

**South Texas College
2005-2007 Mid-Biennium Report
Finance & Administrative Services**

Guiding Principle **1. South Texas College will be a premier learning-centered higher education institution where student and community success are paramount.**

Strategic Outcome *1.1 Build a learning organization by cultivating a culture of evidence that demonstrates mission-focused, data-driven decision making*

Performance Indicator 1.1.4: Emergency loans and installment payment plans will be awarded more effectively and the amount of uncollected student tuition and fees from emergency loans and installment payment plans will be reduced by developing and implementing a plan of action.

Action Plan: BUSINESS OFFICE To reduce the amount of uncollected tuition and fees from emergency loans and installment payment plans, the business office will develop and implement a plan of action. 1. Monitor plan of action including statement mailouts and hiring of staff Completed: y

Action Plan: BUSINESS OFFICE 2. Evaluate results Completed: y

Performance Indicator 1.1.5: Students will be enrolled prior to first class day due to an understanding of the College's registration procedures and expectations and without decreasing enrollment.

Action Plan: BUSINESS OFFICE To ensure that students are enrolled prior to the first class day, the business office will work with student services to inform students of procedures and expectations regarding drops for non-payment and payment options. 1. Monitor unpaid lists Completed: y

Action Plan: BUSINESS OFFICE 2. Monitor procedures for payment options and distribution of flyers with "Due Dates" Completed: y

Performance Indicator 1.1.7: The decision-making process at every level of the institution will be data-driven through the successful implementation of the Banner system and the immediate delivery of real time information to every desktop.

Action Plan: BUSINESS OFFICE a. The business office staff will make decisions based on data through the successful implementation of the Finance, Human Resources, Student, Loan, Budget modules in the Banner system. Completed: y

HUMAN RESOURCES b. The human

Action Plan:	resources staff will make personnel and payroll decisions based on data through the successful implementation of the Human Resources modules in the Banner system.	Completed: y	
Action Plan:	PURCHASING c. The purchasing department staff will make decisions based on data through the successful implementation of the Finance/Purchasing modules in the Banner system.	Completed: y	
Action Plan:	OFFICE OF VP-FAS AND ALL OTHER DEPTS. 1. Will make decisions based on data through successful implementation of the self-service module in the Banner system.	Completed: y	
Action Plan:	OFFICE OF VP-FAS AND ALL OTHER DEPTS. 2. Monitor implementation of Banner system modules and reports	Completed: y	
Action Plan:	OFFICE OF VP-FAS AND ALL OTHER DEPTS. 3. Evaluate management reports	Completed: y	
Performance Indicator 1.1.8:	The amount of uncollectibles from student financial aid reversals will be reduced by implementing recommendations from a task force designed to evaluate this issue.		
Action Plan:	BUSINESS OFFICE To reduce the amount of uncollectibles from student financial aid reversals, the business office staff will work with the financial aid department to implement recommendations and will also communicate with students to advise them that they have an outstanding balance. 1. Monitor uncollectibles every semester	Completed: n	Business Office will create a task force jointly with financial aid staff
Action Plan:	BUSINESS OFFICE 2. Monitor efforts and joint plan of business office and financial aid office	Completed: n	To be monitored after a joint plan is developed
<i>Strategic Outcome</i>	<i>1.3 Promote shared responsibility among faculty, staff, and students to set and achieve high expectations</i>		

Performance Indicator 1.3.2: Students will understand and adhere to all College rules and regulations by developing and implementing an effective College communication plan.

Action Plan: BUSINESS OFFICE To ensure that students understand rules and regulations, the cashiers will work with student services to develop and implement the communication plan regarding the new initiatives. 1. Review communications plan and the process for disseminating student bills

Completed:
y

Action BUSINESS OFFICE 2. Monitor

Completed:

