

**South Texas College  
2005-2008 2nd Mid-Cycle  
IE Report and Update of IE Plan for Year 3  
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.		Comments: Initiatives related to improving the emergency loan and installment loan programs' delivery and delinquency included implementation of issuance of bills prior to the accounts becoming delinquent and special collection letters after the accounts became delinquent. In addition, procedures were implemented to increase the number of correct addresses.
Action Plan: 1	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	Status: y	A management review of the uncollectibles was performed by the office of Accountability
Action Plan: 2	BUSINESS OFFICE 2. Evaluate results	Status: y	
Action Plan: 3	BUSINESS OFFICE 3. Set up billing process via email for students during FY 07-08.	Resources: \$138,233	
Action Plan: 4	BUSINESS OFFICE 4. Image loan and installment application to assist with research and address validation during FY 07-08.	Resources: \$138,233	
Action Plan: 5	BUSINESS OFFICE 5. Establish on-line installment process/e-bill.	Resources: \$138,233	
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		Comments: The Cashiers' Office production calendar includes timely and continuous student account statement disbursement. In addition, the Cashier's Office monitors the unpaid student list starting at least 3 weeks before first day of class and places telephone calls to the students. The

	expectations and without decreasing enrollment.		Cashier's Office also prepares a comparison report reflecting the prior year's unpaid student numbers to benchmark reasonableness and trends. The percentage of students dropped for non-payment has remained consistent and has not increased.
Action Plan: 1	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 unpai	Status: y	Number and percentage of drops for unpaid students decreased
Action Plan: 2	BUSINESS OFFICE 2. Monitor procedures for payment options and distribution of flyers with "Due Dates"	Status: y	Urgent payment reminder letters and postcards mailed to students
Action Plan: 3	BUSINESS OFFICE 3. Provide loan counseling sessions prior to issuance of emergency loans and installments.	Resources: SPIRIT Office staff	
Action Plan: 4	BUSINESS OFFICE 4. Advertise "Due Dates" via Plasma TV, e-mails and flyers.	Resources:	
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.		Comments: Banner system was successfully implemented for finance, human resources, budget, purchasing, and fixed assets. The space management software for facilities was also implemented. Staff training was also completed.
Action Plan: 1	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.	Status: y	Banner system successfully implemented
Action Plan: 2	HUMAN RESOURCES b. The human resources staff will make personnel and payroll decisions based on data through the successful implementation of the Human Resources modules in the Banner system.	Status: y	Banner system successfully implemented
Action Plan: 3	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.	Status: y	The fixed assets module as well as the Purchasing module have been implemented
Action Plan: 4	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.	Status: y	
Action Plan: 5	OFFICE OF VP-FAS AND ALL OTHER DEPTS. 2. Monitor implementation of Banner system modules	Status: y	

and reports

Action Plan: 6	OFFICE OF VP-FAS AND ALL OTHER DEPTS. 3. Evaluate management reports	Status: y
Action Plan: 7	FACILITIES PLANNING & CONSTRUCTION 4. Hire Space Management Technician to assist in implementing and maintaining the space management software information.	Resources:
Action Plan: 8	FACILITIES PLANNING & CONSTRUCTION 5. Prepare space management software to provide existing space type reports to follow format outlined by Texas Higher Education Coordinating Board.	Resources:
Action Plan: 9	PURCHASING 6. Annual physical inventory is distributed to a financial manager for verification that all fixed assets are located and secured.	Resources:

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.

Comments: The Taskforce met. The Financial Aid Office implemented initiatives to reduce the reversals. Being more proactive in contacting instructors regarding the last date of attendance for students. The taskforce will reconvene to continue this effort.

Action Plan: 1	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 the	Status: y
Action Plan: 2	BUSINESS OFFICE 2. Monitor efforts and joint plan of business office and financial aid office	Status: y
Action Plan: 3		Resources:
Action Plan: 4		Resources:

*Strategic Outcome*

*1.3 Promote shared responsibility among faculty, staff, and students to set and achieve high expectations*

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.

Comments: The E-bill system was implemented and students are paying on-line. Cashiers are located in the Student Services Building and work closely with Student Services staff.

