

**South Texas College
2005-2008 2nd Mid-Cycle
IE Report and Update of IE Plan for Year 3
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.

Comments:

Action Plan: 1 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 initia
Status: y

Focused inquiry sessions were conducted for major ATD interventions. Evaluation forms were developed for session participants to provide a means of feedback and measurement of satisfaction

Action Plan: 2 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.
Status: y

Staffing was identified as the #1 need in IS&P to support ATD. As a result, staffing in OIRE and IT have either been supplied in the last two years and/or requested pending board approval. Allocation of existing resources in IT to support data-driven decisions has also been provided. Support of Beacon Mentoring has also been significant in terms of support from OIRE, IT and the VP serving as a mentor for the program.

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.

Comments:

Action Plan: 1 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 str
Status: Y

From this leadership perspective, administrators and decision makers need more training in evaluation design and data collection and analysis. Data-based decision making is well embedded in the institution and carrying out further training and consultation should prove to be profitable to the institution toward improved student success.

Action Plan: 2	OIRE will submit AtD Data according to established timelines.	Status: Y	JBL data submission for AtD was completed as required. Data will be pulled from SIS while we are participating in Achieving the Dream project. Data files will be submitted on a scheduled basis while we are participating in Achieving the Dream project.
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.		Comments:
Action Plan: 1	OIRE will provide analytical reports to support decision-making and recommendations to the Director of Financial Aid.	Status: y	This type of support is provided for all departments at STC. This performance indicator should be restated to indicate more widespread service across the institution.
Action Plan: 2	OIRE will participate in collaborative discussions regarding policy and procedure changes.	Status: 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.		Comments:
Action Plan: 1	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.	Status: Y	Reporting staff in non-credit programs have been included in the ODS Power Team. Training in the use of ODS will be in full force during the upcoming year. OIRE will lead this initiative and will provide ongoing assistance for tracking and evaluating non-credity programs using Banner data in ODS.
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.		Comments:
Action Plan: 1	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.	Status: y	Banner provided locations for collecting and retrieving non-credit student and program data.
Action Plan: 2	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	Status: y	The Partnership collaborated with OIRE and IT to determine data collections needsl. Alternate databases were not needed.

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.	Comments:
Action Plan: 1	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.	Status: Y
		WebFocus has been fully installed and made available to all OIRE staff. Development of new reports has been somewhat delayed due to technical issues with the primary intended data source, the ODS. Efforts to develop reports using other data sources have been successful. Increased levels of professional training resources from IBI/WebFocus will be utilized to successfully implement the use of WebFocus throughout the institution via the ODS Power Team.
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.	Comments:
Action Plan: 1	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.	Status: Y
Action Plan: 2	Complete Implementation of Banner Finance System which is the foundational module to which all other ultimately feed information for reporting and budgeting.	Status: Y
Action Plan: 3	Complete the installation of the Banner Human Resources System in order to provide a comprehensive system that services our valuable assets - our employees.	Status: Y
Action Plan: 4	Complete the installation/ integration of the Banner Luminus Web Portal product to provide web-based access to information for students, faculty, and staff.	Status: Y
Action Plan: 5	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.	Status: Y
Action Plan: 6	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	Status: Y
		ODS installed and operational. Training provided. WebFocus and ODS in use by key users. WebFocus and ODS also supporting college's new STC Information Dashboard system.

completely integrated system that facilitates one time data entry.

Action Plan: 7 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. Status: Y

Action Plan: 8 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 Status: Y

The STC Dashboard is online as of June 2nd, 2008. Dashboard provides access and interactive display of institutional data. Phase II expansion of available data and reports in progress.

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.

Comments:

Action Plan: 1 OIRE will provide analytical reports documenting the time from placement into developmental studies to completion of the THEA. Status: Y

OIRE has been highly involved in supporting data-based decision-making in college readiness issues throughout the institution.

Action Plan: 2 OIRE will participate on the task-force providing data and insight into improvement recommendations. Status: 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.

Comments:

Action Plan: 1 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 determin Status: Y

Reports regarding developmental studies are continuously being revised and updated to identify specific performance issues. These reports are being automated as much as possible to provide instant access to this critical information once the data is in Banner.