Plan:	procedures for updating student addresses in the Banner system	y	
Performance Indicator 1.3.4:	The quality of the educational experience for students will be enhanced by providing innovative, state of the art services and instructional technologies to faculty, staff, and students of STC throughout the College.		
Action Plan:	PURCHASING DEPT. The purchasing department will provide services by ordering all materials and equipment on a timely basis for faculty and staff. 1. Monitor services provided by Purchasing including the timeline for processing requisitions	Completed: y	Awareness sessions provided to staff, items included for Board approval.
Action Plan:	PURCHASING DEPT. 2. Follow-up with Vice President's on issues concerning purchasing	Completed: y	
Action Plan:	PURCHASING DEPT. 3. Work with department to improve if necessary	Completed: y	
<i>Strategic Outcome</i>	<i>1.5 Exceed community and SACS expectations of a Level II baccalaureate degree granting institution</i>		
Performance Indicator 1.5.2:	The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College.		
Action Plan:	HUMAN RESOURCES To meet expectations and standards, Human Resources will ensure quality documentation for faculty credentials. 1. Review data prepared by Human Resources for faculty credentials	Completed: y	Developed roster for SACS
Action Plan:	HUMAN RESOURCES 2. Evaluate for completeness	Completed: y	
Action Plan:	PURCHASING The purchasing department will ensure that the requested materials and equipment for the BAT program are processed in a timely manner after receiving requisitions.	Completed: y	Materials ordered and received.
Action Plan:	BUSINESS OFFICE The business office will ensure that the College receives an unqualified opinion in the FY 05 audit, which is the audit to be reviewed by the SACS on-site visiting team and that the audit includes an audit of financial aid programs.	Completed: y	Unqualified opinion received/no findings
Action Plan:	OPERATION & MAINTENANCE 1. To meet expectations and standards, the Operations and Maintenance Department will ensure that the appropriate resources are included in the FY 05-06 and 06-07 budget.	Completed: y	

Action Plan:	OPERATION & MAINTENANCE 2. To meet expectations and standards, the Operations and Maintenance department will change signage to STC at all locations.	Completed: y
Action Plan:	OPERATION & MAINTENANCE 3. To meet expectations and standards, the Operations and Maintenance department will provide a healthy, safe, and secure environment for all members of the campus community.	Completed: y
Action Plan:	OPERATION & MAINTENANCE 4. To meet expectations and standards, the Operations and Maintenance department, operates and maintains physical facilities that are adequate to serve the College's needs.	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 1. Include resources requested by divisions/departments in the budget	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 2. Review SACS application and include resources needed for BAT program	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 3. Evaluate for completeness	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 4. Monitor purchasing department to ensure orders are placed	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 5. Work with Business Office staff on audit plan and final Annual Financial Report	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 6. Monitor Operations and Maintenance to ensure signage has been changed at all locations	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 7. Follow-up with Operations and Maintenance on security issues	Completed: y
Action Plan:	OFFICE OF VP-FAS AND BUSINESS OFFICE 8. Review inspection reports on facilities	Completed: y

Guiding Principle

2. South Texas College will serve as the cornerstone for the economic vitality of South Texas.

Strategic Outcome

2.1 Develop quality workforce education, innovations, and economic development, designed to exceed local industry standards and expectations.

Performance Indicator 2.1.3: The quality of non-credit programs will be improved by implementing effective written employment qualification standards and procedures for Partnership trainers.

Action Plan:	HUMAN RESOURCES Human Resources will work with the Partnership to implement effective written employment qualification standards for trainers and include procedures in the Hiring Manual. 1. Review procedures developed by Human Resources department	Completed: n	Partnership hiring procedures currently under review
Action Plan:	HUMAN RESOURCES 2. Monitor for effectiveness	Completed: n	Monitoring will occur after written procedures are included in the hiring manual; however, monitoring for proper qualifications is being implemented.

Strategic Outcome

2.2 Actively partner in economic and community development

Performance Indicator 2.2.2: The College will continue to serve as an active community partner by increasing collaboration with all economic development organizations in Hidalgo and Starr Counties.

Action Plan:	PURCHASING Actively partner with NAPM and Chamber of Commerce to promote partnership and community development.	Completed: y
Action Plan:	PURCHASING, FACILITIES, PLANNING & CONSTRUCTION Actively partner with AIA and TAPA to promote partnership and community development.	Completed: y
Action Plan:	HUMAN RESOURCES Continue to actively partner with United Way to promote partnership and community development. 1. Review partnerships for each of the departments	Completed: y
Action Plan:	HUMAN RESOURCES 2. Monitor and evaluate effectiveness	Completed: y

Strategic Outcome

2.3 Demonstrate excellence in fiscal responsibility and accountability to the public and taxpayers

Performance Indicator 2.3.1: Auditing standards will be met by completing a fraud and theft detection study and implementing the recommendations.