Action	BUSINESS OFFICE To ensure that students understand rules and regulations, the cashiers will work with student services to develop and	Status: y
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Plan: 1	implement the communication plan regarding the new initiatives. 1. Review communications plan and the process for dissem		
Action Plan: 2	BUSINESS OFFICE 2. Monitor procedures for updating student addresses in the Banner system	Status: y	
Action Plan: 3	BUSINESS OFFICE 3. Implement a process of emailing student bills. (E-Bill)	Resources: \$138,233	
Action Plan: 4	BUSINESS OFFICE 4. Share address information with Admission using the Emergency Loan and Installment Applications.	Resources: Share addresses from emergency loan applications and installment agreements.	

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.		Comments: Services are provided and performance monitored on a monthly basis through Banner system reports.
Action Plan: 1	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	Status: y	Materials and equipment ordered timely
Action Plan: 2	PURCHASING DEPT. 2. Follow-up with Vice President's on issues concerning purchasing	Status: y	
Action Plan: 3	PURCHASING DEPT. 3. Work with department to improve if necessary	Status: y	
Action Plan: 4	PURCHASING DEPT. 4. The Mail Services department will have mail available and delivered to satellite locations.	Resources:	

*Strategic Outcome*

*1.5 Exceed community and SACS expectations of a Level II baccalaureate degree granting institution*

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.		Comments: No finding or recommendation made in the finance and administrative areas.
Action Plan: 1	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	Status: y	Faculty rosters compiled
Action Plan: 2	HUMAN RESOURCES 2. Evaluate for completeness	Status: y	
Action Plan: 3	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.	Status: y	
	BUSINESS OFFICE The business office will ensure that the College receives an unqualified		

Action Plan: 4	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.	Status: y	Unqualified opinion received on FY 06 CAFR
Action Plan: 5	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.	Status: y	Budget was adequate for operations of the College
Action Plan: 6	OPERATION & MAINTENANCE 2. To meet expectations and standards, the Operations and Maintenance department will change signage to STC at all locations.	Status: y	
Action Plan: 7	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.	Status: y	Initiatives to improve security implemented
Action Plan: 8	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.	Status: y	
Action Plan: 9	OFFICE OF VP-FAS AND BUSINESS OFFICE 1. Include resources requested by divisions/departments in the budget	Status: y	All divisions adequately funded
Action Plan: 10	OFFICE OF VP-FAS AND BUSINESS OFFICE 2. Review SACS application and include resources needed for BAT program	Status: y	Program approved
Action Plan: 11	OFFICE OF VP-FAS AND BUSINESS OFFICE 3. Evaluate for completeness	Status: y	
Action Plan: 12	OFFICE OF VP-FAS AND BUSINESS OFFICE 4. Monitor purchasing department to ensure orders are placed	Status: y	
Action Plan: 13	OFFICE OF VP-FAS AND BUSINESS OFFICE 5. Work with Business Office staff on audit plan and final Annual Financial Report	Status: y	
Action Plan: 14	OFFICE OF VP-FAS AND BUSINESS OFFICE 6. Monitor Operations and Maintenance to ensure signage has been changed at all locations	Status: y	
Action Plan: 15	OFFICE OF VP-FAS AND BUSINESS OFFICE 7. Follow-up with Operations and Maintenance on security issues	Status: y	
Action Plan: 16	OFFICE OF VP-FAS AND BUSINESS OFFICE 8. Review inspection reports on facilities	Status: y	
Action Plan: 17	OFFICE OF VP-FAS & ALL DEPTS. 17. Information Management System (XITRACS) will be implemented for accreditation and compliance management.	Resources: Training; Collaboration with other departments.	
Action	FACILITIES, PLANNING & CONSTRUCTION 18. Execute construction projects as budgeted for FY	Resources:	

Plan: 18	07-08.		
Action Plan: 19	FACILITIES, PLANNING & CONSTRUCTION 19. Update facility construction standards and design guidelines.	Resources:	
Action Plan: 20	FACILITIES, PLANNING & CONSTRUCTION 20. Prepare standard form for description of proposed capital improvement projects for review, consideration and budget development.	Resources:	
Action Plan: 21	BUSINESS OFFICE 21. Implement new accounting and audit requirements.	Resources: \$124,800-additional staff	