Action Plan: 2 OIRE will distribute the information via FactBook online and directly to appropriate administrators and faculty. Status: 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.	Comments:
Action Plan: 1	OIRE will provide documentation of significant differences in student outcomes between distance learners and traditional students after the completion of each long term.	Status: Y
Action Plan: 2	OIRE will distribute the information via Fact Book online and directly to Developmental Studies Dean, faculty and other administrators as appropriate.	Status: 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.	Comments: OIRE has worked closely with the Director of Distance Education to revise and provide timely information for determining performance differences between these and non-distance students.
Action Plan: 1	OIRE will provide documentation of significant differences in student outcomes after the completion of each long term.	Status: y
Action Plan: 2	OIRE will distribute the information via Fact Book online and directly to the Director of Distance Education, VP Instruction, Deans and other faculty and administrators as appropriate.	Status: y
Strategic Outcome	<i>1.3 Promote shared responsibility among faculty, staff, and students to set and achieve high expectations</i>	
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.	Comments: In order to provide quality and timely services, the Client Services Department has worked and will continue working with Instructional Technologies and Technology Resources to provide IT services to STC students, faculty, staff and administrators.
Action Plan: 1	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	Status: Y
		In order to provide quality and timely services, the Client Services Department has worked and will continue working with Instructional Technologies and Technology Resources to provide IT services to STC students,

			faculty, staff and administrators.
Action Plan: 2	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	Status: Y	
Action Plan: 3	Analyze how Client Services can assist students with their technology needs. NOTE: Currently the ITS Help Desk assist students with JAG Mail support.	Status: Y	
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.		Comments:
Action Plan: 1	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.	Status: Y	
Action Plan: 2	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 technologies to faculty and staff.	Status: ip	Pecan Campus lab to be retasked as student video editing lab. Mid-Valley and Starr County still in process. Due to institutional reorganization and prioritization, IT no longer has the responsibility for obtaining input from Instruction and Professional Development on technology trainings and surveying faculty and staff technical professional development needs utilizing Professional Development Evaluation Form.
Action Plan: 3	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.	Status: ip	Currently reorganizing due to addition of new equipment and size of project.
Action Plan: 4	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.	Status: Y	Ongoing
Action Plan: 5	Instructional Technology will provide conference rooms with state of the art technology for the use of faculty and staff throughout the college.	Status: Y	
Action Plan: 6	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.	Status: y	Technology Resources is now providing a 25-station training room in Building M. The room is currently used by IS&P to conduct faculty/staff training and new-product testing on various technologies used in the

college.

Action Plan: 7 Instructional Technology will introduce a minimum of one new instructional technology to the college community each year. Status: Y

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. Comments:

Action Plan: 1 To improve the quality of the educational experience, Bibliographic Instruction (BI) for students will be tailored to the needs of instructors and students. Status: Y

Action Plan: 2 On demand and scheduled BI will be developed. Status: Y

Action Plan: 3 A web-enhanced, self-paced BI program will be developed to assist staff and students in information gathering and research efforts. Status: ip Librarians and Specialists are researching options for adapting BI courses for the web.

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. Comments:

Action Plan: 1 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 . Status: Y Order and installation of equipment in remaining areas in progress as existing equipment reaches OF AGE or requires replacement.

Action Plan: 2 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. Status: Y

Action Plan: 3 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. Status: Y

Action Plan: 4 Implement a methodology used to determine and implement infrastructure improvements in order to accommodate the continuous growth of the college district. Status: Y

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. Comments:

