

**South Texas College
2005-2007 Mid-Biennium Report
Information Services & Planning**

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 1.1.1a: The Achieving the Dream assessment measures will be accomplished by successful implementation of the strategy initiatives as specified in the grant.

Action Plan: The Office of the Vice President for IS&P will utilize Appreciative Inquiry and focus group sessions with faculty, staff and students and supply results to a faculty-led task force to formulate and implement successful strategies related to the ATD initiative described as "Shared Learning Responsibility". Completed: y

Action Plan: The Office of the Vice President for IS&P will provide the resources and personnel necessary to facilitate the successful implementation of ATD initiatives as requested by the College President. Completed: y

Performance Indicator 1.1.1b: The Achieving the Dream assessment measures will be accomplished by successful implementation of the strategy initiatives as specified in the grant.

Action Plan: OIRE Director will serve as the Achieving the Dream liaison to the PDC (AtD Data Team) to provide leadership, collaboration, and coordination of data needs for the PDC and identified taskforces in the development, implementation, and assessment of AtD strategies. Completed: y

Action Plan: OIRE will submit AtD Data according to established timelines. Completed: y

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

Action Plan: OIRE will provide analytical reports to support decision-making and recommendations to the Director of Financial Aid. Completed: y

Action Plan:	OIRE will participate in collaborative discussions regarding policy and procedure changes.	Completed: y	
Performance Indicator 1.1.6a:	Non-credit program quality will be improved by collaboration between the Partnership and IS&P to design a Banner reporting system to collect data for program oversight and evaluation.		
Action Plan:	To improve quality of non-credit programs OIRE will collaborate with Partnership and Technology Resources to design and develop a program evaluation tool linked via Banner.	Completed: n	This product is under development.
Performance Indicator 1.1.6b:	Non-credit program quality will be improved by collaboration between the Partnership and IS&P to design a Banner reporting system to collect data for program oversight and evaluation.		
Action Plan:	To improve the quality of non-credit programs Technology Resources will collaborate with the Partnership and OIRE to identify the data and reporting requirements and create the necessary interfaces for partnership programs.	Completed: n	See 1.1.6a
Action Plan:	The Partnership will participate in the development of all necessary data elements and validation tables needed in order to track non-credit programs via banner	Completed: n	See 1.1.6a
Performance Indicator 1.1.7a:	The decision-making process at every level of the institution will be data-driven through the successful implementation of the Banner system and the immediate delivery of real time information to every desktop.		
Action Plan:	To promote and support data-driven decision-making, OIRE will implement the use of WebFOCUS Developer Studio to prepare user-friendly data for decision makers via the internet.	Completed: n	In Progress as of this writing. WebFOCUS and ODS installations are still underway as of this writing.
Performance Indicator 1.1.7b:	The decision-making process at every level of the institution will be data-driven through the successful implementation of the Banner system and the immediate delivery of real time information to every desktop.		
Action Plan:	Complete the comprehensive project planning process, in which representatives from all functional areas collaborate to design and document a plan of action for the efficient implementation of the administrative computing system.	Completed: y	A 30+ member committee participated in the design and planning process. Student, Finance, HR and Luminus also had individual teams responsible for each areas successful implementation.
	Complete Implementation of Banner		

Action Plan:	Finance System which is the foundational module to which all other ultimately feed information for reporting and budgeting.	Completed: y	Banner Finance went live August 2005 in time for FY2005-2006.
Action Plan:	Complete the installation of the Banner Human Resources System in order to provide a comprehensive system that services our valuable assets - our employees.	Completed: y	Banner HR went live June 2006
Action Plan:	Complete the installation/ integration of the Banner Luminus Web Portal product to provide web-based access to information for students, faculty, and staff.	Completed: y	
Action Plan:	Complete the installation/ integration of Information Builder's WebFocus, a third party reporting package, in order to facilitate effective and versatile data reporting to administrators desktops.	Completed: y	The software has been installed and the product is operational but "full" use is pending installation of ODS and additional training.
Action Plan:	Complete the installation of the Banner Student System in order to provide a comprehensive system to meet the needs of our growing student population, as well as, our increase needs for a completely integrated system that facilitates one time data entry.	Completed: y	Banner student went live in March of 2006 in time for the Fall 2006 semester.
Action Plan:	Complete the installation of the Banner Financial Aide System in order to provide an enhanced system to offer and disburse monies to students to cover educational expenses.	Completed: y	Banner Student, which includes Financial Aid, went live in March of 2006 in time for the Fall 2006 semester. Some desired financial aid automations were not available in time for Fall 2006 but are expected to be completed in fall and spring of this year.
Action Plan:	Establish key performance indicators, metrics, and operational procedures for the effectiveness and quality of strategic information generated by the Banner Systems as part of the college's Culture of Evidence initiatives	Completed: n	In progress. OIRE and Tech Resources have created a joint reporting team to address reporting and analysis needs of the college. Automation of reports and processes are also underway on the new Banner system.

