with the department and the primary investigator (PI), submitting the proposal to the awarding agency, reviewing agreements and securing authorized signatures, working with the business office to set up cost center budgets and cash draw responsibilities, providing project management support for all awarded grant activites/project, liaising with the grantors, collecting, storing, and submitting monthly/quarterly reports, tracking financial activities, and closing out all final reports.

With each opportunity the GMO connects with and offers assistance to multiple offices and departments across the district including but not limited to purchasing, IT, financial aid, curriculum, communications, and individual administrative assistants on behalf of the grant recipients. It is also charged with facilitating the Innovation Challenge program and responds to all partner requests and subrecipient grant opportunities.

An additional 6 part-time and 10 full-time employees are also under the GMO umbrella deploying 3 specific grants including: Carl Perkins, Adult Education and Literacy, and the Small Business Development Center. All other awarded grants are managed by department leads across the district. Projects cover a broad range, from purchasing new lab equipment, launching new programs, creating or updating curricula, covering stipends, performing tests or research, collaborating with distant and close colleagues, developing new educational technologies, to procuring funds for capital expenses. The overarching purpose of the GMO is to support student success and create positive economic impact.

B. **Describe the following points as applicable:**

1. **Unit's purpose**

The GMO's purpose is to find and secure funding sources to support Collin College's service to students and the community.

If unit has a purpose/mission statement, upload it in section I.B.1. of the Appendix.

2. **Services and products unit provides**

The Grants Management Office provides a multitude of services for Collin College. These service areas include:

- Researching grant opportunities
- Gathering needs and requests from throughout the district
- Reviewing grant requests for applications/requests for proposals (RFAs/RFPs) and routing for all necessary approvals
- Writing and preparing proposals in cooperation with the department and primary investigator (PI)
- Submitting the proposal to the awarding agency
- Reviewing agreements and securing authorized signatures
- Working with the business office to set up cost center budgets and cash draw responsibilities
- Providing project management support for all awarded grant activities/projects
- Liaising with grantors
- Collecting, storing, and submitting monthly/quarterly reports
- Tracking financial activities
- Closing out all final reports.

3. **Constituents unit serves**

The Grants Management Office (GMO) serves all faculty, adminstrators, staff, grantor contacts, and leadership. The GMO provides the administrative services of acquiring and monitoring grants and is not directly involved with their implementation and daily operations.

4. **Regulatory standards unit must meet, if applicable**

All grants must adhere to the Rules and Regulations set by the Federal Register through the Office of Management and Budget, specifically 2 CFR Parts 25, 170, 183, and 200, under the Guidance for Grants and Agreements; however, each grantor also sets their own reporting guidelines per grant and those vary even within the same funding agency.
Below are a few of the awarding agencies that carry their specific regulatory standards with which we must comply:

Department of Commerce
Department of Education
Department of Defense
Department of Transportation
Department of Labor
National Science Foundation
Texas Workforce Commission
Texas Higher Education Coordinating Board

II.   UNIT RELATIONSHIP TO COLLEGE MISSION AND STRATEGIC PLAN

A. **Explain with unit-specific evidence how the unit supports the College's mission statement: "Collin County Community College District is a student and community-centered institution committed to developing skills, strengthening character, and challenging the intellect."**

The Grants Management Office supports the mission of being a student and community-centered institution by providing significant financial resources directly to students and programs. Departments are able to acquire equipment to be used for their programs assisting students in developing their skills and challenging their intellect.

Impact by year starting in the fall of 2021 through summer 2024:
FY22 – of the total funds awarded, $6,919,957, 65% directly supported student education, tuition, and support services
FY23 – of the total funds awarded, $8,426,567, 34% directly supported student education, tuition, and support services
FY24 – of the total funds awarded, $9,319,602, 35% directly supported student education, tuition, and support services

From these funds, examples of instructional equipment include:
- Computer lab consisting of 25 desktops & 18 laptops
- 4 Residential Heat Pump Learning Systems
- 2 Residential Mini-Split Heat Pump Learning Systems