Action Plan: 1	OIRE will develop historical enrollment trends for use in the development of targets for the Bachelor of Applied Technology program.	Status: Y	OIRE systematically consults with Deans in all Divisions to develop and monitor enrollment targets.
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		Comments:
Action Plan: 1	The Client Services department will work along with Technology Resources to identify the technology needs for SACS representatives while they are at the College	Status: Y	The CS department worked in collaboration with Laura Talbot and Technology Support Services in making sure that SACS representatives had the appropriate technology resources at their Hotel and at the college.
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		Comments:
Action Plan: 1	Instructional Technology will assure that any documentation required for the SACS visit is in order.	Status: NA	
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		Comments:
Action Plan: 1	To preclude SACS findings/recommendations all librarians will review policies and procedures to assure consistency among all of the libraries.	Status: Y	
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		Comments:
Action Plan: 1	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;	Status: y	
Action Plan: 2	Consult with the SACS visit leader at the college on issues of compliance and protocol; and	Status: y	
Action Plan: 3	Formulate corrective or supplementary action plans as necessary to ensure compliance.	Status: 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		Comments: OIRE is facilitating compliance with any and all SACS requirements regarding IE and keeps the institutional

			archives posted on the OIRE website.
Action Plan: 1	To eliminate the possibility of SACS recommendations, OIRE will ensure quality integrated planning, assessment, and use of assessment results for improvement (IE) and	Status: Y	
Action Plan: 2	Will archive documentation of such working with SACS liaison to support site-visit preparation.	Status: 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		Comments:
Action Plan: 1	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	Status: Y	
Action Plan: 2	Successfully implement and continuously monitor for improvement, the information technology portions of SACS guiding principles.	Status: 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.		Comments:
Action Plan: 1	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.	Status: Y	It was difficult for members of the Faculty Advisory Library Development Committee to meet at the monthly meeting so the committee has agreed to meet once each semester.
Action Plan: 2	Librarians will review current collection suggestions and make recommendation for acquisition.	Status: Y	Librarians will now become responsible for contacting faculty and selecting books in specific subject areas.
Action Plan: 3	Existing collection will be reviewed for currently, accuracy and applicability.	Status: ip	There is not a reliable system or timeline in place for this process.
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.		Comments:
Action Plan: 1	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.	Status: Y	

Guiding

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

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

Performance Indicator 2.1.2: Degree and Certificate granting programs will work collaboratively with Student Services and OIRE to establish enrollment, retention and graduation targets.

Comments: OIRE is providing the necessary reports for the Divisions so they can plan and review their targets during enrollment periods.

Action Plan: 1 To establish enrollment, retention and graduation targets OIRE will develop enrollment, contact hour, and graduation trends for use in the development of targets by Instruction. Status: Y

Action Plan: 2 OIRE will provide daily enrollment reports to be distributed a minimum of 3 times per week during enrollment periods. Status: IP

Automated reports are in progress using HTML Active Reporting and Parameter reports in WebFOCUS.

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.

Comments: The CS department inventories assets assigned to the department on regular basis, also staff is instructed to follow-up procedures set by Fixed Assets and Inventory Controls all the time. Staff is aware that equipment and data needs to be protected.

Action Plan: 1 Client Services will be fiscally responsible by securing assets and data with inventory control and password access to data. Status: Y

Action Plan: 2 Client Services will review departmental security procedures for the following: Maintain departmental Inventory Control up to date Status: Y

Action Plan: 3 Ensure PDAs, Pen Drives, and books checked out to Client Services employees are appropriately checked out and returned. Status: Y

Action Plan: 4 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. Status: Y

Action Plan: 5 Client Services will review security procedures in use for the handling of confidential information at Client Services. Status: Y

Performance Indicator 2.3.5b:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		Comments:
Action Plan: 1	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.	Status: Y	
Action Plan: 2	IT will work with Operations and Maintenance to ensure the security of IT offices, storage rooms, and workrooms.	Status: Y	
Performance Indicator 2.3.5c:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		Comments:
Action Plan: 1	Security awareness and procedures will be implemented, emphasized and reviewed monthly to protect college assets.	Status: N	Currently re-evaluating current policies and procedures in regard to current state and federal laws, mandates, guidelines, and recommendations. The Security awareness and procedures update will be completed by Sept 2008 and training will occur in the Fall term of 2008.
Performance Indicator 2.3.5d:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		Comments:
Action Plan: 1	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.	Status: y	
Performance Indicator 2.3.5e:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		Comments:
Action Plan: 1	OIRE will be fiscally responsible by securing assets and data with inventory control and password access to data and reports.	Status: ip	OIRE secures assets and data according to policy. OIRE is currently reviewing and updating internal inventory and shared computer/password lists.
Performance Indicator 2.3.5f:	Fiscal responsibility throughout the college will be increased through implementation of security measures to protect College assets.		Comments:
	Controlled and restricted areas will be protected by physical security and other means which are		

Action Plan: 1 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 practic Status: y

Action Plan: 2 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. Status: y

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

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

Performance Indicator 3.1.1: Student enrollment will meet or exceed the established growth targets for each Fall, Spring and Summer through collaborative recruitment efforts throughout the college.

