

South Texas College
Office of Institutional Research and Effectiveness
2005-2007 IE Plan

Mission: The Office of Institutional Research and Effectiveness (OIRE) helps College administrators, faculty and staff make informed decisions by examining and reporting the College's performance and effectiveness. The OIRE is also responsible for the planning, evaluation and effectiveness initiatives throughout the College.

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
1 Be a premier learning-centered higher education institution where student and community success are paramount.						
	1.1	<i>Build a learning organization by cultivating a culture of evidence that demonstrates mission-focused, data-driven decision making.</i>				
	1.1.1	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 strategies. OIRE will submit AtD Data according to established timelines.	<ol style="list-style-type: none"> 1. Identify new and old AtD cohorts. 2. Pull necessary data from SIS. 3. Create data files and submit to JBL on a yearly basis. 4. Serve as Data Team Liaison on PDC (Data Team) - OIRE Director 5. Review IE Plans to flag AtD Strategies for reporting and tracking purposes. 6. Coordinate research support for each of the 3 major AtD strategy area taskforces. 7. Hire 3 faculty members to conduct research & build database/reporting capacity for AtD. 8. Work with AtD grant administrator to write-up required documentation and reports as needed. 9. Prepare AtD reports along with IE reporting cycles. Publish reports on website. 10. Prepare and publish Institutional IE reports showing integration of planning throughout the College. 11. Consult with departments and committees as needed to develop evaluation pieces for the 3 major taskforces and specific initiatives. 	Achieving the Dream Data Reports, IE Plans & Report, PDC Minutes, Taskforce Minutes and status reports, Specific initiative evaluations	AtD Core Team, AtD Data Team (PDC), AtD Taskforces, All IE Units, Selected faculty members	Grant funds to support 3 course releases for 3 faculty members
	1.1.4	OIRE will provide analytical reports to support decision-making and recommendations to the Director of Financial Aid, and will participate in collaborative discussions regarding policy and procedure changes.	Respond to requests for information and collaboration as needed.	Reports	Director of Financial Aid	No additional resources required

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	1.1.6	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.	<ol style="list-style-type: none"> 1. Upon implementation of all Banner modules, review tables to determine location or possible location of partnership data. 2. Meet with Partnership to determine Program Evaluation Goals and Needs. 3. Help Partnership personnel use the banner system to the greatest extent possible. 4. Where possible develop web-based reports using system data to support Partnership program evaluation goals and needs. 5. Develop alternate databases to maintain Partnership program evaluation data that cannot be maintained on banner. 6. Interface with Technology Resources as necessary to link alternative databases to Banner through the use of data adaptors. 	Partnership Records, OIRE Staff Mtg. Minutes (Project Status reports)	Partnership, Technology Resources	No additional resources required
	1.1.7	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.	<ol style="list-style-type: none"> 1. Install WebFOCUS Developer Studio on machines 2. Produce applications to retrieve data updates 3. Train OIRE staff in use of WebFocus 4. Review existing reports for selection and prioritizing for WebFOCUS development 5. Create online reports for STC community. 6. Work with departments and decision-makers to produce ad-hoc data as needed 	OIRE Staff Mtg. Minutes (Status Reports), Links to new internet reports	Technology Resources, College Decision-Makers	No additional resources required
	1.2	Promote college-readiness for all students.				
	1.2.4	OIRE will provide analytical reports documenting the time from placement in developmental studies to completion of the TSI College-Readiness Standard, and will participate on the task-force providing data and insight into improvement recommendations.	<p>Serve on the task-force that will be developing improvement recommendations.</p> <p>Respond to requests for analytical reports as needed.</p>	Reports	Taskforce	No additional resources required
	1.2.6	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 and will distribute the information via FactBook online and directly to appropriate administrators and faculty.	<ol style="list-style-type: none"> 1. Review current Developmental reports 2. Review current Developmental policies 3. Plan for reporting revisions to identify policy/procedure issues and data implications. 4. Organize data and design and document methodologies. 5. Work with AtD Faculty researcher to provide critical data analysis for PDC taskforce. 6. Create and distribute reports in a timely manner. 7. Analyze report for recommended changes/trends related to Developmental Policies. 8. Communicate and discuss recommendations with PDC taskforce and Developmental Dean. 9. Automate reports in WebFocus as appropriate. 	Fact Book, IE Data Links, PDC minutes, AtD taskforce minutes, OIRE Staff Mtg. Minutes (Status Reports)	Developmental Studies, PDC, AtD Core Team, PDC Taskforces	No additional resources required