**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.		Comments: FAS departments conducted training for grant managers and procedures for staff were developed. New hire orientation conducted weekly.
Action Plan: 1	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	Status: IP	In progress
Action Plan: 2	HUMAN RESOURCES 2. Monitor for effectiveness	Status: IP	In progress
Action Plan: 3	HUMAN RESOURCES 3. Will implement new-hire orientation online as a secondary format for better customer service during FY 07-08.	Resources:	
Action Plan: 4	HUMAN RESOURCES 4. Develop and implement Grant Management Training in which HR will review notice of employment procedures involving grant management.	Resources:	
Action Plan: 5	PURCHASING 5. Developed and participate in the Grant Management training for all STC grant financial managers, compliance officers, and administrative assistants.	Resources:	

*Strategic Outcome*      *2.2 Actively partner in economic and community development*

Performance	The College will continue to serve as an active community partner by increasing collaboration with all economic	Comments: All departments actively participated with local
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Indicator 2.2.2:	development organizations in Hidalgo and Starr Counties.		organizations including NAPM, AIA, TAPPA, and United Way.
Action Plan: 1	PURCHASING Actively partner with NAPM and Chamber of Commerce to promote partnership and community development.	Status: y	
Action Plan: 2	PURCHASING, FACILITIES, PLANNING & CONSTRUCTION Actively partner with AIA and TAPPA to promote partnership and community development.	Status: y	
Action Plan: 3	HUMAN RESOURCES Continue to actively partner with United Way to promote partnership and community development. 1. Review partnerships for each of the departments	Status: y	
Action Plan: 4	HUMAN RESOURCES 2. Monitor and evaluate effectiveness	Status: y	
Action Plan: 5	FACILITIES, PLANNING & CONSTRUCTION Actively partner with ICC and USGBC to promote partnership and community development.	Resources:	

*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.		Comments: Recommendations from audits were implemented. Fraud hotline complaints were also investigated and action taken.
Action Plan: 1	OFFICE OF V. P. -FAS & ALL DEPTS. The departments will be pro-active in meeting auditing standards by implementing the recommendations from the fraud and theft detection study performed by consultant.	Status: y	
Action Plan: 2	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.	Status: y	
Action Plan: 3	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 mainte	Status: y	
Action Plan: 4	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	Status: y	
Action	OFFICE OF V. P.-FAS, BUS. OFF., PURCH., HUMAN RES., FACILITIES PLANNING &	Status: y	Review in progress and due

Plan: 5	CONSTRUCTION 3. Monitor the status of the activities in the Action Plan to comply with SAS 99	11/02/07	
Action Plan: 6	V. P. -FAS & ALL DEPTS. Update the SAS 99 Action Plan by November 2007	Resources:	
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.		Comments: Areas for scope of work for internal auditors were identified and audits conducted.
Action Plan: 1	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 b	Status: y	
Action Plan: 2	OFFICE OF V. P.-FAS & BUSINESS OFFICE 2. Have Board Finance and Human Resources Committee and Board of Trustees approve areas	Status: y	
Action Plan: 3	OFFICE OF V. P.-FAS & BUSINESS OFFICE 3. Communicate to auditors	Status: y	
Action Plan: 4	OFFICE OF V. P.-FAS & BUSINESS OFFICE 4. Work with departments to develop corrective actions and monitor implementation	Status: y	
Action Plan: 5	OFFICE OF V. P.-FAS & BUSINESS OFFICE 5. Continue to implement audit recommendations.	Resources:	
Action Plan: 6	BUSINESS OFFICE 6. Provide information and documentation requested by Accountability Office for internal reviews.	Resources:	
Performance Indicator 2.3.3:	The enrollment audit will produce no findings by maintaining compliance with State reporting requirements.		Comments: The College did not undergo an enrollment audit.
Action Plan: 1	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	Status: y	
Action Plan: 2	BUSINESS OFFICE 2. Monitor guidelines and procedures for adequacy	Status: 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.		Comments: The GFOA Certification of Excellence in Financial Reporting was earned in FY 05, 06, and 07.
Action Plan: 1	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 f	Status: y	Updated to FY 06