Comments: OIRE has collaborated with instructional deans to better refine enrollment target development and attainment.

Proactive studies and analyses were used in projections and enrollment target reports. Web-based daily enrollment data during registration periods, and term data from CB reports was initiated utilizing new WebFOCUS application. Updated projections and trend analyses were provided each year. Proactive work with Instruction was conducted to develop and monitor targets.

Action Plan: 1 OIRE will support instructional targets by providing preliminary projections and enrollment reports for each term. Status: 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.

Comments:

Action Plan: 1 Complete the installation/ integration of the Banner Luminus Web Portal product to provide web-based access to information for students, faculty, and staff. Status: y

Action Plan: 2 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 Status: y

Action Plan: 3 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. Status: na

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.	Comments:
Action Plan: 1	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.	Status: ip
Action Plan: 2	IT will provide well-trained, professional employees at each open lab to assist students.	Status: y
Action Plan: 3	IT will, through collecting and analyzing data on lab usage, work to maximize the resources available to students in open labs.	Status: 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.	Comments:
Action Plan: 1	Library Services will make sure that the computers will be available to student use during the hours the library is open.	Status: Y
Action Plan: 2	Library hours will be evaluated to meet students' need.	Status: Y
Action Plan: 3	Library Services will work with IS&P & TR to ensure that the databases will be available to students off-site through the proxy server.	Status: Y

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. Comments:

Action Plan: 1 Integrate all student service systems such as WebCT, Registration, admissions, and financial aide 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 shapi Status: y

Action Plan: 2 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. Status: IP Work has been done to integrate username aspects of the students identity, however work continues on the synchronization of passwords across systems.

Action Plan: 3 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 techn Status: IP Will hold campus forums int he fall of 2008 to solicit feedback. Will also hold quarterly meetings beginnin in the fall term.

Strategic Outcome

3.3 Strengthen the personalized, student-centered environment

Performance Indicator 3.3.3a: The quality and accessibility of student information throughout the College will be improved by developing and implementing a mandatory cross-training module for staff at all levels and across all divisions Comments: The Client Services department has provided training sessions on MS Excel and MS Outlook to faculty and Staff at the following campuses and sites: Pecan, NAHC, Starr County and Mid-Valley. The trainings have not been mandatory.

Action Plan: 1 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 da Status: y The trainings were developed but by orders of the VP are no longer required to be mandatory trainings.

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 Comments:

Action Plan: 1 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. Status: Y

Action Plan: 2 Working collaboratively with Technology Resources (TR) to cross-train TR personnel on the SIRSI back-up system. Status: 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

Comments:

Action Plan: 1 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 ac Status: ip

OIRE will lead the College in the use of the Operational Data Store 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.

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.

Comments: The CCSSE has been conducted for the past 2 years. Results of the first year's CCSSE were reported college-wide at STC's spring 2006 Professional Development Day and by presenting a road show to almost all of the academic departments. Second year results have been received and reports are being developed to indicate changes from year 1. This new information will be disseminated throughout the 2008 academic year.