Strategic Outcome

1.2 Promote college-readiness for all students

Performance Indicator 1.2.4: The amount of time from placement into developmental studies to completion of the TSI College-Readiness Standard will be decreased by implementing the recommendations from a cross-functional task force assigned to this issue.

Action Plan:	OIRE will provide analytical reports documenting the time from placement into developmental studies to completion of the THEA.	Completed:	y
Action Plan:	OIRE will participate on the task-force providing data and insight into improvement recommendations.	Completed:	y
Performance Indicator 1.2.6:	Targets for student learning outcomes in developmental studies, minimum 2.0 GPA, 10% increase in course completion rates, and no reduction in performance due to taking two developmental courses rather than one will be met by regularly reviewing data related to the impact of Developmental Studies policies, and revising the policies to support student success.		
Action Plan:	OIRE will report developmental student outcomes after the completion of each long term (targets: minimum 2.0 GPA, 10% increase in course completion rates, and no reduction in performance due to taking two developmental courses rather than one) to determine the impact of Developmental Studies policies.	Completed:	y
Action Plan:	OIRE will distribute the information via FactBook online and directly to appropriate administrators and faculty.	Completed:	y
Performance Indicator 1.2.7:	The difference in learning outcomes, grade distribution, successful course completion, retention and cumulative GPA of students taking developmental courses and students not taking developmental courses will be eliminated by continuous improvement and implementation of the Developmental Plan and other innovative initiatives.		
Action Plan:	OIRE will provide documentation of significant differences in student outcomes between distance learners and traditional students after the completion of each long term.	Completed:	n Available in the Fact Book annually, but not after each long term.
Action Plan:	OIRE will distribute the information via Fact Book online and directly to Developmental Studies Dean, faculty and other administrators as appropriate.	Completed:	y
Performance Indicator 1.2.8:	Differences in student learning outcomes, grade distribution, successful course completion, retention, and cumulative GPA of distance learning and traditional students will be reduced by identifying and removing barriers to distance learning success.		
Action Plan:	OIRE will provide documentation of significant differences in student outcomes after the completion of each long term.	Completed:	n Data available annually via Fact Book, but not after each long term.
Action Plan:	OIRE will distribute the information via Fact Book online and directly to the Director of Distance Education, VP Instruction, Deans and other faculty and	Completed:	y Available via Fact Book. No direct distribution at this time.

administrators as appropriate.

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

Performance Indicator 1.3.4a:	The quality of the educational experience for students will be enhanced by providing innovative, state of the art services and instructional technologies to faculty, staff and students of STC throughout the College.	
Action Plan:	The Client Services department will work collaboratively with Technology Resources and Instructional Technologies to provide state of the art services to faculty, staff and students of STC throughout the college by communicating reported needs from faculty and students to Technology Resources and Instructional Technologies. NOTE: ITS Help Desk Analysts will attempt to connect remotely thru the network to troubleshoot the problem immediately; if remote connection is not available, then the call will be escalated to the Technology Resources Division	Completed: y
Action Plan:	Through advisory committees, and informal meetings Client Services department will solicit feedback from faculty, staff and students regarding technology initiatives, identify what is needed in order to implement those initiatives, when feasible re-direct resources to implement suggested initiatives.	Completed: n
Action Plan:	Analyze how Client Services can assist students with their technology needs. NOTE: Currently the ITS Help Desk assist students with JAG Mail support.	Completed: n
Performance Indicator 1.3.4b:	The quality of the educational experience for students will be enhanced by providing innovative, state of the art services and instructional technologies to faculty, staff and students of STC throughout the College.	
Action Plan:	To provide innovative, state of the art instructional technologies, IT will develop an installation team and install 5-10 classrooms of instructional technologies per year.	Completed: y
Action Plan:	IT will open Faculty Technology Centers at the Pecan Campus, Starr County, and Mid-Valley and work collaboratively with Professional Development to develop training in the use of instructional	Completed: n
		This has not been done to the Vice President's satisfaction. Coordinator identified staff shortage as the primary reason for not being able to complete this task satisfactorily. Additional personnel have been assigned, vacancies filled as of this writing to free the Coordinator up for this activity.
		Needs to be begun. No analysis at present.
		This strategy is being re-evaluated.

