

South Texas College
Vice President of Finance and Administrative Services
2005-2007 IE Plan

Unit Mission: The Office of the Vice President for Finance and Administrative Services (FAS) will provide "services for success" in innovative ways to ensure a cooperative relationship with all departments. The division which consists of business, purchasing and general services, human resources, operations and maintenance, and facilities planning and construction will be responsible for fiscal responsibility, for acquiring resources in a timely manner, for recruiting qualified personnel, for providing and maintaining safe and adequate facilities and for all other support services necessary to ensure productive learning and working environment.

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
1 Be a premier learning-centered higher education institution where student and community success are paramount.						
	1.1	<i>Build a learning organization by cultivating a culture of evidence that demonstrates mission-focused, data-driven decision making.</i>				
	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.	<p>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.</p> <ol style="list-style-type: none"> 1. Monitor plan of action including statement mailouts and hiring of staff 2. Evaluate results 	Business Office, Reports, Dates of Mailouts	IS	Resources allocated in Business Office budget
	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.	<p>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.</p> <ol style="list-style-type: none"> 1. Monitor unpaid lists 2. Monitor procedures for payment options and distribution of flyers with "Due Dates" 	Cashiers, Business Office	IS, Admissions	No additional resources needed
	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.	<p>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.</p> <p>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.</p> <p>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.</p> <p>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. 2. Monitor implementation of Banner system modules and reports 3. Evaluate management reports</p>	Banner Reports	IS	Resources allocated in the budgets for Banner system and for other modules

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	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.	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 2. Monitor efforts and joint plan of business office and financial aid	Business Office	Financial Aid Office, IS	No additional resources needed
	1.2	Promote college-readiness for all students.				
	1.3	Promote shared responsibility among faculty, staff, and students to set and achieve high expectations.				
	1.3.2	Students will understand and adhere to all College rules and regulations by developing and implementing an effective College communication 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 2. Monitor procedures for updating student addresses in the Banner system	Business Office reports	IS, Admissions	No additional resources needed
	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.	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 2. Follow-up with Vice President's on issues concerning purchasing 3. Work with department to improve if necessary	Banner System Reports	IS, and Departments	No additional resources required
	1.4	Develop quality programs designed to meet regional workforce and economic development priorities.				

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	1.5	Exceed community and SACS expectations of a Level II baccalaureate degree granting institution.				
	1.5.2	The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College.	<p>HUMAN RESOURCES To meet expectations and standards, Human Resources will ensure quality documentation for faculty credentials.</p> <ol style="list-style-type: none"> 1. Review data prepared by Human Resources for faculty credentials 2. Evaluate for completeness <p>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.</p> <p>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.</p> <p>OPERATION & MAINTENANCE</p> <ol style="list-style-type: none"> 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. 2. To meet expectations and standards, the Operations and Maintenance department will change signage to STC at all locations. 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. 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. <p>OFFICE OF VP-FAS AND BUSINESS OFFICE To meet expectations and standards, Vice President for FAS will ensure that the appropriate resources are included in the FY 05-06 and 06-07 budget.</p> <ol style="list-style-type: none"> 1. Include resources requested by divisions/departments in the budget 2. Review SACS application and include resources needed for BAT program 3. Evaluate for completeness 4. Monitor purchasing department to ensure orders are placed 5. Work with Business Office staff on audit plan and final Annual Financial Report 6. Monitor Operations and Maintenance to ensure signage has been changed at all locations 7. Follow-up with Operations and Maintenance on security issues 8. Review inspection reports on facilities 	Budget for FY 06 and FY 07, Banner Reports, Annual Financial Report for year ended August 31, 2005	Business Office and all departmental requests, External Auditors	FY 06 Budget- Include funding for BAT programs and all other areas including auditing
	1.5.2	CONT'D				

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2 South Texas College will serve as the cornerstone for the economic vitality of South Texas.						
2.1 Develop quality workforce education, innovations, and economic development, designed to exceed local industry standards and expectations.						
	2.1.3	The quality of non-credit programs will be improved by implementing effective written employment qualification standards and procedures for Partnership trainers.	<p>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.</p> <ol style="list-style-type: none"> 1. Review procedures developed by Human Resources department 2. Monitor for effectiveness 	Human Resources Department Hiring Manual	Partnership	No additional resources needed
2.2 Actively partner in economic and community development.						
	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.	<p>PURCHASING Actively partner with NAPM and Chamber of Commerce to promote partnership and community development.</p> <p>PURCHASING, FACILITIES, PLANNING & CONSTRUCTION Actively partner with AIA and TAPA to promote partnership and community development.</p> <p>HUMAN RESOURCES Continue to actively partner with United Way to promote partnership and community development.</p> <ol style="list-style-type: none"> 1. Review partnerships for each of the departments 2. Monitor and evaluate effectiveness 	Membership Information	All FAS Departments	No additional resources needed