Action	OFFICE OF V. P. -FAS & ALL DEPTS. The departments will be pro-active in meeting auditing standards by	Completed:
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Plan:	implementing the recommendations from the fraud and theft detection study performed by consultant.	y	
Action Plan:	BUSINESS OFFICE, HUMAN RESOURCES & PURCHASING The business office, human resources, and purchasing departments will take corrective action on the recommendations from the internal auditors in the fraud survey report.	Completed: y	
Action Plan:	OFFICE OF V. P.-FAS, BUS. OFF., PURCH., HUMAN RES., FACILITIES PLANNING & CONSTRUCTION The Vice President for Finance and Administrative Services, business office, purchasing, human resources, facilities planning and construction and operations and maintenance departments will complete the activities in the Action Plan developed to comply with SAS 99 recommended procedures regarding ethics and anti-fraud processes and controls. 1. Work with departments to implement recommendations of the fraud consultant	Completed: y	
Action Plan:	OFFICE OF V. P.-FAS, BUS. OFF., PURCH., HUMAN RES., FACILITIES PLANNING & CONSTRUCTION 2. Work with departments to respond and take corrective actions on recommendations of internal auditors	Completed: y	
Action Plan:	OFFICE OF V. P.-FAS, BUS. OFF., PURCH., HUMAN RES., FACILITIES PLANNING & CONSTRUCTION 3. Monitor the status of the activities in the Action Plan to comply with SAS 99	Completed: y	
Performance Indicator 2.3.2:	Increased fiscal accountability will be strengthened through the establishment of a functioning and effective Internal Auditor Program by Fall 2005.		
Action Plan:	OFFICE OF V. P.-FAS & BUSINESS OFFICE Strengthen fiscal accountability by ensuring that the scope of services and areas to be audited are identified for the internal auditors and audits are performed on a timely basis with corrective actions implemented by each department responsible. 1. Identify areas of audit by internal auditors	Completed: y	Areas identified and audits in progress.
Action Plan:	OFFICE OF V. P.-FAS & BUSINESS OFFICE 2. Have Board Finance and Human Resources Committee and Board of Trustees approve areas	Completed: y	
Action Plan:	OFFICE OF V. P.-FAS & BUSINESS OFFICE 3. Communicate to auditors	Completed: y	

Action Plan:	OFFICE OF V. P.-FAS & BUSINESS OFFICE 4. Work with departments to develop corrective actions and monitor implementation	Completed: y	
Performance Indicator 2.3.3:	The enrollment audit will produce no findings by maintaining compliance with State reporting requirements.		
Action Plan:	BUSINESS OFFICE Ensure no findings in the enrollment audit by reviewing and implementing all requirements regarding payments and refunding policy. 1. Monitor to ensure all student payments are in accordance with policies and guidelines	Completed: y	
Action Plan:	BUSINESS OFFICE 2. Monitor guidelines and procedures for adequacy	Completed: y	
Performance Indicator 2.3.4:	The College's financial officers will model excellence in financial accountability by earning the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting.		
Action Plan:	OFFICE OF V. P. -FAS & BUSINESS OFFICE The business office will model excellence by submitting the Comprehensive Annual Financial Report to the GFOA and earning the Certificate of Excellence in Financial Reporting. 1. Review the Annual Financial Report for excellence	Completed: y	Certificate earned for FY 05 Comprehensive Annual Financial Report.
Action Plan:	OFFICE OF V. P. -FAS & BUSINESS OFFICE 2. Ensure submission to GFOA	Completed: y	
Action Plan:	OFFICE OF V. P. -FAS & BUSINESS OFFICE 3. Follow-up on results	Completed: y	
Performance Indicator 2.3.5a:	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.		
Action Plan:	OFFICE OF V.P. - FAS The Vice President for Finance and Administrative Services will monitor the implementation of security measures to protect College assets. .	Completed: y	
Action Plan:	OPERATIONS & MAINTENANCE Operations & Maintenance will be fiscally responsible by securing assets and ensuring that all security issues are reported to security, proper procedures followed, and implementing pro-active solutions to protect College assets.	Completed: y	Additional cameras installed throughout the College.
Action Plan:	BUSINESS OFFICE Business Office will be fiscally responsible by securing assets and data with inventory control and	Completed: y	

