

**South Texas College
Nursing and Allied Health Division
2005-2007 IE Plan**

Unit Mission: The mission of the Nursing/Allied Health (NAH) division is to prepare graduates to be safe health care practitioners in their chosen field. The faculty and staff are committed to providing support to students pursuing comprehensive educational programs that will yield graduates with the knowledge, skills, confidence and professional integrity to become outstanding practitioners who will be an asset to their community and healthcare profession. The NAH division will promote partnering with local health care providers for external learning experiences to provide close linkages with the community in order to meet the unique needs of a multi-cultural environment.

G P	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>				
	1.2	<i>Promote college-readiness for all students.</i>				
	1.3	<i>Promote shared responsibility among faculty, staff, and students to set and achieve high expectations.</i>				
	1.3.1	Nursing and Allied Health technical program quality will be measured and improved by implementing recommendations from communities of interest (faculty, clinical supervisors and instructors, advisory committee members, employers, graduates and students) designed to promote academic rigor through the identification of and development of course-based student learning quality measures.	Review licensure pass rates with program chairs on a continuing basis following each cohort groups completion of state and national exams. Review program learning outcomes with program chairs. Guide program curriculum revisions in response to established program learning outcomes and recommendations of advisory committees, accreditation reviews, and satisfaction surveys.	Learning outcome assessments, graduate and employer surveys, accreditation reports and surveys, advisory committee minutes, licensing pass rate reports, THECB reports	OIRE, state boards, accreditation organizations, NAH programs	Budget to support accreditation fees, report fees, advisory committee meeting refreshments

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	1.3.3	NAH student Fall to Fall retention (excluding concurrent enrollment) will improve by 2% per year and the successful course completion rate by 5% through the implementation of recommendations from an instructional taskforce assigned to study the issue.	<p>Review program data annually including graduation rates, course to course and fall to fall retention rates, course completion rates;</p> <p>Supervise development of NAH program action plans to improve retention and completion rates;</p> <p>Review admission and progression criteria with program chairs and modify as needed to ensure quality without impeding access.</p> <p>Oversee program development and revisions to achieve program objectives and learning outcomes;</p> <p>Facilitate development of schedules and initiatives to improve student success on a program to program basis.</p> <p>Ensure NAH programs have access to state of the art medical and educational technology appropriate for their field of study.</p>	NAH program records, fact book graduation rate, licensure pass rate reports	OIRE, accreditation boards, NAH programs	Sufficient qualified faculty
	1.3.6	NAH will continue its commitment to academic integrity and scholarship through the ongoing implementation of a comprehensive model of shared learning and accountability.	<p>Monitor grading standards of NAH programs and support PCs and faculty in effective evaluation methodologies.</p> <p>Support program chairs and faculty in implementing effective learning and teaching strategies, and student support service initiatives.</p>	Grade distribution reports; licensure pass rates	OIRE, THECB, State Boards	None anticipated

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1.4 Develop quality programs designed to meet regional workforce and economic development priorities.						
	1.4.1	Enrollment in NAH distance learning courses will increase by 10% each year while increasing student success measures by implementing the Distance Education Plan and other innovative initiatives.	Encourage expanded use of WebCT in NAH courses including enhancements, hybrids and complete on line courses as is appropriate for NAH programs; Increase section offerings in established online courses; Oversee program enrollment plans to address factors affecting enrollment and contact hour targets; Assist PCs in marketing and outreach activities.	OIRE and Admissions Enrollment reports	OIRE Admissions Office	Sufficient qualified faculty Marketing and outreach materials and resources.
	1.4.7	NAH will build a national model of excellence through ongoing mandatory and voluntary accreditation of health professional programs and successful graduate performance on certification and licensure examinations.	Maintain current required accreditation for selected NAH programs; Seek and maintain voluntary accreditation in selected NAH programs; Seek state and national recognition for graduates success in licensure pass rates. Establish new accredited Respiratory Therapy program. Maintain and enhance the Center of Excellence in Minority Health and Health Care Professional Development	Program files State and National licensure/certification pass rate reports	OIRE, Accreditation Boards	Annual accreditation fees. Funds for faculty secretary
1.5 Exceed community and SACS expectations of a Level II baccalaureate degree granting institution.						
	1.5.2	NAH will ensure that the SACS on-site visit for April 2006 will result in no findings or recommendations within the NAH Division by collaborative preparation throughout the College.	Update materials to reflect institutional name change to STC. Dean will facilitate awareness of level II institutional status among faculty and staff and collect pertinent information. NAH will provide documentation of the following for the SACS visit: Master syllabi of all programs with their learning outcomes. Result rubrics of these learning outcomes. Minutes of all NAH division and departmental meetings. Minutes of all program advisory committee meetings.	All records and files	HR, OIRE, Community Advisory Committee, employers, NAH program chairs and faculty	None anticipated