- 1 Turbine Pump Learning System
- 2 Centrifugal Pump Learning Systems
- Test Lung and Arterial Training Arm
- Bovine Simulator Model
- 2 Motorvac Fuel Injection Cleaning Machines
- 8 Child CPR Manikins

B. Explain with unit-specific evidence how the unit supports the College's strategic plan (2020–2025 Strategic Plan).

The Grants Management Office is a key department in helping the institution achieve Strategic Goal 5 to *Expand educational access through a systemic approach with external partners and stakeholders*. Through several funded grants, the office has engaged with numerous businesses and organizations including, but not limited to: State Farm, Tech Titans, Capital One Foundation, Encore Wire, FlexLink Systems, Portable Solar, and StatLab Medical Products.

Additionally through the grant application processes, Collin College has a strong reputation (as evidenced by the funding and collaboration of grant programs) with external partners including the National Science Foundation, Department of Commerce, Department of Labor, the National Information Technology Innovation Center, the Texas Workforce Commission, and the Texas Higher Education Coordinating Board.

III. NECESSITY OF UNIT'S PRIMARY FUNCTIONS OR SERVICES

A. Describe with evidence that the unit's <u>primary</u> functions or services are necessary as they are, should be modified, or should be eliminated.

The unit's primary function of locating and securing funding for the college remains necessary. The department was responsible for procuring the final $2,000,000 needed to complete the funding proposal for the Plano Campus renovation staring in 2025 with a Department of Commerce Economic Development Administration grant. Going forward the office has been tasked with finding $6.8M in funds for lab equipment that will be needed for the new Frisco Healthcare Center and the expanding Wylie healthcare programs.
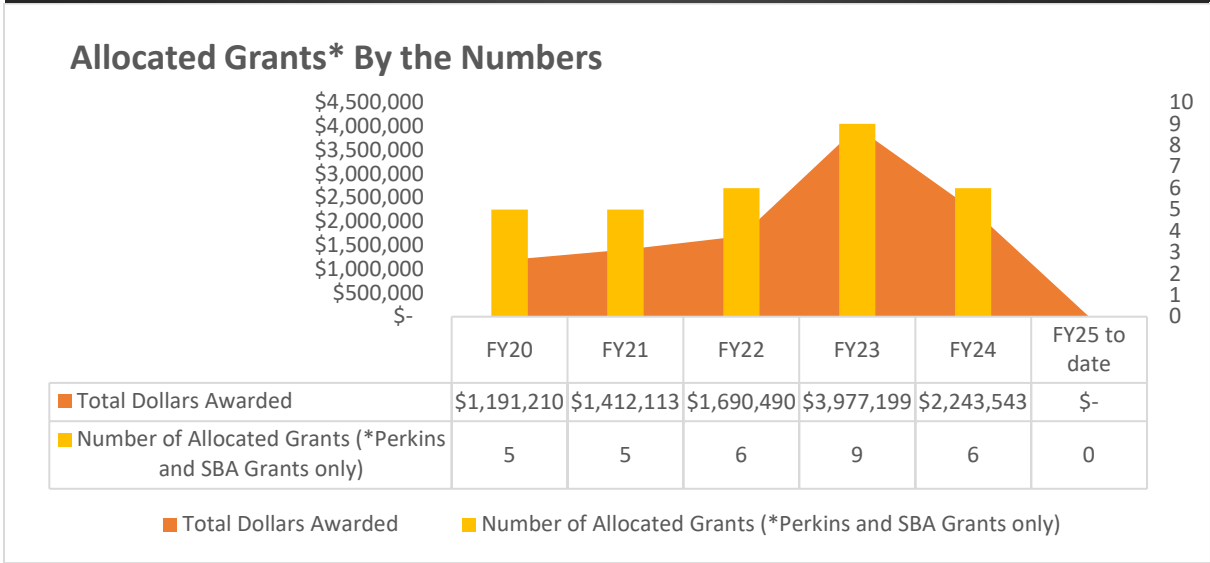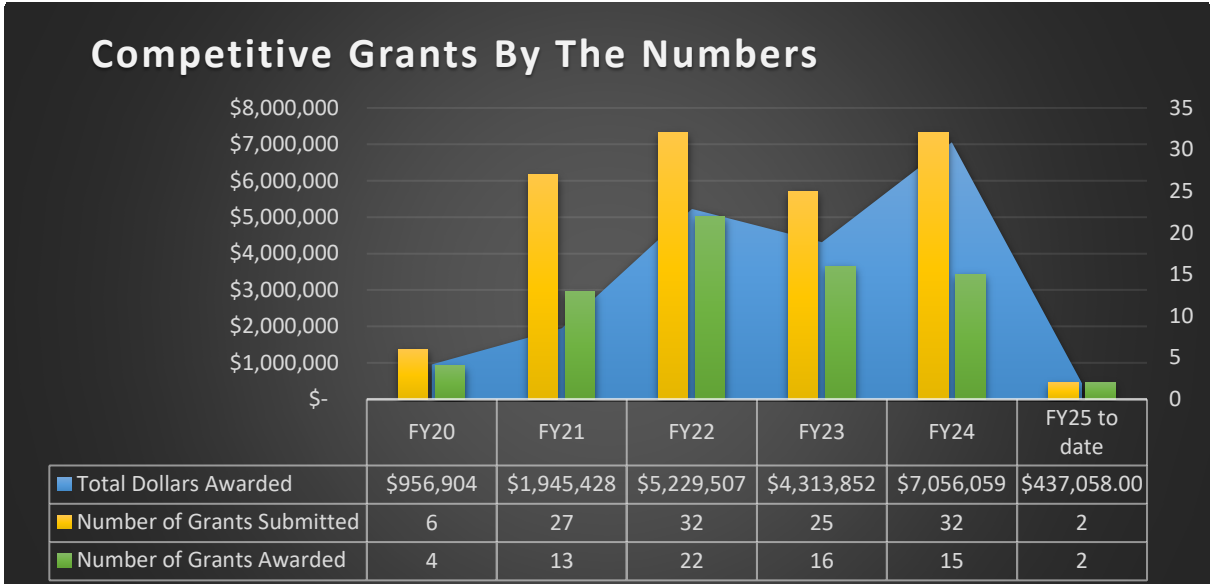
The primary functions are necessary and unable to be modified due to the regulatory nature of grant application and reporting. The Grants Management Office (GMO) is second highest source of operating revenue behind tuition and fees for the college and should not be eliminated.