	password access to data and reports		
Action Plan:	PURCHASING/FIXED ASSETS/ SHIPPING & RECEIVING Purchasing will be fiscally responsible by securing assets through proper inventory control college wide and by ensuring fixed assets are secure in the warehouse through implementation of security procedures.	Completed: y	
Action Plan:	HUMAN RESOURCES Human Resources will be fiscally responsible by securing assets and data with inventory control and password access to data and reports	Completed: y	
Action Plan:	FACILITIES PLANNING & CONSTRUCTION Facilities Planning and Construction will be fiscally responsible by securing assets and data with inventory control and working collaboratively with purchasing to inventory all furniture & equipment ordered with construction funds. 1. Monitor the implementation of security measures to protect College assets	Completed: y	
Action Plan:	FACILITIES PLANNING & CONSTRUCTION 2. Monitor securing assets and that all security issues are reported to security and implementing proactive solutions	Completed: y	
Action Plan:	FACILITIES PLANNING & CONSTRUCTION 3. Monitor inventory control and password access	Completed: y	
Action Plan:	FACILITIES PLANNING & CONSTRUCTION 4. Review and monitor security procedures at the warehouse	Completed: y	
Performance Indicator 2.3.5b:	Fiscal responsibility throughout the College will be increased through implementation of a timeclock system for classified employees.		
Action Plan:	HUMAN RESOURCES Human Resources will be fiscally responsible by implementing a time clock system for classified employees college wide. BUSINESS OFFICE Business Office will be fiscally responsible by implementing a time clock system for classified employees college wide. OPERATION & MAINTENANCE Operations & Maintenance will be fiscally responsible by implementing a time clock system for operations & maintenance classified employees. 1. Work with departments to ensure time keeping system is approved	Completed: y	Implemented Timeforce System 06/01/06.
Action Plan:	2. Work with departments to implement the timekeeping system	Completed: y	Implemented 06/01/06.

Performance Indicator 2.3.5c:	Accountability throughout the College will be increased through the implementation of the records retention plan.		
	OFFICE OF V. P. - FAS & ALL DEPTS. Vice President for Finance and Administrative Services and all departments will be accountable for implementing the retention periods and properly destroying records based on the records retention plan with the policy and procedures established by the College. 1. Implement the retention periods according to the plan		
Action Plan:		Completed: y	Business Office records up-to-date with retention and destruction.
	OFFICE OF V. P. - FAS & ALL DEPTS 2. Continue destroying records based on plan		
Action Plan:		Completed: n	Other departments pending review of records.

Guiding Principle **3. South Texas College will foster an environment for the students and community to achieve a better quality of life.**

Strategic Outcome *3.1 Develop and promote seamless systems and processes from prospective student through successful exit to motivate and assist in timely graduation, transfer or employment*

Performance Indicator 3.1.1:	Student enrollment will meet or exceed the established growth targets for each Fall, Spring, and Summer through collaborative recruitment efforts throughout the College.		
	BUSINESS OFFICE The cashiers will work with student services department to ensure that enrollment targets are met or exceeded by ensuring that statements are mailed or students are called to make payments on a timely basis. 1. Monitor department to ensure student statements and urgent payment reminders are mailed		
Action Plan:		Completed: y	
	BUSINESS OFFICE 2. Monitor and review lists of students called and Collection Timeline		
Action Plan:		Completed: y	
	BUSINESS OFFICE 3. Monitor loading of tuition tables on a timely basis before registration begins		
Action Plan:		Completed: y	

Strategic Outcome *3.2 Develop and implement quality services in prompt response to student and community needs*

Performance Indicator 3.2.3: The amount of time for students to receive payments will be decreased by providing access to a Student Direct Card.

Action Plan:	BUSINESS OFFICE To decrease the amount of time for students to receive payments, a Student Direct Card program will be implemented by Spring 2006. 1. Work with Business Office to develop proposal and ensure advertising	Completed: n	In progress for Summer 2007.
Action Plan:	BUSINESS OFFICE 2. Place bid award on agenda for Finance and Human Resources Committee and Board of Trustees approval	Completed: y	Bid awarded
Action Plan:	BUSINESS OFFICE 3. Monitor implementation	Completed: y	Kickoff meeting held.
Performance Indicator 3.2.4:	Student satisfaction with cafeteria services will be improved by expanding College operated food services to the Nursing and Allied Health Center and the Starr County Campus.		
Action Plan:	OPERATIONS & MAINTENANCE Operations & Maintenance will ensure student satisfaction with cafeteria services by expanding the College operated food services to the Nursing and Allied Health Center and the Starr County Campus and expanding hours of operations at the Pecan Campus and other centers as necessary. 1. Work with department to hire required personnel	Completed: y	Nursing and Allied Health Center is pending for Spring 2007
Action Plan:	OPERATIONS & MAINTENANCE 2. Monitor for implementation	Completed: y	
Performance Indicator 3.2.6:	Student, faculty, and staff satisfaction with custodial and maintenance services will be improved as a result of implementing the Comprehensive Maintenance Plan.		
Action Plan:	OPERATIONS & MAINTENANCE The Operations & Maintenance department will implement the activities listed in the Comprehensive Maintenance Plan to ensure improved satisfaction by students, faculty, and staff with custodial and maintenance services. 1. Monitor activities implemented	Completed: y	
Action Plan:	OPERATIONS & MAINTENANCE 2. Evaluate results	Completed: y	