Action Plan: 2	OFFICE OF V. P. -FAS & BUSINESS OFFICE 2. Ensure submission to GFOA	Status: y	
Action Plan: 3	OFFICE OF V. P. -FAS & BUSINESS OFFICE 3. Follow-up on results	Status: y	Certificate of Excellence obtained for FY 06 CAFR
Action Plan: 4	BUSINESS OFFICE 4. Will model excellence by submitting the Investment Policy and Investment Strategy to the GTOT and earn the excellence certificate.	Resources:	
Action Plan: 5	BUSINESS OFFICE 5. Will model excellence by submitting the Annual Budget to the GFOA for the excellence certificate.	Resources:	
Performance Indicator 2.3.5a:	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.		Comments: Fiscal responsibility was increased with implementation of additional security measures to protect assets such as cameras, fraud hotline, inventory controls, theft detection devices for assets and other security measures.
Action Plan: 1	OFFICE OF V.P. - FAS The Vice President for Finance and Administrative Services will monitor the implementation of security measures to protect College assets. .	Status: y	
Action Plan: 2	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.	Status: y	Additional cameras and security initiatives implemented
Action Plan: 3	BUSINESS OFFICE Business Office will be fiscally responsible by securing assets and data with inventory control and password access to data and reports	Status: y	
Action Plan: 4	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.	Status: y	Inventory control procedures in place and inventory conducted.
Action Plan: 5	HUMAN RESOURCES Human Resources will be fiscally responsible by securing assets and data with inventory control and password access to data and reports	Status: y	
Action Plan: 6	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 constr	Status: y	
Action	FACILITIES PLANNING & CONSTRUCTION 2. Monitor securing assets and that all security issues		

Plan: 7	are reported to security and implementing proactive solutions	Status: y	
Action Plan: 8	FACILITIES PLANNING & CONSTRUCTION 3. Monitor inventory control and password access	Status: y	
Action Plan: 9	FACILITIES PLANNING & CONSTRUCTION 4. Review and monitor security procedures at the warehouse	Status: y	
Performance Indicator 2.3.5b:	Fiscal responsibility throughout the College will be increased through implementation of a timeclock system for classified employees.		Comments: The timeclock system has been implemented and is in use for all non-exempt employees.
Action Plan: 1	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 employ	Status: y	Timekeeping system implemented and in use
Action Plan: 2	2. Work with departments to implement the timekeeping system	Status: y	
Action Plan: 3	HUMAN RESOURCES & BUSINESS OFFICE 3. Coordinating training and monitor timeforce users to ensure compliance with established procedures.	Resources:	
Performance Indicator 2.3.5c:	Accountability throughout the College will be increased through the implementation of the records retention plan.		Comments: A record retention plan was developed and implemented during FY 06-07 and FY 07-08. The college is up to date. A central location for document retention will be under construction in FY 08 at 2501 Pecan.
Action Plan: 1	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 an	Status: y	Records retention plan implemented during 06-07 and in progress for 07-08
Action Plan: 2	OFFICE OF V. P. - FAS & ALL DEPTS 2. Continue destroying records based on plan	Status: y	
Action Plan: 3	FACILITIES, PLANNING & CONSTRUCTION 3. 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 and will begin scanning of existing documents to create electronic archive files.	Resources:	
Action Plan: 4	OFFICE OF V. P. - FAS & ALL DEPTS. 4. Implement document imaging.	Resources:	

**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.

Comments: Enrollment targets have been met and in some departments exceeded. Cashiers and other staff have worked collaboratively with student services and with instruction.

Action Plan: 1      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  
Status: y

Action Plan: 2      BUSINESS OFFICE 2. Monitor and review lists of students called and Collection Timeline  
Status: y

Action Plan: 3      BUSINESS OFFICE 3. Monitor loading of tuition tables on a timely basis before registration begins  
Status: y

Action Plan: 4      BUSINESS OFFICE 4. Cashier availability will be extended at all locations to service student needs.  
Resources: \$35,660-additional staff

Action Plan: 5      BUSINESS OFFICE 5. Analyze and update use of holds by cashiers.  
Resources:

*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.

Comments: Student direct card was implemented and a new system was approved to begin in Fall 2008.