1. What are the purpose and reason for the services?

The purpose is to have a dedicated office for data, support, tracking, and management of all grant proposals and awards that can serve a diverse and growing district.

2. How has the unit evolved during the 5-year cycle? How have the reasons for services changed over time?

The GMO has improved processes by streamlining and focusing on the strategic goals of the college. Since FY20, the dollars awarded have steadily increased as shown on the tables below. While the programs that have needed assistance with grant funding have changed over the past 5 years, the primary function of securing funding for the college has not.

Competitive Grants By The Numbers

	FY20	FY21	FY22	FY23	FY24	FY25 to date
Total Dollars Awarded	$956,904	$1,945,428	$5,229,507	$4,313,852	$7,056,059	$437,058.00
Number of Grants Submitted	6	27	32	25	32	2
Number of Grants Awarded	4	13	22	16	15	2

Allocated Grants* By the Numbers

	FY20	FY21	FY22	FY23	FY24	FY25 to date
Total Dollars Awarded	$1,191,210	$1,412,113	$1,690,490	$3,977,199	$2,243,543	$-
Number of Allocated Grants (*Perkins and SBA Grants only)	5	5	6	9	6	0

■ Total Dollars Awarded   ■ Number of Allocated Grants (*Perkins and SBA Grants only)

3. **What would happen if the unit no longer provided the services and/or the services were outsourced?**

Multiple departments could take on the various responsibilities currently maintained by the unit; however, there would be a loss in ability to support the full grant cycle from a central office and the district would experience a return to single person submissions that may or may not have prior leadership support or align with the goals and strategic initiatives of the college.