Strategic Outcome

3.3 Strengthen the personalized, student-centered environment

Performance Indicator 3.3.3: The quality and accessibility of student information throughout the College will be improved by developing and implementing a mandatory cross-training module for staff at all levels and across all divisions.

BUSINESS OFFICE The cashiers will be

Action Plan:	cross-trained to provide accurate student information on all aspects of the student system. BUSINESS OFFICE Cross train financial staff to be ready to support student functions. 1. Review timelines/training schedules for regular and temporary staff	Completed: y
Action Plan:	BUSINESS OFFICE 2. Monitor for implementation	Completed: y

Strategic Outcome

3.4 Continuously improve student satisfaction with all aspects of the College

Performance Indicator 3.4.1: To improve student satisfaction with parking, a five-year parking needs assessment and funding plan for all campuses/centers will be developed and approved by the Board.

Action Plan:	FACILITIES PLANNING & CONSTRUCTION Facilities Planning and Construction will continue to work on the five-year parking needs and develop the funding plan to improve student satisfaction with parking. 1. Review plan	Completed: y
Action Plan:	FACILITIES PLANNING & CONSTRUCTION 2. Monitor for implementation	Completed: y
Action Plan:	FACILITIES PLANNING & CONSTRUCTION 3. Include funding in the budget	Completed: y Included for Mid Valley and Technology Center.

Performance Indicator 3.4.3: To provide for facility and parking needs, construction of planned facilities and site development for the North Pecan campus will be completed on time.

Action Plan:	FACILITIES PLANNING & CONSTRUCTION Facilities Planning and Construction will work with architects, program managers, and contractors to complete the construction of the planned facilities and parking on the North side of Pecan as scheduled. 1. Work with Facilities Planning and Construction to review timelines	Completed: n	In progress; IT Building scheduled for October 2006; ISS Building for November 2006; and Communication Arts Building for 2007.
Action Plan:	FACILITIES PLANNING & CONSTRUCTION 2. Monitor timelines for completion	Completed: y	

Performance Indicator 3.4.4: Mid-Valley campus expansion will be completed through land acquisition.

OFFICE OF V. P. - FAS & FACILITIES PLANNING & CONSTRUCTION Vice President for Finance and Administrative

Action Plan: Services will work with the President to budget for land acquisition to complete the Mid Valley campus expansion. 1. Include funding for land acquisition at all site in the FY 2006 budget
Completed: y

Action Plan: OFFICE OF V. P. - FAS & FACILITIES PLANNING & CONSTRUCTION 2. Work with the President to finalize land acquisitions, review contracts, and make payment
Completed: y

Guiding Principle

4. South Texas College will nurture a culture where collaboration is valued and achievement is recognized.

Strategic Outcome

4.2 Value one another

Performance Indicator 4.2.1: The College community will value one another by demonstrating appreciation and promoting morale for faculty and staff on the basis of performance, contribution, and service.

Action Plan: OFFICE OF V. P. - FAS & ALL DEPTS. Each department director will demonstrate appreciation and promote staff morale by recognizing contributions, performance and service of the employees. 1. Recognize contributions and successes by sending e-mails and thank you notes
Completed: y

Action Plan: OFFICE OF V. P. - FAS & ALL DEPTS. 2. Recognize performance by awarding Jaguar Excellence Awards for division
Completed: n To be done November 10, 2006.

Performance Indicator 4.2.2: An increasing percentage of faculty and staff will attend the Employee Recognition Ceremonies and will report greater levels of satisfaction with the College due to receiving a recognition award celebrating their accomplishments.