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	1.2.7	OIRE will provide documentation of significant differences in student outcomes between students taking developmental courses and students not taking developmental courses after the completion of each long term and will distribute the information via Fact Book online and directly to Developmental Studies Dean, faculty and other administrators as appropriate.	1. Develop a set of flexible analytical databases and programs configured specifically to generate regularly-used performance statistics drawn from different data sources providing top decisionmakers with meaningful statistics in a timely manner. 2. Plan, assemble, design,document, and analyze an historical array of data to monitor progress and assess the effectiveness of any changes in the Developmental Studies or its policies.	Fact Book, Developmental Studies Reports	Developmental Studies	No additional resources required
	1.2.8	OIRE will provide documentation of significant differences in student outcomes between distance learners and traditional students after the completion of each long term and will distribute the information via Fact Book online and directly to Developmental Studies Dean, faculty and other administrators as appropriate.	1. Develop a set of flexible analytical databases and programs configured specifically to generate regularly-used performance statistics drawn from different data sources providing top decisionmakers with meaningful statistics about distance education learners and traditional learners in a timely manner. 2. Plan, assemble, design,document, and analyze an historical array of data to monitor progress and assess the effectiveness of any changes in Distance Learning or its policies.	Fact Book, Distance Education Reports	Distance Education	No additional resources required
	1.3	<i>Promote shared responsibility among faculty, staff, and students to set and achieve high expectations.</i>				
	1.4	<i>Develop quality programs designed to meet regional workforce and economic development priorities.</i>				
	1.5	<i>Exceed community and SACS expectations of a Level II baccalaureate degree granting institution.</i>				
	1.5.1	OIRE will develop historical enrollment trends for use in the development of targets for the Bachelor of Applied Technology program.	Prepare historical enrollment information at the request of Instruction for use in building targets.	Historical Enrollment Trends Reports	Associate Dean	No additional resources required

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	1.5.2	To eliminate the possibility of SACS recommendations, OIRE will ensure quality integrated planning, assessment, and use of assessment results for improvement (IE), and will archive documentation of such working with SACS liaison to support site-visit preparation.	<ol style="list-style-type: none"> 1. Identify necessary fields for IE Database upgrade. 2. Work with AtD Technology Faculty member to plan project. 3. Design table layout and relationships. 4. Enter data from 2005-07 excel spreadsheets into tables (by 9/30). 5. Prepare combined institutional/departmental level plan by Strategic Outcome number (Sept 30) 6. Design data entry screens for IE Plan Writers and provide technical support for database. 7. Design reports to support Plan Writers. 8. Monitor submission and implementation of all 2005-2007 IE Plans (100% compliance) by September 16. 9. Test completed database to ensure that it will produce the required reports throughout the year by October 31, 2005. 10. Facilitate inclusion of student learning outcomes into the 2005-2007 IE Plan database for data collection, reporting and posting of performance on these learning outcomes. 11. Facilitate completion and posting of all reports throughout 2005-2007 biennium. 12. Prepare IE data links and review before opening database for end-user reporting according to IE calendar including factbook, surveys and ad hoc reports ensuring that all will be completed and posted in the database and/or on the OIRE website in a timely manner. 13. Request feedback from end-users and respond to any database or data-link concerns from end-users. Make modifications and improvements as required. 14. Prepare for possible SACS requests for data. 15. Ensure that all IE Plans and Reports from the 2 previous cycles are submitted and posted to web site. 16. Ensure that IE reporting includes insitution-wide status report of strategic plan. 	SACS site visit report, OIRE staff meeting minutes (project status reports), IE database, IE status reports (PDC/Adm Staff Meetings), OIRE Website, End-user feedback	SACS liaison, All STC faculty and staff	No additional resources required