Action Plan: 1 OIRE will conduct an annual student satisfaction survey. Status: Y

Action Plan: 2 OIRE will provide timely reports and consultation regarding implications for improvement to all departments and divisions of the College. Status: Y

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.		Comments: Comments: Each fall term, OIRE produces a high school performance study in which the percent of high school graduates who enrolled at STC the first fall after graduating who were college ready: via exemptions (TAKS, ACT, SAT) or passing TSI tests (THEA, Accuplacer, Compass or ASSET).
Action Plan: 1	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' admi	Status: y	Documents for each ISD were produced and distributed during personal visits by VP Cruz, President Reed, and Assistant Wally Johnson.
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.		Comments: Annually, OIRE creates a report on school districts' students' enrollment, rediness, retention, rank distribution, pass rates, and GPA prior to enrolling at STC.
Action Plan: 1	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.	Status: y	Reports were modified to include student first term gpa and fall to spring and fall to fall retention
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		Comments:
Action Plan: 1	IT will provide presentational technologies, electronic whiteboards, videoconferencing equipment and other technologies in classrooms which encourage collaboration and communication across the district.	Status: ip	Maintenance of equipment is ongoing
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		Comments:
Action Plan: 1	Information literacy techniques will be advocated to encourage educational pursuits beyond the classroom.	Status: Y	The library is developing a strong system of BI planning and implementation.

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		Comments:
Action Plan: 1	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.	Status: IP	Wireless projects mostly completed. Completed on the Pecan, Mid-Valley, and NAH campuses. The Starr County campus is in the implementation phase and funding for Tech Campus was not approved for FY08-09 but will be requested once more in following fiscal years.
Action Plan: 2	Provide secure wireless access to administrative systems by providing the necessary security safeguards to comply will all information security mandates.	Status: y	
Action Plan: 3	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 techn	Status: IP	

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.		Comments: Appreciation to staff members was demonstrated by providing appreciation lunches, sharing client feedback with staff, celebrating birthdays and graduations with them.
Action Plan: 1	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.	Status: y	
Action Plan: 2	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.	Status: y	
Action Plan: 3	In addition, display the positive feedback received from our clients on the bulletin board.	Status: n	Bulletin board no longer available after move to Building M
Action Plan: 4	Will ask permission from some of our clients to post their feedback over the internet at the ITS Help Desk web site.	Status: n	Permission has not been requested. New data from the HERI faculty and administrator surveys will be obtained from OIRE for this purpose.

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.		Comments:
Action Plan: 1	IT will recognize excellence in service by posting a kudos board for all IT employees to contribute to.	Status: y	Pecan Campus has kudos wall. Need to implement at all campuses.
Action Plan: 2	IT will schedule departmental employee appreciation events at least twice per year.	Status: y	Movie event changed to other types of event held during end of semester department meetings.
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.		Comments:
Action Plan: 1	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.	Status: y	
Action Plan: 2	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.	Status: y	
Action Plan: 3	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, su	Status: y	The CIO opted to forgo the differential table and simply standardize job descriptions with the credentials included in the requirements with appropriate salary levels.
Action Plan: 4	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.	Status: y	
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.		Comments:
Action Plan: 1	OIRE staff will recognize and express appreciation for contributions, accomplishments and performance of others involved in collaborative efforts.	Status: y	OIRE staff share accomplishments and express appreciation during staff meetings, via e-mails and through daily contact. This IE Report was done collaboratively by all staff working together. Submission of the report will be celebrated by all.
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.		Comments:
			During our meetings and day to day operations, emphasized the

Action Plan: 1	Client Services will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual respect, collaboration and collegiality among faculty and staff.	Status: y	importance of providing and requesting mutual respect to our clients. Staff members were encouraged to empathize to one another and to do our very best to meet our client's expectations.
Action Plan: 2	Client Services will promote activities within the division to foster cohesiveness among division members.	Status: 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.		Comments: Membership appointments from VP-Instruction were requested. Initial organizational meeting was scheduled. Regular monthly meetings were not held. Committee was inactive for past year due to conflicts in faculty schedules.
Action Plan: 1	IT will utilize the IT Advisory Committee to gather data and suggestions from faculty and to implement positive change in its operations and inventory.	Status: n	Solicited department member input in decisions. Included department members in planning meetings.
Action Plan: 2	Instructional Technology will include department members in departmental decisions.	Status: y	No longer in IT plan
Action Plan: 3	Instructional Technology will solicit input about its various operations from faculty, staff, and students.	Status: n	
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.		Comments: This is an ongoing process that continues to be necessary for moral.
Action Plan: 1	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.	Status: Y	
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.		Comments: Project canceled due to time constraints of personnel and reported improvements in the work environment from prior AI activities.
Action Plan: 1	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 encourage	Status: na	
Action Plan: 2	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	Status: na	Rather than establish a division-wide code, the departments in the division were encouraged to voluntarily draft and approve their own professional code of

workplace.

ethics for their respective fields of work.