If the services were outsourced to a third-party consultant, there could be a potential loss in operating revenue. Outside constituients would not be as familiar with the needs and operations of the college, reducing the competitiveness of the grant application. There would also be a cost-per-grant if an external agency took over the responsibility of writing and securing grants for the college.

4. **Which unit services require the most resources, including staff time? Which services add the biggest value to the college? If the services that require the most resources are different from the services that add the biggest value to the college, discuss the discrepancy.**

The centralized function of the Grants Management Office is to research and secure funding for the college. It is the primary service offered by the GMO unit that accounts for approximately 9% of the overall operating revenue adding a significant value for the district.

There is a delicate balance between pre and post award. Both take months of time. Post award support encompasses personal assistance and information to grantees and grantors to ensure a successful grant deployment. Pre award requires research, building partnerships, collecting data, and finding the grant champion. Without the pre award team, no new funds can be submitted for potential award. Without post award management, the grant may not successfully fulfill the agreement and risk loss of funds.

5. **Describe the unit's lines of communication with other units involved in or supporting each of these services. If any of these lines are not clear, explain why.**

All lines of communication are direct, either from the Grants Management Office to the awarding agency or from the GMO to the department receiving the funds. Collin College is working to streamline all grant applications to be submitted by the GMO, helping to eliminate any confusion. Occasionally the GMO administration will receive questions about a specific grant (i.e. Perkins) that needs to be answered directly by the area providing oversight for that grant.

Within the past five years, the GMO has changed from reporting up through Continuing Education to the Senior Vice President of Student and Community Engagement.

6. **Describe the alternate ways in which the unit or college provides any of these services.**

    The grant application and administration process is straight forward, especially with state and federal guildelines. There are no alternative ways to provide the services. If you look at the service unit as a revenue generating department, there are other areas that bring in revenue for the operations of the district including student tuition and auxiliary services.

7. **Does the unit offer or conduct the services as efficiently as possible? If not, explain why.**

    Unfortunately the Grants Management Office has to operate under varying timelines. Some grants are released and have a 30 day deadline, others will provide a couple of months lead time. Additionally, when the GMO is made aware of a potential fund there may not be a department champion that is able to take on the responsibility of additional projects. Those grants then have to be shelved in hopes that they will cycle through at a future time. On occasion when several opportunities are open at once, and there is not enough time or persons to complete an additional proposal, those also have to be passed. The GMO is at the mercy of the granting agencies' timelines and availability of the team members to pull together the materials for the proposal. In response to this, the GMO is trying to track some of the grants to look for award cycles.

B. **Benchmarking: Review two or three comparable colleges for the way they accomplish these services. Discuss what was learned and what new ideas for service improvement were gained.**

    Benchmark projects with comparable colleges was last done in May, 2024. The following table is the culmination of responses received. The Grants Management Office at Collin College is one of the newest and smallest departments compared to peer institutions. While the total number of grants awarded and funding levels was requested, that information was not provided so further comparisons were not available. The GMO does collaborate with other colleges and universities in consortium opportunities; however, applying for most grants is a competitive process and sometimes peer institutions are not as forthcoming with information.

    Texas Community College Grant Office Demographics

	Years Grant Office in Operation	Provide Pre & Post Award Services	Total Number of Employees
Collin College	5 (centralized model)	Yes	8
Dallas College	4 (centralized model)	Yes	15
El Paso Community College	30-35	Yes	11
Houston Community College	9	Yes	9
Lone Star College	10	Yes	12
San Jacinto College	18	Yes	11

[Old chart inserted, cannot delete – disregard blanks below]

IV. UNIT'S IMPACT ON STUDENT OUTCOMES

A. If the unit influences the student experience, environment, and/or safety, describe how.

The unit directly influences the student experience, specifically with the assistance of securing funding to provide instructional equipment including:

- Computer lab consisting of 25 desktops & 18 laptops
- 4 Residential Heat Pump Learning Systems
- 2 Residential Mini-Split Heat Pump Learning Systems
- 1 Turbine Pump Learning System
- 2 Centrifugal Pump Learning Systems
- Test Lung and Arterial Training Arm
- Bovine Simulator Model
- 2 Motorvac Fuel Injection Cleaning Machines
  - 8 Child CPR Manikins

B. If the unit impacts funding for student activities, describe how.

The unit impacts funding for students when the grant proposal includes allowances for student activities such as the on-going NSF STEM grant that awards Computer Science students 2 years of full tuition, a laptop, mentoring, attendance to a student conference, and co-enrollment at four-year institution. This is in addition to the aforementioned instructional equipment.