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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.						
	2.1.1	NAH will assess community need and develop one new degree program.	Develop a national accredited and state approved program in Respiratory Therapy according to THECB "Guidelines for Instructional Programs in Workforce Education".	Labor Market WECM Advisory Committee	OIRE, THECB, Employers, Advisory Committee	\$150,000 startup budget
	2.1.2	All NAH Programs will work collaboratively with Student Services and Institutional Research and Effectiveness to establish enrollment, retention, and graduation targets.	The NAH division will provide program information for recruitment and enrollment of prospective NAH students to advisors and counselors. NAH dean and program chairs will work with OIRE staff to develop required reports and publicize program accomplishments. Dean will collaborate with NAH program chairs to maximize enrollment targets in relation to state/accreditation staffing-student standards and availability of clinical affiliations.	All records and files	NAH programs, Employers, Advisory Committee, Clinical Affiliations	None anticipated
	2.1.5	NAH will work to expand access to complete degree or certificate programs offered at the NAH Campus and other district campuses as appropriate to allow students to complete programs with minimal traveling to other campuses in the college service district.	Dean will collaborate with NAH program chairs and site coordinators to identify course and program offerings that can be offered at sites other than the NAH center in accordance with accreditation standards and availability of specialized training labs and equipment.	NAH Division and program records	None	None anticipated
2.2 Actively partner in economic and community development.						
2.3 Demonstrate excellence in fiscal responsibility and accountability to the public and taxpayers.						

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3 South Texas College will foster an environment for the students and community to achieve a better quality of life.						
3.1 <i>Develop and promote seamless systems and processes from prospective student through successful exit to motivate and assist in timely graduation, transfer or employment.</i>						
3.1.1	NAH student enrollment will meet or exceed the established growth targets for each Fall, Spring, and Summer through collaborative recruitment efforts throughout the College.	<p>Dean will periodically review enrollment data and establish maximum program targets consistent with program resources, accreditation standards, and community health care employment needs.</p> <p>Dean will collaborate with program chairs and faculty to maximize retention rates and graduate success.</p> <p>Dean to review and assist program chairs in revision and updates of program information, web page and orient student services advisors and counselors to program requirements ongoing basis.</p> <p>Dean to support Program chairs in development and use of marketing resources such as cable commercials, brochures and encourage participation in outreach activities and school fairs.</p>	<p>Program files</p> <p>College Fact Book</p> <p>OIRE Reports</p>	<p>NAH departments</p> <p>Student Services</p> <p>OIRE</p> <p>ITS</p>	None anticipated	
3.2 <i>Develop and implement quality services in prompt response to student and community needs.</i>						
3.3 <i>Strengthen the personalized, student-centered environment.</i>						
3.4 <i>Continuously improve student satisfaction with all aspects of the College.</i>						
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>						
4.1.8	NAH Dean will participate in a partnership spearheaded by Public School Relations, and in coordination with the other Academic Deans, the Chief Student Services Officer, and with local communities and school districts will be created to develop the DEMSA academy focused on Nursing/Allied Health Professionals.	Dean will collaborate with DEMSA academy faculty and assist with specialized activities related to community service and exposure to health care experiences.	None	None	None anticipated	