Action Plan: 1      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  
Status: y

Action Plan: 2      BUSINESS OFFICE 2. Place bid award on agenda for Finance and Human Resources Committee and Board of Trustees approval  
Status: y

Action Plan: 3      BUSINESS OFFICE 3. Monitor implementation  
Status: y

The student direct card was approved and implementation is in progress

Action Plan: 4      BUSINESS OFFICE 4. Implement the use of the stored value card (JagCard)  
Resources: Implement Fall 2007

Action Plan: 5 OPERATIONS & SECURITY 5. Implement new security initiatives to respond to recommendations of student focus groups Resources:

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.

Comments: Food Services at the Nursing and Allied Health Campus are provided by Domine Catering, LLC and at the Starr County Campus by Subway. Hours of operation have been expanded from 6:00 a.m. to 7:00 p.m. at the Pecan Campus, Mondays-Thursdays.

Action Plan: 1 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 operation Status: y

Coffee Max provided services in the Spring; new vendor awarded in October to provide services for FY 07-08

Action Plan: 2 OPERATIONS & MAINTENANCE 2. Monitor for implementation Status: 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.

Comments: Improvement--increased from 92% Very Sat/Satisfied in 2004 to 95% in 2007.

Action Plan: 1 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. Monito Status: y

Action Plan: 2 OPERATIONS & MAINTENANCE 2. Evaluate results Status: y

Action Plan: 3 PURCHASING 3. Will procure services such as food services, bookstore operations, security services, mass notification services, and vending services during FY 07-08. Resources: All services were procured and are in place for all campuses.

*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.

Comments: Cross training has been implemented. Staff has participated in the Ambassador Academy and other academies. A SPIRIT office is in place. Planning to include FAS representation in additional customer service training in FY 09 to serve as trainers for staff.

Action Plan: 1	BUSINESS OFFICE The cashiers will be 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	Status: y
Action Plan: 2	BUSINESS OFFICE 2. Monitor for implementation	Status: y
Action Plan: 3	OFFICE OF V.P. - FAS & ALL DEPTS. 3. All departments in the FAS division will participate in the Ambassadors Cross-Training Program implemented by the Professional Development Office.	Resources: Staff has attended the Ambassador Academy.
Action Plan: 4	FACILITIES, PLANNING & CONSTRUCTION 4. Staff will attend cross training such as ACTA, STLA, or any other cross training program to improve support for faculty, staff and students.	Resources: Staff have attended the STLA.
Action Plan: 5	BUSINESS OFFICE 5. Enhance services to students through establishing Problem/ Resolution Office (SPIRIT) and providing customer service training for cashiers.	Resources: A SPIRIT office is in place.

*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.	Comments: Parking plan in place and will continue to evaluate and include needs in the Campus Expansion Master Plan.
Action Plan: 1	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	Status: y
Action Plan: 2	FACILITIES PLANNING & CONSTRUCTION 2. Monitor for implementation	Status: y
Action Plan: 3	FACILITIES PLANNING & CONSTRUCTION 3. Include funding in the budget	Status: y
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.	Comments: All facilities in infrastructure on the North 40 at Pecan Campus have been completed and are in use.
Action Plan: 1	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	Status: y Parking lot completed

Action Plan: 2 FACILITIES PLANNING & CONSTRUCTION 2. Monitor timelines for completion Status: y

Performance Indicator 3.4.4: Mid-Valley campus expansion will be completed through land acquisition. Comments: Additional land (2.826 acres) was acquired at the Mid Valley Campus at a cost of \$1,275,000.

Action Plan: 1 OFFICE OF V. P. - FAS & FACILITIES PLANNING & CONSTRUCTION Vice President for Finance and Administrative Services will work with the President to budget for land acquisition to complete the Mid Valley campus expansion. 1. Include funding for land acquisi Status: y Additional land acquired

Action Plan: 2 OFFICE OF V. P. - FAS & FACILITIES PLANNING & CONSTRUCTION 2. Work with the President to finalize land acquisitions, review contracts, and make payment Status: 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. Comments: Performance is recognized in Jaguar Excellence Awards given to deserving staff.

Action Plan: 1 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 tha Status: y

Action Plan: 2 OFFICE OF V. P. - FAS & ALL DEPTS. 2. Recognize performance by awarding Jaguar Excellence Awards for division Status: y

Action Plan: 3 BUSINESS OFFICE 3. Recognize employee of the month with award Resources:

Action Plan: 4 BUSINESS OFFICE 4. Continuously update and monitor business office goals and priorities. Resources:

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. Comments: Employee Recognition Ceremonies were held during November 2006 and 2007. Awards were presented.