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2 South Texas College will serve as the cornerstone for the economic vitality of South Texas.						
	2.1	<i>Develop quality workforce education, innovations, and economic development, designed to exceed local industry standards and expectations.</i>				
	2.1.2	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. OIRE will provide daily enrollment reports to be distributed a minimum of 3 times per week during enrollment periods.	<ol style="list-style-type: none"> 1. Collect and create available data sources in a timely manner. 2. Keep abreast of Instructional department needs. 3. Bi-daily review of updated needs for reports summarizing enrollment, contact hour and classroom usage. 4. Automate reports in WebFocus. 5. Continue cross-training of OIRE staff on technical and analytical skills to produce Daily Enrollment Update reports. 6. Review existing reports on retention and graduation and modify to meet client needs. 7. Develop and update projections using system data, census data, and any other related data resources each term. 8. Work with instruction to discuss trends and formulate targets for each term. 9. Continue to refine methods for development of projections. 	Enrollment, retention and graduation reports: Fact Book, Daily Enrollment Reports, and Ad-hoc, OIRE Staff Mtg. Minutes (Project Status Reports)	Administrators, Program Chairs, Admissions	No additional resources required
	2.2	<i>Actively partner in economic and community development.</i>				
	2.3.5	OIRE will be fiscally responsible by securing assets and data with inventory control and password access to data and reports.	<ol style="list-style-type: none"> 1. Review and update current OIRE asset inventory 2. Develop inventory database to facilitate tracking of assets 3. Conduct inventory of assets at least once per term. 4. Report inventory status to Director for immediate follow-up as needed. 5. Review Networking and Password procedures to ensure state of the art understanding of security features. 6. Develop password list and security check list to document password protection for all OIRE computers and shared resources. 7. Review check list with each staff member and each computer to document/ensure compliance. 8. Confirm and update password list once per term. 9. Review SAS 99 document and confirm compliance with applicable items as indicated in timeline. 	OIRE Inventory Report, OIRE Password Master List, OIRE Staff Meeting Minutes (Project Status Reports), SAS 99 Documents	OIRE Staff, Technology Resources	No additional resources required

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3 South Texas College will foster an environment for the students and community to achieve a better quality of life.						
	3.1	<i>Develop and promote seamless systems and processes from prospective student through successful exit to motivate and assist in timely graduation, transfer or employment.</i>				
	3.1.1	OIRE will support instructional targets by providing preliminary projections and enrollment reports for each term.	<ol style="list-style-type: none"> 1. Proactive studies of variables and levels of analysis to be used in projections and enrollment reports. 2. Provide web-based daily enrollment data during registration periods, and term data from certified CB reports. Brenda: 2. Develop updated projections and trend analysis after completion of each term. 3. Work with Instruction to develop and monitor targets. 	Targets Report, Enrollment Reports, OIRE Staff Mtg. Minutes (Project Status Reports)	Administrators, Program Chairs, Admissions	No additional resources required
	3.2	<i>Develop and implement quality services in prompt response to student and community needs.</i>				
	3.3	<i>Strengthen the personalized, student-centered environment.</i>				
	3.3.3	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.	<ol style="list-style-type: none"> 1. Meet with power-users from other areas to discuss Banner Operational Data Store and to identify fields to include in crosswalk tables to produce consistent data cleaning and usage. 2. Design and create tables accessible from our SQL server. 3. Identify student information needs that can be provided by data users. 4. Collaborate with other power-users and report writers to produce reports for students with identified methods of distribution. 5. Develop methods for collecting student feedback regarding desired data elements and usefulness of reports. 6. Monitor use of OIRE student reports and revise as indicated by student feedback. 	Cross-walk Tables, Special Meeting Minutes, Student Feedback Documents, OIRE Staff Mtg. Minutes (Project Status Reports)	Other Banner System Power-users, Students, Technology Resources	No additional resources required
	3.4	<i>Continuously improve student satisfaction with all aspects of the College.</i>				
	3.4.2	OIRE will conduct an annual student satisfaction survey and provide timely reports and consultation regarding implications for improvement to all departments and divisions of the College.	<ol style="list-style-type: none"> 1. Enroll STC as a CCSSE participant. 2. Assign CCSSE coordinating roles per CCSSE instructions. 3. Provide data requested by CCSSE for sample selection 4. Work with CCSSE team to distribute and collect surveys 5. Ensure widest possible distribution of CCSSE results including posting on OIRE Website. 6. Provide individualized analysis and consultation on implications as requested. 7. Identify institutional level implications and recommendations for improvement of AtD strategies 	CCSSE Survey Report, PDC Minutes, Taskforce Minutes, OIRE Staff Mtg Minutes (Project Status Reports), OIRE Website	Instruction, Administrators, AtD Core and Data Teams, AtD taskforces	\$11,000/year AtD grant funds