	technologies to faculty and staff.		
Action Plan:	IT will implement remote monitoring of data projectors and other instructional technologies to better serve student and faculty needs and to better maintain these items.	Completed: n	In progress. Some remote monitoring is presently taking place. This is not yet district-wide.
Action Plan:	IT will replace instructional technologies on a regular basis to ensure that faculty, staff, and students have access to state of the art instructional technologies.	Completed: y	Ongoing with every fiscal year.
Action Plan:	Instructional Technology will provide conference rooms with state of the art technology for the use of faculty and staff throughout the college.	Completed: y	Installed or scheduled to be installed where requested or identified by IT staff.
Action Plan:	Instructional Technology will provide a Professional Development classroom with state of the art technology for professional development and other use to college faculty and staff.	Completed: n	The room designated for this purpose was reassigned to the BAT program.
Action Plan:	Instructional Technology will introduce a minimum of one new instructional technology to the college community each year.	Completed: y	In the past year, improved data projector management, Turnitin plagiarism software and additional mobile labs have been purchased.
Performance Indicator 1.3.4c:	The quality of the educational experience for students will be enhanced by providing innovative, state of the art services and instructional technologies to faculty, staff and students of STC throughout the College.		
Action Plan:	To improve the quality of the educational experience, Bibliographic Instruction (BI) for students will be tailored to the needs of instructors and students.	Completed: n	Library staff have not yet developed a plan for this activity.
Action Plan:	On demand and scheduled BI will be developed.	Completed: n	No scheduled BI available. Available upon instructor request.
Action Plan:	A web-enhanced, self-paced BI program will be developed to assist staff and students in information gathering and research efforts.	Completed: n	Product not yet developed. Library Director will develop plan to address need.
Performance Indicator 1.3.4d:	The quality of the educational experience for students will be enhanced by providing innovative, state of the art services and instructional technologies to faculty, staff and students of STC throughout the College.		
Action Plan:	Complete the installation of a district wide network that combines the services of video distribution, telephone, and data into a single network in order to provide the educational community of South Texas College a first rate information services .	Completed: n	Near completion. Only a handful of areas remain without VoIP.

Action Plan:	Begin the process of enhancing our existing network equipment that has become outdated in order to maintain the college's network at a high operation level to provide consistent services to the instructional community.	Completed: y	The process began and the project is near completion. To an extent, this is ongoing, as equipment usually requires replacement every 48 - 60 months.
Action Plan:	Implement an increase in internet access in order to accommodate the continuous growth in programs that have extensively used the internet as an instructional delivery method.	Completed: y	Bandwidth for the district to the outside world was increased to 40Mbps, a three-fold increase over two years.
Action Plan:	Implement a methodology used to determine and implement infrastructure improvements in order to accommodate the continuous growth of the college district.	Completed: y	Developed by the CIO and in practice by the LAN/WAN group.

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

Performance Indicator 1.5.1: The Bachelor of Applied Technology will meet enrollment targets for Fall 2005 through implementation of effective recruitment strategies.

Action Plan:	OIRE will develop historical enrollment trends for use in the development of targets for the Bachelor of Applied Technology program.	Completed: y
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Performance Indicator 1.5.2a: The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College

Action Plan:	The Client Services department will work along with Technology Resources to identify the technology needs for SACS representatives while they are at the College	Completed: y
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Performance Indicator 1.5.2b: The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College

Action Plan:	Instructional Technology will assure that any documentation required for the SACS visit is in order.	Completed: y
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Performance Indicator 1.5.2c: The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College

To preclude SACS

An examination of practice

Action Plan:	findings/recommendations all librarians will review policies and procedures to assure consistency among all of the libraries.	Completed: y	and procedure led to a number of internal changes.
Performance Indicator 1.5.2d:	The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College		
Action Plan:	To eliminate the possibility of SACS recommendations, the Office of the Vice President for IS&P will hold regular meetings with key IS&P personnel on their progress toward full compliance with SACS requirements;	Completed: y	
Action Plan:	Consult with the SACS visit leader at the college on issues of compliance and protocol; and	Completed: y	
Action Plan:	Formulate corrective or supplementary action plans as necessary to ensure compliance.	Completed: y	
Performance Indicator 1.5.2e:	The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College		
Action Plan:	To eliminate the possibility of SACS recommendations, OIRE will ensure quality integrated planning, assessment, and use of assessment results for improvement (IE) and	Completed: y	
Action Plan:	Will archive documentation of such working with SACS liaison to support site-visit preparation.	Completed: y	
Performance Indicator 1.5.2f:	The SACS on-site visit for February 2006 will result in no findings or recommendations by collaborative preparation throughout the College		
Action Plan:	Successfully implement and continuously monitor Technology Resources' components of the SACS accreditation application that outline the departments priorities in providing the best possible services in the areas of desktop standardization, Infrastructure services, enterprise service monitoring, access to strategic information, and information security.	Completed: y	
Action Plan:	Successfully implement and continuously monitor for improvement, the information technology portions of SACS guiding principles.	Completed: y	