C. If the unit influences student enrollment, retention, persistence, and/or completion, describe how.

Several grants aid in retention and persistence efforts such as the Automotive TRUE grant that covers the students second year of classes, reimburses them for their books and uniform, and provides them a set of automotive tools upon completion so they may enter the workforce without the burden of having to purchase an expensive tool set. The total for this grant award was $408,473. This is in addition to the over $1 million for the NSF STEM grant.

Other support services that are grant funded include childcare for student parents, driving instruction for students pursuing a CDL, and free nursing tutoring services. The Carl Perkins grant provides reimbursement for textbooks, transportation, childcare, and select industry-recognized exams.

D. **If the unit provides services for a diverse student population, describe how.**

Several of the grants received by the college stipulate funding for underserved populations such as the CMVOST grant that covers the full Commercial Motor Vehicle tuition and licenses to Veterans, their families, and underserved population. The Carl Perkins grant aids students in a career and technical field. As a reminder, the Grants Management Office is not responsible for the direct disbursement of the funds to students, but aids in acquiring the grant for the department/college.

E. **Analyze the evidence you provide. What does it show about the unit?**

While the Grants Management Office is not a front facing service unit, it has a significant impact on the operations at Collin College. The department assists in securing funding for numerous programs. There are direct-to-student grants that have been funded and all grant proposals are written to support the goals and strategic initiatives of the college.

V.   EFFECTIVENESS OF UNIT COMMUNICATIONS

A. **Describe with evidence how the unit literature and electronic sites are current, including accurately representing the unit and supporting the college's recruitment plan, retention plan, and completion plan.**

The unit does not produce brochures or other printed materials related to a specific grant award. That responsibility falls under the individual departments and service units that receive and administer their specific grant once funded. Approximately once every quarter, the Grants Management Office will distribute via email to the college district the "Grants Gossip" newsletter. The content is updated for each distribution and contains the most recent grant awards since the previous distribution. The GMO is also responsible for the website www.collin.edu/grants and its content is current (as of 12/15/24). Some grants (like the U.S. Department of Education CARES Act) require specific content to be posted to the website, which the service unit properly maintains.

♦ **Institutional Grant**

Collin College was allocated institutional funds of $5,395,456 as part of the CARES Act Higher Education Emergency Relief Fund (HEERF), $18,430,645 as part of CRRSSA (HEERF II) and $20,982,343 as part of ARPA (HEERF III) to a total allocation of $44,808,444. In compliance with reporting requirements established by the Department of Education, the reports posted below summarize Collin College's use of these funds to date.

The reports are best viewed using Chrome.

02361400_HEERF_Q32020_101020
02361400_HEERF_Q42020_011021
02361400_HEERF_Q12021_041021

The grants website lists student resources and contact information, which directly impacts students' ability to persist in their programs and work toward completion.

Home ——— Grants Management Office ——— Student Resources

Grant Opportunities

Grant Title	Grant Provides Students the Following	Contact Name	Contact Email
Good Jobs Challenge - Grow the Biotech Workforce	Tuition for select Biotech and Allied Healthcare programs	o Bridgette Kirkpatrick o Araceli Solis	o bkirkpatrick@collin.edu o asolis@collin.edu
SBA - Collin College Small Business Development Center	Business Advisors offer free advice services for persons interested in starting a business.	o Roger Widmer	o rwidmer@collin.edu
BEACONS - Energy Storage Systems Workforce Development	Financial aid assistance	o Tripat Baweja	o tbaweja@collin.edu
Child Care Access Means Parents in School (CCAMPIS)	Childcare for student parents	o Madeline Hudson o Barbara Batista	o mehudson@collin.edu o bbatista@collin.edu

1. **Describe how the unit solicits student feedback regarding its website and literature and how the unit incorporates that feedback to make improvements.**

   Given that the GMO unit does not directly interface with students and is bound by reporting guidelines, student feedback is not solicited. The Grants Management Office does not want to be confused with departments that directly distribute aid to students such as the Financial Aid or Foundation Offices, therefore its direct interaction with students is limited.