Action Plan: OFFICE OF V. P. - FAS & ALL DEPTS. Each department's staff will attend Employee Recognition Ceremonies and report greater satisfaction as a result of including more recognition awards to celebrate accomplishments. HUMAN RESOURCES The human resources department will plan and conduct the Employee Recognition Ceremony to recognize and celebrate faculty and staff accomplishments. 1. Encourage participation at Employee Recognition Ceremony
Completed: n In progress; scheduled for 11/10/07.

Action Plan: HUMAN RESOURCES 2. Support the Human Resources department with the funding necessary
Completed: y Amount budgeted for FY 06 and FY 07.

Action Plan:	HUMAN RESOURCES 3. Present Jaguar Excellence Awards	Completed: n	Scheduled for 11/10/07.
Performance Indicator 4.2.3:	STC faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		
Action Plan:	OFFICE OF V. P. - FAS & ALL DEPTS. Vice President for Finance and Administrative Services and all directors will foster a harmonious work environment by encouraging collaboration and team work within each department. 1. Meet with division directors and model collaboration and teamwork	Completed: y	
Action Plan:	OFFICE OF V. P. - FAS & ALL DEPTS. 2. Assign responsibilities for the team	Completed: y	
Action Plan:	OFFICE OF V. P. - FAS & ALL DEPTS. 3. Monitor department team work and effectiveness	Completed: y	
Performance Indicator 4.2.4:	The College will continue its commitment to provide competitive faculty salaries to attract and retrain quality faculty by appointing a task force in Fall 2005 to review and develop recommendations for the faculty salary plan to be implemented in FY 2006-2007.		
Action Plan:	OFFICE OF V. P. - FAS & HUMAN RESOURCES Work with the taskforce to develop recommendations for the faculty salary plan and identify resources necessary. 1. Work with the President and taskforce to develop the recommendations	Completed: y	
Action Plan:	OFFICE OF V. P. - FAS & HUMAN RESOURCES 2. Identify and appropriate the necessary resources	Completed: y	
Performance Indicator 4.2.5:	A feasibility study will be initiated by the Human Resources department to incorporate educational incentives in staff salary plans to improve staff satisfaction.		
Action Plan:	HUMAN RESOURCES Human Resources will initiate a feasibility study to incorporate incentives in salary plans for staff completing higher degrees, licenses, and certifications to be implemented by FY 06-07. 1. Work with Human Resources to initiate the study	Completed: n	In progress for FY 06-07.
Action Plan:	HUMAN RESOURCES 2. Review plan as it is developed	Completed: n	In progress for FY 06-07.
Action Plan:	HUMAN RESOURCES 3. Monitor for completion	Completed: n	In progress for FY 06-07.

Strategic 4.3 Encourage and provide up-to-date professional development and skill enablement for

Outcome *faculty and staff*

Performance Indicator 4.3.1:	Faculty and staff priorities and needs for professional development will be met by developing and implementing a personal professional development plan with their supervisor and aligning College provided professional development with those plans.	
Action Plan:	OFFICE OF V. P. - FAS & ALL DEPTS. Vice President for Finance and Administrative Services and all directors will meet staff needs for professional development by implementing a personal professional development plan for each employee.	Completed: y
Action Plan:	HUMAN RESOURCES Human Resources will ensure that College provided professional development is aligned with professional development plans for employees. 1. Conduct evaluations	Completed: y
Action Plan:	HUMAN RESOURCES 2. Develop individual professional development plans for each director	Completed: y
Action Plan:	HUMAN RESOURCES 3. Monitor for implementation	Completed: y
Action Plan:	HUMAN RESOURCES 4. Work with Human Resources department to schedule professional development sessions that are aligned wit individual plans	Completed: y
Performance Indicator 4.3.2:	The amount of time for faculty and staff to be made aware of changes in procedures will be reduced by providing awareness sessions or alert notices from the Business Office, Human Resources, and Purchasing	
Action Plan:	BUSINESS OFFICE, HUMAN RESOURCES, & PURCHASING Faculty and staff will be made aware of changes in procedures by planning and conducting awareness and collaboration sessions and sending alert notices as necessary. 1. Monitor for implementation	Completed: y
Action Plan:	BUSINESS OFFICE, HUMAN RESOURCES, & PURCHASING 2. Review results for effectiveness	Completed: y
Performance Indicator 4.3.3:	Supervisors will better understand personnel issues and processes by attending specific HR training sessions.	
Action Plan:	HUMAN RESOURCES Human Resources will conduct training sessions for supervisors on personnel issues, code of ethics, fraud awareness and procedures for reporting fraud. 1. Work with Human	Completed: y