Performance Indicator 1.5.3:	Student learning outcomes will be improved by developing a comprehensive library collection which provides the depth and range appropriate to support both new and existing program needs including the new and proposed baccalaureate degrees.	
Action Plan:	To assure a comprehensive collection, to support both new and existing programs including the new and proposed baccalaureate degrees, input will be solicited from all divisions.	Completed: y A collections development committee of faculty from all areas of the college is currently in place and led by the collections librarian.
Action Plan:	Librarians will review current collection suggestions and make recommendation for acquisition.	Completed: y
Action Plan:	Existing collection will be reviewed for currently, accuracy and applicability.	Completed: y
Performance Indicator 1.5.4:	The SACS expectations related to Library Services for Level II accredited colleges will be exceeded through implementation of strategies developed in the Library Services IE Plan.	
Action Plan:	Librarians and all of the Library staff will meet to research and develop a strategic plan to put into practice these strategies in the development of the Library Services IE plan.	Completed: n A strategic plan was never formally adopted. Extensive work for the preparation of the SACS visit, however, did contribute toward the Library's IE Plan. Unfortunately, without the Strategic Plan in place, not all of the IE plan elements have been implemented as of this writing. The Director of Library Services was instructed to begin preparation to meet all elements of the IE Plan, including the development of a strategic plan.

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 2.1.2:	Degree and Certificate granting programs will work collaboratively with Student Services and OIRE to establish enrollment, retention and graduation targets.	
Action Plan:	To establish enrollment, retention and graduation targets OIRE will develop enrollment, contact hour, and graduation trends for use in the development of	Completed: y

targets by Instruction.

Action Plan: OIRE will provide daily enrollment reports to be distributed a minimum of 3 times per week during enrollment periods. Completed: y

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

Performance Indicator 2.3.5a: Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.

Action Plan: Client Services will be fiscally responsible by securing assets and data with inventory control and password access to data. Completed: y

Action Plan: Client Services will review departmental security procedures for the following: Maintain departmental Inventory Control up to date. Completed: y

Action Plan: Ensure PDAs, Pen Drives, and books checked out to Client Services employees are appropriately checked out and returned. Completed: y

Action Plan: Ensure that when an STC employee drops off equipment to be repaired at the ITS Help Desk appropriate documentation is filled out and client signs. Completed: y

Action Plan: Client Services will review security procedures in use for the handling of confidential information at Client Services. Completed: y

Performance Indicator 2.3.5b: Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.

Action Plan: IT will develop and begin implementing security measures to monitor equipment and deter theft for IT equipment including but not limited to data projectors, laptops, mobile TV carts, open computer lab equipment, and any equipment installed in classrooms. Completed: y

Action Plan: IT will work with Operations and Maintenance to ensure the security of IT offices, storage rooms, and workrooms. Completed: y

Performance Indicator 2.3.5c: Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.

Some units in IS&P

Action Plan:	Security awareness and procedures will be implemented, emphasized and reviewed monthly to protect college assets.	Completed: n	practice this, but the division as a whole is not consistent. Efforts will be made to ensure all areas of IS&P strengthen their security practice, awareness and periodic review. Units requiring improved practice: Tech Resources and Library Services.
Performance Indicator 2.3.5d:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		
Action Plan:	The Office of the Vice President for IS&P will conduct random, in-house evaluations of security measures and issue recommendations as necessary to improve security measures.	Completed: y	Ongoing.
Performance Indicator 2.3.5e:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		
Action Plan:	OIRE will be fiscally responsible by securing assets and data with inventory control and password access to data and reports.	Completed: y	
Performance Indicator 2.3.5f:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		
Action Plan:	Controlled and restricted areas will be protected by physical security and other means which are deemed appropriate for the sensitivity or criticality of the system as determined by the results of a risk analysis and as defined in IT security best practices for the system. At a minimum, access to controlled areas will be limited to those individuals having an official need to be in the area.	Completed: y	
Action Plan:	Implement and monitor the security procedures and safeguards used to secure portable and semi portable computer / network equipment and audit procedures on a continuous basis.	Completed: y	Continuous

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.

Action Plan: OIRE will support instructional targets by providing preliminary projections and enrollment reports for each term. Completed: y

Performance Indicator 3.1.4: The foundation of communication technology will be transformed by providing a more powerful infrastructure through successful and on-time conversion to the Banner system.