2. **Describe how the unit ensures that students are informed/aware of unit literature. Is unit literature made accessible to all students (i.e., can they obtain the information they need)?**

   As previously mentioned, the public website www.collin.edu/grants has a link to student resources. Team members of the Student and Enrollment Services division are also aware of this site and use it to assist students in need. All faculty and staff have access to the grants management page inside CougarWeb. This content is updated each time a new grant is received.
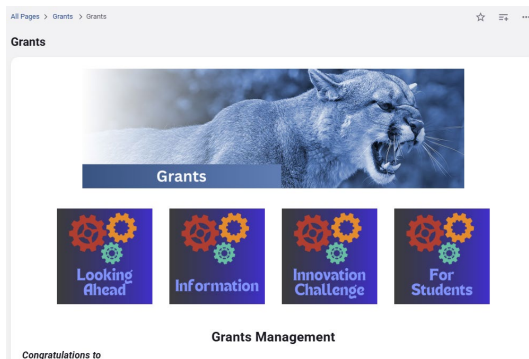
   As a reminder, it is up to the specific department receiving the grant funds to promote the opportunity of their award to students.

3. **Identify who is responsible for monitoring and maintaining the unit's website, and describe the processes in place to ensure that information is current, accurate, relevant, and available. If the unit has no website, describe plans for creation of a website or explain the absence.**

The GMO staff works with the communications office on updates to the Grant Website and the Collin College Dashboard Widget inside CougarWeb. Currently the assistant director of grants management is the main contributor to the grant website and updates it monthly with new data tables. Additional content is added when required by a grantor (i.e. the U.S. Department of Education CARES quarterly reports).

B. **In the Unit Literature Review Table, document that the unit verified the information communicated to stakeholders for currency, accuracy, and relevance and made it readily available to target audiences.**

Upload the completed Unit Literature Review Table in section V.B. of the Appendix.

VI. EFFECTIVENESS OF UNIT STAKEHOLDER RESOURCES AND PARTNERSHIPS

In the Unit Stakeholder Resources and Partnerships Table, list any business, industry, government, college, university, community, and/or consultant partnerships, including clinical or professional sites and internal Collin departments, to advance unit outcomes.

Upload the completed Unit Stakeholder Resources and Partnerships Table in section VI. of the Appendix.

VII. PROFESSIONAL DEVELOPMENT

In the Employee Resources Table, provide a list of professional development activities of unit staff since the last Service Unit Review.

Upload the completed Employee Resources Table in section VII. of the Appendix.

VIII. FACILITIES, EQUIPMENT, AND FUNDING (OPTIONAL)

NOTE: Respond to section VIII only if the unit is requesting improved resources.

A. **Provide evidence regarding current deficiencies or potential deficiencies related to infrastructure (e.g., technology), facilities, equipment, maintenance, replacement, plans, or budgets that pose important barriers to the unit or student success.**

Due to the construction at the Courtyard Campus (former location of the Grants Management team), the temporary spaces provided are workable but not sufficient at this time. Proper meeting and storage space is much desired along with more desk space for 3 part-timers currently sharing one room and one data port. Given the significant construction projects throughout the district, it is understood that the new office location may be enhanced after the campus remodel is complete.

B. **If any current or potential deficiencies exist, complete the resource tables below to support your narrative.**

1. **Facilities Resources Table**

   Upload the completed Facilities Resources Table in section VIII.B.1. of the Appendix.

2. **Equipment/Technology Table ($5,000 or More)**

   Upload the completed Equipment/Technology Table ($5,000 or More) in section VIII.B.2. of the Appendix.