OFFICE OF V. P. - FAS & ALL DEPTS. Each department's staff will attend Employee

Action Plan: 1	Recognition Ceremonies and report greater satisfaction as a result of including more recognition awards to celebrate accomplishments. HUMAN RESOURCES The human resources depa	Status: y	\$2,500 budgeted for FY 07-08
Action Plan: 2	HUMAN RESOURCES 2. Support the Human Resources department with the funding necessary	Status: y	
Action Plan: 3	HUMAN RESOURCES 3. Present Jaguar Excellence Awards	Status: y	Scheduled for 11/16/07 and presented the 2006 awards 11/06
Action Plan: 4	HUMAN RESOURCES 4. Employee Recognition Ceremony scheduled on 11/16/07 for 07-08.	Resources: \$2,500	
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.		Comments: Teamwork has been encouraged and evidenced by successful completion of audits, budget, Banner implementation, training sessions, etc.
Action Plan: 1	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 m	Status: y	
Action Plan: 2	OFFICE OF V. P. - FAS & ALL DEPTS. 2. Assign responsibilities for the team	Status: y	
Action Plan: 3	OFFICE OF V. P. - FAS & ALL DEPTS. 3. Monitor department team work and effectiveness	Status: y	
Action Plan: 4	BUSINESS OFFICE 4. Provide regular training sessions regarding Business Office, Human Resources, and Purchasing procedures at AA Roundup's and include other departments as deemed necessary.	Resources:	
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.		Comments: A taskforce was created and a 3-year Faculty Pay Plan was developed. The Board of Trustees approved Years 1, 2, and 3 of the pay plan. Will be fully implemented by 09/01/08.
Action Plan: 1	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	Status: y	A 3-year faculty salary plan was developed and years 1 and 2 were approved by the Board
Action Plan: 2	OFFICE OF V. P. - FAS & HUMAN RESOURCES 2. Identify and appropriate the necessary resources	Status: 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.		Comments: An incentive amount is added to salary as higher degrees are attained by employee categories. For faculty, the amounts are included in the Salary Schedule.
Action Plan: 1	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 stud	Status: IP	In progress for FY 07-08
Action Plan: 2	HUMAN RESOURCES 2. Review plan as it is developed	Status: IP	
Action Plan: 3	HUMAN RESOURCES 3. Monitor for completion	Status: IP	

*Strategic Outcome*

*4.3 Encourage and provide up-to-date professional development and skill enablement for 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.		Comments: Professional development has been implemented. Collegewide and department sessions have been provided for staff.
Action Plan: 1	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.	Status: y	
Action Plan: 2	HUMAN RESOURCES Human Resources will ensure that College provided professional development is aligned with professional development plans for employees. 1. Conduct evaluations	Status: y	
Action Plan: 3	HUMAN RESOURCES 2. Develop individual professional development plans for each director	Status: y	
Action Plan: 4	HUMAN RESOURCES 3. Monitor for implementation	Status: y	
Action Plan: 5	HUMAN RESOURCES 4. Work with Human Resources department to schedule professional development sessions that are aligned wit individual plans	Status: 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		Comments: Alert notices are provided to faculty and staff regularly to make them aware of any changes in procedures or other such as benefits.