Action Plan: Complete the installation/ integration of the Banner Luminus Web Portal product to provide web-based access to information for students, faculty, and staff. Completed: y

Action Plan: Complete the installation of information channels that provide key information based on the individual role of the user. Whether the user is a staff person, a faculty member, a student, or a combination of roles the user is provided the information that is key to their success. Completed: y Channels in place and under the management of Public Relations and Student Services.

Action Plan: Continually evaluate the relevance of the information provided by the communications channels through the use of steering committees and focus groups that include members from the different user communities. Completed: n The matter of channel content was reassigned to other more appropriate areas of the college. This action item will be removed from the next IE Plan.

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

Performance Indicator 3.2.2a: Students will be empowered and encouraged to shape their own educational experience through access to open computer labs and the implementation of student self-service, 24/7 anytime, anywhere web-based applications.

Action Plan: IT will work cooperatively with the campus libraries and Student Success Centers to ensure that students have access to open computers during all hours the library is open. Completed: y

Action Plan: IT will provide well-trained, professional employees at each open lab to assist students. Completed: y Funding shortage prohibited an ideal complement of staff, but no serious deficiencies have been identified.

Action Plan:	IT will, through collecting and analyzing data on lab usage, work to maximize the resources available to students in open labs.	Completed: y	
Performance Indicator 3.2.2b:	Students will be empowered and encouraged to shape their own educational experience through access to open computer labs and the implementation of student self-service, 24/7 anytime, anywhere web-based applications.		
Action Plan:	Library Services will make sure that the computers will be available to student use during the hours the library is open.	Completed: y	
Action Plan:	Library hours will be evaluated to meet students' need.	Completed: y	Hours reflect continual dialogue on appropriate hours for students.
Action Plan:	Library Services will work with IS&P & TR to ensure that the databases will be available to students off-site through the proxy server.	Completed: y	Databases now available by proxy.
Performance Indicator 3.2.2c:	Students will be empowered and encouraged to shape their own educational experience through access to open computer labs and the implementation of student self-service, 24/7 anytime, anywhere web-based applications.		
Action Plan:	Integrate all student service systems such as WebCT, Registration, admissions, and financial aid with the student self service applications such as Luminus Portal to provide the best services possible at any time with emphasis placed on the student shaping their own educational experience.	Completed: y	WebCT has been upgraded, Banner installed and Luminus/Self-Service is operational.
Action Plan:	Integrate one username and password for each student to access systems such as Webct, library, email, and admissions in order to exhibit to the student and the entire community that we deliver a complete and coordinated educational experience.	Completed: n	In progress. Single-sign-on is an active project and is expected to be completed in the Spring of 2007.
Action Plan:	Establish an emerging technology / service improvement steering committee which includes representatives from the faculty, staff, and most important - the students of STC. The goal of the steering committee will be to evaluate existing and emerging technologies and recommend priorities that are aligned with the needs of the STC user community.	Completed: n	This project was postponed. Workload related to Banner, WebCT and Wi-Fi have kept TR staff from devoting time to this initiative. It has been discussed for the Spring of 2007.

Strategic Outcome

3.3 Strengthen the personalized, student-centered environment

Performance The quality and accessibility of student information throughout the College will be

Indicator 3.3.3a: improved by developing and implementing a mandatory cross-training module for staff at all levels and across all divisions

Client Services will develop, implement and market mandatory cross-training modules for the following application software: Excel, Access, and Web Focus. While developing the courses, special attention will be given to the correct manipulation of the data as well as to the quality of the data. Client Services need to work collaboratively with the following departments to achieve this PI: Human Resources, Electronic Distance Learning, OIRE, Project Administration, Technology Resources, BMST, and Professional Development.

Action Plan: Completed: n In progress.

Performance Indicator 3.3.3b: 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

Action Plan: In order to improve the quality and accessibility of student information, all library staff will attend a refresher training on the different SIRSI circulation functions. Completed: y

Action Plan: Working collaboratively with Technology Resources (TR) to cross-train TR personnel on the SIRSI back-up system. Completed: y

Performance Indicator 3.3.3c: 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

Action Plan: To improve the quality and consistency of information provided to students and STC decision-makers, OIRE will collaborate with other Banner system power-users to produce system level cross-walks and definitions of data for more consistency in reporting across the institution. Completed: n In progress. OIRE indicates it is presently focused on report generation.

Strategic Outcome

3.4 Continuously improve student satisfaction with all aspects of the College

Performance Indicator 3.4.2: To modify and improve Student Services, the ACTSSO Student Satisfaction Survey will be conducted annually and the findings used to make improvements.