	Resources to schedule and review training materials		
Action Plan:	HUMAN RESOURCES 2. Monitor for implementation	Completed:	y
Performance Indicator 4.3.4:	New faculty and staff will better understand the College system through HR Orientation sessions and continued department-specific orientation at the work-unit.		
Action Plan:	HUMAN RESOURCES Human Resources will conduct orientation sessions for new faculty and staff on College procedures, benefits, fraud awareness, ethics, safety, and other topics.	Completed:	y
Action Plan:	ALL FAS DEPTS. FAS departments will continue providing department specific orientation to new employees. 1. Review listing and attendance at orientation sessions	Completed:	y
Action Plan:	ALL FAS DEPTS. 2. Review department specific orientation	Completed:	y
Action Plan:	ALL FAS DEPTS. 3. Work with directors to evaluate effectiveness	Completed:	y
Performance Indicator 4.3.5:	The Instructional Team in partnership with Professional Development and the Office of Human Resources will increase the percentage of faculty with terminal degrees and masters degrees by developing individual Professional Development Plans with faculty members.		
Action Plan:	HUMAN RESOURCES Human Resources will work with the instructional team to increase the percentage of faculty with terminal degrees and masters degrees by reviewing Professional Development Plans and processing requests for tuition reimbursements as per guidelines and policy. 1. Monitor for implementation	Completed:	y
Action Plan:	HUMAN RESOURCES 2. Appropriate funding for tuition reimbursements	Completed:	y
<i>Strategic Outcome</i>	<i>4.4 Continuously improve faculty and staff satisfaction with the work environment</i>		
Performance Indicator 4.4.1:	To instill student, faculty, and staff pride in the College facilities, a "Keep Your Campus Beautiful" communication plan will be developed and implemented.		
Action Plan:	OPERATIONS & MAINTENANCE Operations & Maintenance will encourage pride in College facilities by working with student services department in implementing the "Keep Your Campus Beautiful" plan. 1. Monitor plan for implementation	Completed:	y
			Student Activities and Operations & Maintenance have developed a general plan that will address the needs at each campus.

Action Plan:	OPERATIONS & MAINTENANCE 2. Review results of the evaluation	Completed: y	Plan has been evaluated and modified by the Operations and Maintenance Department.
Performance Indicator 4.4.2:	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.		
Action Plan:	V. P. - FAS & ALL DEPTS. All directors will continue constructive feedback to employees to improve the quality of work in the form of oral and written communications or formal recognitions. 1. Encourage constructive feed back through e-mails and notes	Completed: y	
Action Plan:	V. P. - FAS & ALL DEPTS. 2. Have each director nominate an employee for the Jaguar Excellence Award	Completed: n	In progress.
Action Plan:	V. P. - FAS & ALL DEPTS. 3. Monitor written communications	Completed: y	
Action Plan:	V. P. - FAS & ALL DEPTS. 4. Encourage positive feedback during annual evaluations	Completed: y	
Performance Indicator 4.4.3:	The College will continue its commitment to provide a quality work environment for faculty and staff by encouraging and implementing collaboratively developed recommendations for continuous improvement.		
Action Plan:	V. P. - FAS & ALL DEPTS. The Vice President for Finance and Administrative Services and all directors will continue to provide a quality work environment through team work and through recommendations developed in collaboration with each work unit. 1. Encourage teamwork and collaboration at each meeting	Completed: y	
Action Plan:	V. P. - FAS & ALL DEPTS. 2. Work on recommendations as a team	Completed: y	
Action Plan:	V. P. - FAS & ALL DEPTS. 3. Encourage formulation of committees for different issues	Completed: y	
Action Plan:	V. P. - FAS & ALL DEPTS. 4. Monitor and evaluate results	Completed: y	
Performance Indicator 4.4.4:	Campus climate will be improved through using the findings from faculty/staff surveys to modify improvement planning for the next biennium.		
Action Plan:	V. P. - FAS & ALL DEPTS. Results from the faculty/staff surveys will indicate improved satisfaction with FAS services and/or indicate areas that need	Completed: y	

improvement and will be included in the planning for the next biennium. 1. Review the results of the surveys for each area

Action Plan:	V. P. - FAS & ALL DEPTS. 2. Include areas that need improvement in the planning	Completed: y
Action Plan:	V. P. - FAS & ALL DEPTS. 3. Work with departments to improve in all areas	Completed: y