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4 South Texas College will nurture a culture where collaboration is valued and achievement is recognized.						
4.1 Pursue improved learning and performance through teamwork and collaboration.						
	4.1.4	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..	<ol style="list-style-type: none"> Using McAllen ISD report as a template, prepare an automated report capable of producing stand-alone subreports for each school district within STC's Service district. Run reports annually in the fall. Develop method of distribution Collaborate with ISD's to modify or develop reports to support decision-making regarding curriculum alignment, and other success issues. 	College Readiness Annual Report (by ISD), Special Meeting Minutes, PDC Minutes, OIRE Staff Mtg. Minutes (Project Status Reports)	ISD's, Student Services, PDC, AtD Core and Data Teams, AtD Taskforces	No additional resources required
	4.1.5	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.	<ol style="list-style-type: none"> Modify McAllen ISD report template to include data on continued academic performance. Utilize the McAllen ISD template (above) to prepare an automated report capable of producing stand-alone subreports for each school district within STC's Service district. Run the reports annually in the spring. Develop method of distribution Collaborate with ISD's to modify or develop reports to support decision-making regarding curriculum alignment, and other success issues. 	Continued Academic Performance Annual Report (by ISD), Special Meeting Minutes, PDC Minutes, OIRE Staff Mtg. Minutes (Project Status Reports)	ISD's, Student Services, PDC, AtD Core and Data Teams, AtD Taskforces	No additional resources required
4.2 Value one another.						
	4.2.1	OIRE staff will recognize and express appreciation for contributions, accomplishments and performance of others involved in collaborative efforts.	<ol style="list-style-type: none"> OIRE staff will celebrate their own contributions and accomplishments within the weekly staff meeting by sharing completed projects as well as ongoing projects. Special celebrations will be held through the biennium. Collaborative Project status will be reported to President's Cabinet through status updates to VP. IE Specialist will monitor the progress of ongoing collaborative initiatives within the College's IE Plans and send out periodic college-wide announcements of project status and success. IE Specialist will send out congratulatory e-mails to individuals who have experienced a special event or have made a special contribution to STC or the community. Director will recognize contributions of College employees to AtD collaborations and will regularly encourage the report of status of these projects by placing them on PDC and Administrative Staff agendas. Director and OIRE Staff will monitor contributions of OIRE and other STC employees and recommend as appropriate for special recognition at annual Employee Recognition Ceremony. Director will encourage OIRE staff participation in recognition events throughout the College 	OIRE Staff Mtg. Minutes (Status Reports), Links to new internet reports, email records, PDC and Adm Staff Meeting Minutes	STC faculty and staff, IE Plan Writers, PDC, Adm Staff, President, AtD Core and Data Teams, AtD Taskforces, VP, HR	No additional resources required

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	4.2.3	OIRE staff will demonstrate and encourage mutual appreciative respect, collaboration and collegiality in all its interactions with the College community.	<ol style="list-style-type: none"> OIRE will continue to request feedback from customers. Each time a service is performed for a staff or faculty member, an e-mail will be sent requesting feedback via a short survey on the web. OIRE staff will discuss the feedback at weekly staff meetings and brainstorm ways to better serve the STC community based on the feedback. OIRE will participate on committees and collaborative taskforces as appropriate. OIRE will involve clients in the development or revision of reports and methods of distribution. OIRE will promote greater collaboration, integration, and alignment of all institutional planning processes by providing recommendations prior to the beginning of each planning cycle, and by providing integrated planning documents and reports. 	OIRE Staff Mtg. Minutes (Status Reports), email records, feedback database, PDC and Adm Staff Meeting Minutes	STC faculty and staff, IE Plan Writers, PDC, Adm Staff, President, AtD Core and Data Teams, AtD Taskforces, VP, HR	No additional resources required
	4.3	Encourage and provide up-to-date professional development and skill enablement for faculty and staff.				
	4.3.1	To meet staff needs for professional development, OIRE staff will prepare a personal development plan with the Director, and professional development needs will be shared with the Director of Professional Development.	<ol style="list-style-type: none"> Director will distribute form for professional development plans to each OIRE employee each Fall (or as otherwise indicated by HR) OIRE employees will complete plans demonstrating relationship to work in OIRE or other STC career. Director will discuss plans individually with each OIRE employee. Director will submit plans to HR Director will compile a list of professional development needs to the Director of STC Professional Development. 	Professional development plans, email communications with HR and Professional Development, Director calendar	HR, Professional Development	Professional Development Plan templates from HR
	4.3.4	To improve understanding of the College's strategic planning processes, OIRE will work with HR to provide training for all new faculty and staff.	<ol style="list-style-type: none"> Working with the Training Subcommittee of the IE Team, continue revision of the IE Training presentation that will be included in Human Resources New Employee Orientation that every new employee must attend beginning with Fall 2005 new hires. Working with the Training Subcommittee, revise IE Handbook once each biennium. Send all STC employees a revised IE Handbook once each biennium. After each New Employee Orientation, send all attendees an IE Handbook with a welcome note from OIRE. Develop follow-up training to be delivered through the WebCT venue that gives an in-depth look at IE for all employees. Develop IE Training for new plan writers. 	IE Team Minutes, IE Training Handbook, HR Orientation attendance log, OIRE Staff Mtg. Minutes (Project Status Reports)	Human Resources, IE Team, IE Team Training Subcommittee, Director of Distance Learning, IE Plan Writers	WebCT shell, training on WebCT set-up