Action Plan: OIRE will conduct an annual student satisfaction survey. Completed: y

Action Plan: OIRE will provide timely reports and consultation regarding implications for improvement to all departments and divisions of the College. Completed: n In progress. Some reports have been distributed, such as to Developmental Studies and ATD groups.

Guiding Principle**4. South Texas College will nurture a culture where collaboration is valued and achievement is recognized.***Strategic Outcome**4.1 Pursue improved learning and performance through teamwork and collaboration*

Performance Indicator 4.1.4:	Performance on selected measures of college readiness and academic performance will be reported to the graduating high school for new first time in college students attending STC.		
Action Plan:	To support collaborative learning with our community schools, OIRE will provide an annual report on selected measures of college readiness and academic performance of new students from each school district to Instruction for sharing with the schools' administration..	Completed: n	In progress
Performance Indicator 4.1.5:	To aid in collaborative efforts with local school districts to improve student learning outcomes, a performance report will be developed and distributed to each school district on the following instructional performance indicators: THEA passage, enrollment in developmental courses, successful completion of courses, transfer to a four-year institution and job placement upon graduation.		
Action Plan:	To support collaborative learning with our community schools, OIRE will provide an annual report on selected measures of continued academic performance of students from each school district to Instruction for sharing with the schools' administration.	Completed: n	In progress
Performance Indicator 4.1.7a:	Students, faculty and staff will be empowered in and beyond the classroom or computer lab to gather information, collaborate, and communicate through the use of classroom technologies, wireless access throughout the College and Distance Education		
Action Plan:	IT will provide presentational technologies, electronic whiteboards, videoconferencing equipment and other technologies in classrooms which encourage collaboration and communication across the district.	Completed: y	8 to 10 classrooms are so equipped each year as budgets permit.
Performance Indicator 4.1.7b:	Students, faculty and staff will be empowered in and beyond the classroom or computer lab to gather information, collaborate, and communicate through the use of classroom technologies, wireless access throughout the College and Distance Education		
Action	Information literacy techniques will be advocated to encourage educational	Completed:	Library Services has not begun this work. The Director of Library Services has indicated

Plan:	pursuits beyond the classroom.	n	she and her staff are currently in plan development.
Performance Indicator 4.1.7c:	Students, faculty and staff will be empowered in and beyond the classroom or computer lab to gather information, collaborate, and communicate through the use of classroom technologies, wireless access throughout the College and Distance Education		
Action Plan:	Provide wireless access to services across the campus to enhance the education experience beyond the classroom and lab in order to promote and embrace collaboration between faculty, staff, and students.	Completed: n	Wireless has been installed at Pecan Campus thus far as a pilot project. When successful, the project will expand to other sites.
Action Plan:	Provide secure wireless access to administrative systems by providing the necessary security safeguards to comply will all information security mandates.	Completed: y	Security is in place and due to the extent of the work required is one of the reasons why the wireless project is still only in its pilot phase.
Action Plan:	Establish an emerging technology / service improvement steering committee which includes representatives from the faculty, staff, and most important - the students of STC. The goal of the steering committee will be to evaluate existing and emerging technologies and recommend priorities that are aligned with the needs of the STC user community.	Completed: n	Pending workload relief related to Banner and the Wi-Fi project.

Strategic Outcome

4.2 Value one another

Performance Indicator 4.2.1a:	The college community will value one another by demonstrating appreciation and promote morale for faculty and staff on the basis of performance, contribution and service.		
Action Plan:	The Department of Client Services will demonstrate appreciation and promote morale among its staff members by recognizing employee's contributions to the department and the college publicly.	Completed: y	
Action Plan:	Also, an appreciation lunch will be provided every time that the team reaches or exceeds the targeted label of work orders closed by the ITS Help Desk staff.	Completed: y	
Action Plan:	In addition, display the positive feedback received from our clients on the bulletin board.	Completed: y	
Action Plan:	Will ask permission from some of our clients to post their feedback over the internet at the ITS Help Desk web site.	Completed: n	Permission to be sought.