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	2.3	Demonstrate excellence in fiscal responsibility and accountability to the public and taxpayers.				
	2.3.1	Auditing standards will be met by completing a fraud and theft detection study and implementing the recommendations.	<p>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.</p> <p>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.</p> <p>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.</p> <ol style="list-style-type: none"> 1. Work with departments to implement recommendations of the fraud consultant 2. Work with departments to respond and take corrective actions on recommendations of internal auditors 3. Monitor the status of the activities in the Action Plan to comply with SAS 99 	Consultant's Report, All FAS Departments, Internal Audit Reports, SAS 99 Action Plan	All College Divisions	No additional resources needed
	2.3.2	Increased fiscal accountability will be strengthened through the establishment of a functioning and effective Internal Auditor Program by Fall 2005.	<p>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.</p> <ol style="list-style-type: none"> 1. Identify areas of audit by internal auditors 2. Have Board Finance and Human Resources Committee and Board of Trustees approve areas 3. Communicate to auditors 4. Work with departments to develop corrective actions and monitor implementation 	Board Minutes, Internal Audit Reports	Business Office Internal Auditors	Resources to be allocated in FY 06 and FY 07 budget
	2.3.3	The enrollment audit will produce no findings by maintaining compliance with State reporting requirements.	<p>BUSINESS OFFICE Ensure no findings in the enrollment audit by reviewing and implementing all requirements regarding payments and refunding policy.</p> <ol style="list-style-type: none"> 1. Monitor to ensure all student payments are in accordance with policies and guidelines 2. Monitor guidelines and procedures for adequacy 	Self - Reports	Admission, IS Reports	No additional resources required

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	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.	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 2. Ensure submission to GFOA 3. Follow-up on results	Prio year's Comprehensive Annual Financial Report, GFOA	Business Office, External Auditors	No additional resources required
	2.3.5 a	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	OFFICE OF V.P. - FAS The Vice President for Finance and Administrative Services will monitor the implementation of security measures to protect College assets. 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. BUSINESS OFFICE Business Office will be fiscally responsible by securing assets and data with inventory control and password access to data and reports. 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. HUMAN RESOURCES Human Resources will be fiscally responsible by securing assets and data with inventory control and password access to data and reports. 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 2. Monitor securing assets and that all security issues are reported to security and implementing pro-active solutions 3. Monitor inventory control and password access 4. Review and monitor security procedures at the warehouse	Banner Access Forms, Banner Requests, Dispatch logs, Inventory Report	IS	No additional resources needed
	2.3.5 a	CONT'D				

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	2.3.5b	Fiscal responsibility throughout the College will be increased through implementation of a timeclock system for classified employees.	<p>HUMAN RESOURCES Human Resources will be fiscally responsible by implementing a time clock system for classified employees college wide.</p> <p>BUSINESS OFFICE Business Office will be fiscally responsible by implementing a time clock system for classified employees college wide.</p> <p>OPERATION & MAINTENANCE Operations & Maintenance will be fiscally responsible by implementing a time clock system for operations & maintenance classified employees.</p> <ol style="list-style-type: none"> 1. Work with departments to ensure time keeping system is approved 2. Work with departments to implement the timekeeping system 	Purchase Orders, Request for Proposals	All FAS Departments	Allocate appropriate resources in FY 06 Bdget
	2.3.5c	Accountability throughout the College will be increased through the implementation of the records retention plan.	<p>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.</p> <ol style="list-style-type: none"> 1. Implement the retention periods according to the plan 2. Continue destroying records based on plan 	Records Retention Plan	All Divisions/ Departments	FY 06 budget-include funding for records retention
3 South Texas College will foster an environment for the students and community to achieve a better quality of life.						
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.						
	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.	<p>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.</p> <ol style="list-style-type: none"> 1. Monitor department to ensure student statements and urgent payment reminders are mailed 2. Monitor and review lists of students called and Collection Timeline 3. Monitor loading of tuition tables on a timely basis before registration begins 	Banner Reports, Reports from Bursar	IS Student Services	No additional resources needed
3.2 Develop and implement quality services in prompt response to student and community needs.						
	3.2.3	The amount of time for students to receive payments will be decreased by providing access to a Student Direct Card.	<p>BUSINESS OFFICE To decrease the amount of time for students to receive payments, a Student Direct Card program will be implemented by Spring 2006.</p> <ol style="list-style-type: none"> 1. Work with Business Office to develop proposal and ensure advertising 2. Place bid award on agenda for Finance and Human Resources Committee and Board of Trustees approval 3. Monitor implementation 	Request for Proposals, Evaluation, Board of Trustees Minutes	Business Office, Financial Aid, IS	Allocate appropriate resources in FY 06 and FY 07 Business Office Bdget