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.

Comments:

Action Plan: 1

OIRE staff will demonstrate and encourage mutual appreciative respect, collaboration and collegiality in all its interactions with the College community.

Status: y

OIRE staff has participated in multiple institutional committees and taskforces, has served on hiring committees for other departments, and will continue to devise better methods of feedback to ensure the quality of OIRE interactions with our clients.

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.

Comments:

Action Plan: 1

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 volunt

Status: y

Strategic Outcome

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

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.

Comments: Client Services staff members have identified areas that require to be professionally developed. Therefore, training in customer service, Vista, and phone etiquette among others has been provided. Requested assistance to the Professional Development office as needed. This is an ongoing activity.

Action Plan: 1

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.

Status: y

Action Plan: 2

Documented professional development needs will be forwarded to the College's Professional Development office.

Status: y

Action Plan: 3

If required training is not provided at the Professional Development event, request to use Professional Development funds will be sent to the Professional Development Committees as needed.

Status: y

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.	Comments:
Action Plan: 1	Instructional Technology employees will develop a personal professional development plan.	Status: n no report
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.	Comments:
Action Plan: 1	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.	This is an ongoing process that continues to be necessary for staff to keep abreast of current issues.
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.	Comments:
Action Plan: 1	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.	Status: na The college established a professional development office to facilitate professional development for th entire college.
Action Plan: 2	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 p	Status: na The college established a professional development office to facilitate professional development for th entire college.
Action Plan: 3	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.	Status: y ongoing.
Performance Indicator 4.3.1e:	Faculty and staff priorities and needs for professional development will be met by developing and implementing a personal professional development plan with their supervisor and aligning College provided professional development with those plans.	Comments: Professional development plans have been discussed with the OIRE staff who have been here over 1 year. Newer staff will begin working on their professional development goals for discussion with Director. No official forms were collected

Action Plan: 1	To meet staff needs for professional development, OIRE staff will prepare a personal development plan with the Director.	Status: y	from staff. However, staff have been encouraged to identify needed professional development opportunities for augmentation of current skill sets, and we have been participating in a variety of professional development events.
Action Plan: 2	Professional development needs will be shared with the Coordinator of Professional Development.	Status: na	New coordinator of professional development has taken on this responsibility
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.		Comments:
Action Plan: 1	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.	Status: y	Currently in place in units where career and training paths are available.
Action Plan: 2	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 j	Status: y	Yes, for the Technology Resources division, which was the division of focus for this IE item.
Performance Indicator 4.3.4:	New faculty and staff will better understand the College system through HR Orientation sessions and continued department-specific orientation at the work-unit.		Comments:
Action Plan: 1	To improve understanding of the College's strategic planning processes, OIRE will work with HR to provide training for all new faculty and staff.	Status: y	HR's New Employee Orientation includes the PowerPoint introduction to Institutional Effectiveness as Practiced at STC.

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.		Comments:
Action Plan: 1	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 personnel on current expectations staff have of their supervisors and management personnel.	Status: na	The President formed a professional-technical/classified staff advisory committee. This item is no longer applicable.
	The Office of the Vice President for IS&P will		

Action Plan: 2	conduct periodic Appreciative Inquiry sessions with IS&P supervisors to formulate and implement strategies for creating productive, high quality employee-supervisor relationships utilizing supervisor experien	Status: n	Not 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.		Comments:
Action Plan: 1	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 improveme	Status: na	The President established a college-wide advisory council. This item is no longer applicable.
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.		Comments:
Action Plan: 1	To improve faculty and staff satisfaction with the work environment, OIRE will initiate and participate in collaborative work throughout the institution.	Status: y	Participation by faculty on special assignment was minimal due to teaching schedules and office hours. Participation, collaborative work by staff was being internally reported on a monthly basis to VP and the OIRE project log.
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.		Comments:
Action Plan: 1	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.	Status: y	