3. **Financial Resources Table**

   Upload the completed Financial Resources Table in section VIII.B.3. of the Appendix.

IX. CONTINUOUS IMPROVEMENT PLAN (CIP)

A. **Upload the unit's previous CIP tables in section IX.A. of the Appendix.**

   In addition, e-mail the unit's previous CIP tables to the Institutional Research Office (IRO) at effectiveness@collin.edu.

B. **Describe how the unit used its last Continuous Improvement Plan (CIP) to make the following improvements to the unit over the past 4 years:**

1. **Student support**

The Grants Management office was established within the past five years. This provided an opportunity for increased proposal submissions and increased funding received by Collin College. The initial phase of the CIP was promotional awareness of the department and collaborative opportunities to pursue funding. The enhanced application process yielded significant increases in grant funding.

FY22 – of the total funds awarded, $6,919,957, 65% directly supported student education, tuition, and support services
FY23 – of the total funds awarded, $8,426,567, 34% directly supported student education, tuition, and support services
FY24 – of the total funds awarded, $9,319,602, 35% directly supported student education, tuition, and support services

As previously shared, much of this funding went directly to students for tuition and supplies, as well as classroom and lab equipment.

2. **Overall improvements to the unit**

Since the establishment of the unit in 2020, targets of 25 grant proposals and increased efficiencies have been met. Project tracking has also been developed, with future opportunities for enhancement. The Grants Management Office has established a baseline of grant applications and funding received. The unit has also streamlined operational processes.

X.   EVALUATION OF CIP SUCCESS

Based on the information, analysis, and discussion that have been presented in sections I–IX of this unit review, summarize the strengths and weaknesses of the unit. Describe specific actions the unit intends to take to capitalize on the strengths, mitigate the weaknesses, and improve unit outcomes and competencies. Provide the rationale for the expected outcomes chosen for the CIP(s).

The strengths of the unit lie in ability to be flexible to the needs of the college, seeking funding for tuition, services, or specialized lab equipment. There is also a depth of knowledge among the core employees that are able to draw on their skills and experiences to help grantees overcome any hurdles. Since its inception, the Grant Management Office has been able to realize 136% growth in competitive grants awarded. Having gone through several grant cycles, the unit is able to identify trends and timelines and will be able to anticipate a little better when a new grant may be opening up for application.

A weakness is in the inability to connect leaders with appropriate bandwidth to not only be an integral part of the proposal process but also be able to deploy the grant once awarded. Many of the grants require significant reporting and the unit must be able to meet the requirements outlined by the grantor. Another weakness is the dependency on outside agencies. While the department is seeking diverse funding sources (federal, state, company), it is economically dependent upon them and their ability to fund grant programs. There is little that can be done to mitigate this, other than casting as wide a net for as many funding opportunities as possible.

Given the enrollment growth at Collin College, the Grants Management Office is seeking to expand the amount of direct-to-student aid as well as the total amount of grant funding received. The unit will continue to strengethen partnerships with departments to increase the number of colleagues who can participate in grant opportunities.

XI.   NEW CIP TABLES

Within the context of the information gleaned in this review process and any other relevant data, identify unit priorities for the next two years, including at least one unit outcome or competency, and focus on these priorities to formulate the unit's new CIP. The unit may also add short-term administrative, technological, assessment, resource, or professional development outcomes as needed.

A. Complete the CIP Outcomes, Measures & Targets Table. Choose 1 to 2 outcomes from the table to focus on over the next two years.

Upload the completed CIP Outcomes, Measures & Targets Table in section XI.A. of the Appendix.

In addition, e-mail the completed CIP Outcomes, Measures & Targets Table to the Institutional Research Office (IRO) at effectiveness@collin.edu.

B. Complete boxes A, B, C, and D of the CIP Outcomes 1 & 2 Table.

Upload the completed CIP Outcomes 1 & 2 Table in section XI.B. of the Appendix.

In addition, e-mail the completed CIP Outcomes, Measures & Targets Table to the Institutional Research Office (IRO) at effectiveness@collin.edu.