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	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.	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 2. Monitor for implementation	Student Satisfaction Surveys	Operations and Maintenance OIRE	Allocate appropriate resources in auxiliary budget for FY 06 and FY 07
	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.	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 2. Evaluate results	Comprehensive Maintenance Plan, Surveys	Operations and Maintenance OIRE	No additional resources needed
3.3 Strengthen the personalized, student-centered environment.						
	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 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 2. Monitor for implementation	Business Office Procedures Manual	Business Office, Admissions	No additional resources needed
3.4 Continuously improve student satisfaction with all aspects of the College.						
	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.	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 2. Monitor for implementation 3. Include funding in the budget	Masterplan Drawings, Database Spreadsheets, Surveys	Facilities Planning and Construction, OIRE	To be budgeted in FY 2006 and FY 2007 construction budgets
	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.	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 2. Monitor timelines for completion	Design and Construction Documents, GMP's, Construction Timeliness	Architects, Contractor, Program Managers, Facilities Planning and Construction	To be budgeted in FY 2006 and FY 2007 construction budgets
	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 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 2. Work with the President to finalize land acquisitions, review contracts, and make payment	Budget, Final contracts	Presidents Office	To be budgeted in FY 2006 and FY 2007 construction budgets

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4 South Texas College will nurture a culture where collaboration is valued and achievement is recognized.						
	4.1	<i>Pursue improved learning and performance through teamwork and collaboration.</i>				
	4.2	<i>Value one another.</i>				
	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.	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 2. Recognize performance by awarding Jaguar Excellence Awards for division	E-mails, Awards, Letters and Notes	All FAS Departments	No additional resources needed
	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.	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 2. Support the Human Resources department with the funding necessary 3. Present Jaguar Excellence Awards	Invitations, Attendance Roster, Program	All FAS Departments	Include the appropriate funding in the auxiliary funds for FY 2006 and FY 2007 budgets
	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.	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 2. Assign responsibilities for the team 3. Monitor department team work and effectiveness	Meeting Agendas, Action item lists	All FAS Departments	No additional resources needed
	4.2.4	The College will continue its commitment to provide competitive faculty salaries to attract and retain 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.	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 2. Identify and appropriate the necessary resources	Salary Plans, Survey Results	Instruction	Allocate appropriate funding in FY 2007 budget
	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.	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 2. Review plan as it is developed 3. Monitor for completion	Salary Study	IS, Student Services, Instruction	Allocate appropriate funding in FY 2007 budget

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	4.3	Encourage and provide up-to-date professional development and skill enablement for faculty and staff.				
	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.	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. HUMAN RESOURCES Human Resources will ensure that College provided professional development is aligned with professional development plans for employees. 1. Conduct evaluations 2. Develop individual professional development plans for each director 3. Monitor for implementation 4. Work with Human Resources department to schedule professional development sessions that are aligned wit individual plans	Speakers, Evaluation Results, Professional Development Plan	Professional Development Department, Human Resources	No additional resources are needed
	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	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 2. Review results for effectiveness	Alert Notices, Training Sessions Agenda	Business Office, Human Resources, Purchasing	No additional resources required
	4.3.3	Supervisors will better understand personnel issues and processes by attending specific HR training sessions.	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 2. Monitor for implementation	Speakers, Training Agendas	All College Divisions	No additional resources required
	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.	HUMAN RESOURCES Human Resources will conduct orientation sessions for new faculty and staff on College procedures, benefits, fraud awareness, ethics, safety, and other topics. ALL FAS DEPTS. FAS departments will continue providing department specific orientation to new employees. 1. Review listing and attendance at orientation sessions 2. Review department specific orientation 3. Work with directors to evaluate effectiveness	Training Agendas, Sign in Sheets	All FAS Departments	No additional resources required
	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.	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 2. Appropriate funding for tuition reimbursements	Professional Development Program Guideliness	Instructional Division	Allocate appropriate funding in auxiliary account for FY 2006 and FY 2007 budgets

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	4.4	Continuously improve faculty and staff satisfaction with the work environment.				
	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.	<p>OPERATIONS & MAINTENANCE</p> <p>Operations & Maintenance will encourage pride in College facilities by working with student services department in implementing the "Keep Your Campus Beautiful" plan.</p> <ol style="list-style-type: none"> 1. Monitor plan for implementation 2. Review results of the evaluation 	OIRE Survey	Student Services	No additional resources needed
	4.4.2	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	<p>V. P. - FAS & ALL DEPTS.</p> <p>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.</p> <ol style="list-style-type: none"> 1. Encourage constructive feed back through e-mails and notes 2. Have each director nominate an employee for the Jaguar Excellence Award 3. Monitor written communications 4. Encourage positive feedback during annual evaluations 	E-mails, Written Communication, Evaluation Results, Nomination forms	All FAS Departments	No additional resources needed
	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.	<p>V. P. - FAS & ALL DEPTS.</p> <p>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.</p> <ol style="list-style-type: none"> 1. Encourage teamwork and collaboration at each meeting 2. Work on recommendations as a team 3. Encourage formulation of committees for different issues 4. Monitor and evaluate results 	Meeting Agendas and Minutes, Committee Membership	All FAS Departments	No additional resources needed
	4.4.4	Campus climate will be improved through using the findings from faculty/staff surveys to modify improvement planning for the next biennium.	<p>V. P. - FAS & ALL DEPTS.</p> <p>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.</p> <ol style="list-style-type: none"> 1. Review the results of the surveys for each area 2. Include areas that need improvement in the planning 3. Work with departments to improve in all areas 	Survey Results	All FAS Departments	No additional resources needed

GP = Guiding Principle
SO = Strategic Outcome