Action Plan: 1	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	Status: y	Alert notices sent and awareness sessions conducted
Action Plan: 2	BUSINESS OFFICE, HUMAN RESOURCES, & PURCHASING 2. Review results for effectiveness	Status: y	
Action Plan: 3	PURCHASING 3. Purchasing and General Services will participate in faculty and staff training such as Business Office AA Roundup, Grant Manager Training and STC Ambassador Training, etc.	Resources:	
Action Plan: 4	BUSINESS OFFICE 4. Develop college-wide fund raising procedures.	Resources:	
Performance Indicator 4.3.3:	Supervisors will better understand personnel issues and processes by attending specific HR training sessions.		Comments: On-line training has been implemented for sexual awareness training and ethics training. Supervisory training has been conducted by the Employee Relations Officer.
Action Plan: 1	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 Resources to schedule and review training materials	Status: y	Sessions conducted
Action Plan: 2	HUMAN RESOURCES 2. Monitor for implementation	Status: y	
Action Plan: 3	HUMAN RESOURCES 3. Conduct Harassment Training and Ethics Training online.	Resources:	
Action Plan: 4	HUMAN RESOURCES 3. Conduct Human Resources "How To" Sessions to keep departments informed.	Resources:	
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.		Comments: Orientation has been conducted annually for new faculty and staff. Additionally, new hire orientation is conducted weekly.
Action Plan: 1	HUMAN RESOURCES Human Resources will conduct orientation sessions for new faculty and staff on College procedures, benefits, fraud awareness, ethics, safety, and other topics.	Status: y	
Action Plan: 2	ALL FAS DEPTS. FAS departments will continue providing department specific orientation to new employees. 1. Review listing and attendance at orientation sessions	Status: y	
Action	ALL FAS DEPTS. 2. Review department specific	Status: y	

Plan: 3 orientation  
 Action Plan: 4 ALL FAS DEPTS. 3. Work with directors to evaluate effectiveness Status: 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. Comments: The percentage of faculty with terminal degrees has increased by 1.23% and with master degrees by 1.48%.

Action Plan: 1 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 gui Status: y

Action Plan: 2 HUMAN RESOURCES 2. Appropriate funding for tuition reimbursements Status: y Appropriated \$175,000

Action Plan: 3 HUMAN RESOURCES 3. Create taskforce to review tuition reimbursement and tuition waiver guidelines to monitor funding and continuance of program. Resources:

*Strategic Outcome*

*4.4 Continuously improve faculty and staff satisfaction with the work environment*

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. Comments: The Operation and Maintenance Department has worked with the Student Activities Department in developing a plan.

Action Plan: 1 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 Status: y

Action Plan: 2 OPERATIONS & MAINTENANCE 2. Review results of the evaluation Status: y

Performance Indicator 4.4.2: Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal. Comments: Feedback has been provided to employees through e-mails, Jaguar awards, or through annual evaluations.

Action Plan: 1 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 Status: y

Action Plan: 2	V. P. - FAS & ALL DEPTS. 2. Have each director nominate an employee for the Jaguar Excellence Award	Status: y	
Action Plan: 3	V. P. - FAS & ALL DEPTS. 3. Monitor written communications	Status: y	
Action Plan: 4	V. P. - FAS & ALL DEPTS. 4. Encourage positive feedback during annual evaluations	Status: y	
Action Plan: 5		Resources:	
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.		Comments: Committees have been used to work collaboratively. Examples are Travel Committee, Tuition Waiver Committee, Faculty Pay Plan Committee, SPACE Committee, etc.
Action Plan: 1	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. Enc	Status: y	
Action Plan: 2	V. P. - FAS & ALL DEPTS. 2. Work on recommendations as a team	Status: y	
Action Plan: 3	V. P. - FAS & ALL DEPTS. 3. Encourage formulation of committees for different issues	Status: y	
Action Plan: 4	V. P. - FAS & ALL DEPTS. 4. Monitor and evaluate results	Status: y	
Action Plan: 5	BUSINESS OFFICE 5. Implement Fish Culture	Resources:	
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.		Comments: Results of HERI from faculty responses: Very Sat/ Sat. 2004 2007 Travel-83% > 89% Payroll-97% > 98% Cust/Maint-92% > 94% Security-83% < 80% Human Resources-89% < 88% Purchasing-79% > 83% Mail-82% > 92% Ship/Rec-82% > 92% Hiring Process-69% > 85%
Action Plan: 1	V. P. - FAS & ALL DEPTS. Results from the faculty/staff surveys will indicate improved satisfaction with FAS services and/or indicate areas that need improvement and will be included in the planning for the next biennium. 1. Review the results of the survey	Status: n	HERI Survey will be conducted in 07-08. Not available in 06-07
Action Plan: 2	V. P. - FAS & ALL DEPTS. 2. Include areas that need improvement in the planning	Status: y	

Action  
Plan: 3

V. P. - FAS & ALL DEPTS. 3. Work with  
departments to improve in all areas

Status: y