Performance Indicator 4.2.1b:	The college community will value one another by demonstrating appreciation and promote morale for faculty and staff on the basis of performance, contribution and service.		
Action Plan:	IT will recognize excellence in service by posting a kudos board for all IT employees to contribute to.	Completed: y	
Action Plan:	IT will schedule departmental employee appreciation events at least twice per year.	Completed: y	
Performance Indicator 4.2.1c:	The college community will value one another by demonstrating appreciation and promote morale for faculty and staff on the basis of performance, contribution and service.		
Action Plan:	The Office of the Vice President for IS&P will conduct three to four employee appreciation events annually all the full and part-time staff of IS&P.	Completed: y	Pizza and a Movie events and ice cream socials take place several times per year.
Action Plan:	The Office of the Vice President for IS&P will publicly profile and praise select IS&P employees regularly who exemplify high performance, contribution and service to IS&P and STC.	Completed: y	IS&P utilizes the ERC event to highlight employee achievement to the college community and submits articles to Staying Connected as time permits.
Action Plan:	The Office of the Vice President for IS&P will collaborate with unit directors and the Director of Human Resources to establish pay differential tables for staff that acknowledge, through compensation, earned certifications in employees' related fields, such as MCSE, N+, etc.	Completed: n	Proposal from CIO under consideration.
Action Plan:	The Office of the Vice President for IS&P will vigorously pursue and make available opportunities for all IS&P personnel, both full-time and part-time, to continually acquire new and marketable skills.	Completed: y	Each department is approved for travel and prof dev funding and employees are encouraged to take advantage of STC reimbursement and waivers for education. IS&P division is also well represented on the prof dev committees of the college.
Performance Indicator 4.2.1d:	The college community will value one another by demonstrating appreciation and promote morale for faculty and staff on the basis of performance, contribution and service.		
Action	OIRE staff will recognize and express appreciation for contributions,	Completed:	

Plan:	accomplishments and performance of others involved in collaborative efforts.	y	
Performance Indicator 4.2.3a:	STC faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		
Action Plan:	Client Services will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual respect, collaboration and collegiality among faculty and staff.	Completed: y	
Action Plan:	Client Services will promote activities within the division to foster cohesiveness among division members.	Completed: y	
Performance Indicator 4.2.3b:	STC faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		
Action Plan:	IT will utilize the IT Advisory Committee to gather data and suggestions from faculty and to implement positive change in its operations and inventory.	Completed: y	
Action Plan:	Instructional Technology will include department members in departmental decisions.	Completed: y	
Action Plan:	Instructional Technology will solicit input about its various operations from faculty, staff, and students.	Completed: n	This action item seems to have been dropped from the IT IE plan. Will be discussed with IT Director Cody Gregg.
Performance Indicator 4.2.3c:	STC faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		
Action Plan:	Library staff will make an effort to become an increasingly cohesive team by learning about each other's culture, family, social and educational backgrounds and goals.	Completed: y	Social celebrations held to acknowledge birthdays, births, graduations and other events in the lives of individual staff.
Performance Indicator 4.2.3d:	STC faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		
Action Plan:	The Office of the Vice President for IS&P will perform or contract to perform a series of Appreciative Inquiry sessions with IS&P personnel and their respective primary clients throughout the year to facilitate the change management necessary to	Completed: n	To be scheduled.

	encourage an appreciative respect and harmonious work environment for all concerned.		
	The Office of the Vice President for IS&P will form an IS&P-led task force to establish and adopt a Code of Ethics for the division that reflects the appreciative and collegial ideals desired in the workplace.	Completed:	To be scheduled.
		n	
Performance Indicator 4.2.3e:	STC faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		
	OIRE staff will demonstrate and encourage mutual appreciative respect, collaboration and collegiality in all its interactions with the College community.	Completed:	
		y	
Performance Indicator 4.2.3f:	STC faculty and staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		
	To create an effective culture we must look at the whole person and recognize that there should be time for work and time for celebration. A number of team activities are aimed at creating a well balanced work environment. These activities are voluntary and will change from year to year. (Team Retreat, Picnic in the Park, BBQ Bash, Skating Party.)	Completed:	Need more, but annual events such as Pizza and a Movie and ice cream socials have occurred. Departments have also held unit-level activities.
		y	
<i>Strategic Outcome</i>	<i>4.3 Encourage and provide up-to-date professional development and skill enablement for faculty and staff</i>		
Performance Indicator 4.3.1a:	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.		
	To meet staff needs for professional development, Client Services full time and part time staff will prepare a personal development plan with the Coordinator of Client Services.	Completed:	
		y	
	Documented professional development needs will be forwarded to the College's Professional Development office.	Completed:	
		y	
	If required training is not provided at the Professional Development event, request to use Professional Development funds will be sent to the Professional	Completed:	
		y	

Development Committees as needed.