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	4.1.9	Student learning opportunities will be increased by establishing Learning Communities throughout the college district through a partnership between the Instructional Team and the Staff of the Chief Student Services Officer.	Dean will work with program chairs and faculty to develop learning communities within NAH core courses where available. Program chairs will encourage interdisciplinary activities between programs and encourage student activities that promote shared learning activities.	None	NAH programs	None anticipated
4.2 Value one another.						
	4.2.1	The NAH Division community will value one another by demonstrating appreciation and promoting morale for faculty and staff on the basis of performance, contribution, and service.	Reward NAH Division and Departmental contributors for service and performance with verbal praise and certificates of appreciation awarded at a division spring appreciation event Hold NAH division wide luncheons and recognition activities periodically during the year. Recognize faculty and staff for participation in events.	NAH Division and program records	All NAH departments HR Office of Instructional Services	None anticipated
	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.	Notify NAH Division faculty and staff of employee recognition ceremony and encourage attendance.	STC Publication of Event	HR	None anticipated
	4.2.3	The NAH faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.	NAH Division Dean, program chairs and staff will facilitate recognition of accomplishments and contributions to the division, department, college and service to the community by submission of articles to Staying Connected and recognition of these achievements at departmental meetings. Annual retreats will be encouraged to facilitate interaction and teamwork. Plan division sponsored professional development activities each fall.	NAH Division and program records	NAH Division	None anticipated

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4.3 Encourage and provide up-to-date professional development and skill enablement for faculty and staff.						
	4.3.5	The NAH division 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.	Implement recruitment plans that encourage applicants with highest degrees available for professionals in NAH fields. Support faculty in pursuit of advanced degrees without compromising scheduling and program goals and objectives. Collaborate with the Office of Instructional Services and Human Resources to ensure that faculty credentials are consistent with SACs standards Encourage and support faculty and staff professional development action plans; organize professional development activities that are specific to NAH program areas and enhance educational practices and promote student success.	HR records	HR, VPIS	Travel budget to attend workshops and conferences
4.4 Continuously improve faculty and staff satisfaction with the work environment.						
	4.4.2	Employee work quality and employee-supervisor relationships in the NAH Division will be nurtured by promoting continuous constructive feedback, both formal and informal.	Plan regularly scheduled meetings with Program Chairs, staff and faculty; complete formal evaluations as required; provide ongoing and terminal feedback to all division members regarding their contributions and accomplishments and give constructive feedback as needed; formally and informally acknowledge successes; support faculty and staff initiatives to improve departments/division functions. Review faculty student evaluations and performance evaluations with program chairs and identify needed improvements.	Faculty and staff evaluations; division and department minutes	HR, Office of Instruction, NAH department records	Professional development travel funds
	4.4.3	The NAH Division will continue its commitment to provide a quality work environment for faculty and staff by encouraging and implementing collaboratively developed recommendations for continuous improvement.	Meet with program chairs, support staff, and individual program departments on regular basis to identify and address changes to improve operations within the departments and division. Encourage staff and faculty driven initiatives to improve division operations and promote student success.	NAH Department and Division records	None	None anticipated

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	4.4.4	Campus climate will be improved through using the findings from faculty/staff surveys to modify improvement planning for the next biennium.	Encourage faculty to participate in surveys as requested by OIRE. Make modifications in division operations and procedures based on survey results. Dean will collaborate with program chairs, faculty and staff to determine areas requiring improvement in work environment that may include improved class scheduling, room utilization, communication among faculty and between faculty and students.	Faculty/staff surveys	OIRE NAH division and departments	None anticipated

GP = Guiding Principle

SO = Strategic Outcome