Performance Indicator 4.3.1b:	Faculty and staff priorities and needs for professional development will be met by developing and implementing a personal professional development plan with their supervisor and aligning College provided professional development with those plans.		
Action Plan:	Instructional Technology employees will develop a personal professional development plan.	Completed: n	To be scheduled.
Performance Indicator 4.3.1c:	Faculty and staff priorities and needs for professional development will be met by developing and implementing a personal professional development plan with their supervisor and aligning College provided professional development with those plans.		
Action Plan:	Individual professional development plans will be encouraged for all library staff and will be an integral part of the yearly evaluation. All venues (distance learning, conferences, face-to-face, hiring consultants, etc.) will be promoted.	Completed: y	
Performance Indicator 4.3.1d:	Faculty and staff priorities and needs for professional development will be met by developing and implementing a personal professional development plan with their supervisor and aligning College provided professional development with those plans.		
Action Plan:	The Office of the Vice President for IS&P will work collaboratively with direct reports to develop individual professional development plans on an annual basis and work to align plans with budgets.	Completed: n	Informal discussions have been held with some direct reports now involved in graduate programs or attending conferences, but no formal plans have been developed.
Action Plan:	The Office of the VP for IS&P will evaluate departmental protocols and formats for achieving departmental-level personal professional development plans and, beginning FY07 begin to formulate a division-wide protocol and format that borrows from the best practices of each unit.	Completed: n	Delayed but to be scheduled in FY07.
Action Plan:	The Office of the Vice President for IS&P will work closely with unit supervisors within IS&P to vigorously pursue and make available opportunities for all IS&P personnel, both full-time and part-time, to continually acquire new and marketable skills.	Completed: y	Ongoing.
Performance	Faculty and staff priorities and needs for professional development will be met by developing and implementing a personal professional development plan with their		

Indicator 4.3.1e:	supervisor and aligning College provided professional development with those plans.	
Action Plan:	To meet staff needs for professional development, OIRE staff will prepare a personal development plan with the Director.	Completed: y
Action Plan:	Professional development needs will be shared with the Coordinator of Professional Development.	Completed: n To be completed.
Performance Indicator 4.3.1f:	Faculty and staff priorities and needs for professional development will be met by developing and implementing a personal professional development plan with their supervisor and aligning College provided professional development with those plans.	
Action Plan:	A career/training path will be developed and maintained for each employee. Discussions with the employee regarding the employee's career interests will occur annually.	Completed: n Does not currently take place in all IS&P units, but in some. VP will work to ensure a division-wide implementation by Summer 2007.
Action Plan:	A skills profile will be developed and maintained for each employee. The skills profile depicts an employee's current skill level and the recommended skill levels required to upgrade any skills deficiency for the employee in performance of the current job or jobs consistent with the employee's career path. The skills profile, the project plan, the career path plan will serve as the basis for the development of an employee training plan. The training plan for each employee will be the basis for the development of the department training budget.	Completed: n This item was particular to the Technology Resources unit and has not been completed.
Performance Indicator 4.3.4:	New faculty and staff will better understand the College system through HR Orientation sessions and continued department-specific orientation at the work-unit.	
Action Plan:	To improve understanding of the College's strategic planning processes, OIRE will work with HR to provide training for all new faculty and staff.	Completed: n In progress

*Strategic
Outcome*

4.4 Continuously improve faculty and staff satisfaction with the work environment

Performance Indicator 4.4.2:	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	
Action	The Office of the Vice President for IS&P will solicit feedback from a to-be-created Advisory Task Force of IS&P front-line	Completed: The President will form a collegwide advisory body.

Plan:	personnel on current expectations staff have of their supervisors and management personnel.	n	This item will be deleted from the IE Plan.
Action Plan:	The Office of the Vice President for IS&P will conduct periodic Appreciative Inquiry sessions with IS&P supervisors to formulate and implement strategies for creating productive, high quality employee-supervisor relationships utilizing supervisor experiences and feedback from an Advisory Task Force.	Completed: n	To be scheduled.
Performance Indicator 4.4.3a:	The college will continue its commitment to provide a quality work environment for faculty and staff by encouraging and implementing collaboratively developed recommendations for continuous improvement.		
Action Plan:	The Office of the Vice President for IS&P will create an IS&P Staff Advisory Council that will regularly provide feedback directly to the VP regarding working conditions, issues, concerns, accolades and resource needs in the spirit of continuous improvement.	Completed: n	To be created.
Performance Indicator 4.4.3b:	The college will continue its commitment to provide a quality work environment for faculty and staff by encouraging and implementing collaboratively developed recommendations for continuous improvement.		
Action Plan:	To improve faculty and staff satisfaction with the work environment, OIRE will initiate and participate in collaborative work throughout the institution.	Completed: y	
Performance Indicator 4.4.4:	Campus climate will be improved through using the findings from a faculty/staff survey to modify improvement planning for the next biennium.		
Action Plan:	The Office of the Vice President will work closely with unit heads to formulate solutions and apply necessary resources in response to findings in college-approved campus climate surveys held at the college.	Completed: y	Ongoing. Thus far the climate survey has not indicated areas requiring significant or immediate improvement on the part of IS&P. All areas mentioned in survey have ranked high.