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	4.4	Continuously improve faculty and staff satisfaction with the work environment.				
	4.4.2	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	<ol style="list-style-type: none"> 1. Conduct, analyze, and report annual Graduate Satisfaction Survey providing useful feedback to programs ensuring that graduates are ready to meet workplace demands. 2. Implement annual Employer Survey Panels to provide reliable feedback from employers about their satisfaction with and developing needs for STC graduates. 3. Conduct, analyze, and report STC faculty and staff satisfaction surveys providing useful feedback to departments ensuring that employees are satisfied with their work environment. 4. Provide annual survey results and annual updates of longitudinal analysis of surveys on OIRE website. 5. Distribute survey results throughout the STC community. 6. OIRE Director and Staff will provide regular informal constructive feedback to one another regarding our work. We will discuss issues involving all staff at OIRE staff meetings to help us improve our services to the STC community. 	Graduate Satisfaction Survey, Employer Survey Panels, Faculty/Staff Satisfaction Surveys, OIRE Website, Documentation of report distribution, OIRE Staff Mtg. Minutes (Project Status Reports)	Workforce Education Program Chairs, STC Faculty/Staff, STC Administrators	No additional resources required
	4.4.3	To improve faculty and staff satisfaction with the work environment, OIRE will initiate and participate in collaborative work throughout the institution.	<ol style="list-style-type: none"> 1. OIRE project log will be modified to more adequately track OIRE participation in collaborative work Institution wide. 2. To encourage staff participation, collaborative work will be internally reported on a monthly basis to VP and on a weekly basis in OIRE staff meetings with project status reports. 3. AtD Faculty researchers will be encouraged to participate in weekly staff meeting. 	OIRE Project Log, OIRE Monthly Report, OIRE Staff Mtg. Minutes (Project Status Reports)	College faculty and staff, AtD Faculty researchers	No additional resources required
	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.	<ol style="list-style-type: none"> 1. The HERI faculty survey will be conducted biennially and results posted to the web and made widely available. 2. A biennial local staff survey that mimics the HERI will be conducted and results posted to the web and made widely available. 3. A comparative report that looks at both faculty and staff satisfaction will be prepared, posted on the Web and made widely available. 4. A short, newsletter-like highlights report will be prepared from the comparative report and distributed through intercampus mail to all employees. 5. A longitudinal evaluation of faculty/staff surveys will be conducted and updated biennially, posted on the Web and made widely available. 6. OIRE will initiate further research into identified areas of needed improvement and will bring these to the attention of appropriate decision-makers and/or PDC, Administrative Staff 7. OIRE will use results from any OIRE related findings for improvement of current strategies in IE Plan 	HERI Survey Report, Staff Survey Report, Comparative Faculty/Staff Report, Newsletter, OIRE Website, PDC/Adm Staff Meeting Minutes, OIRE Staff Mtg. Minutes (Project Status Reports)	STC faculty and staff, Department Administrators, PDC	Grant funds for HERI survey or from existing operating budget

GP = Guiding Principle
SO = Strategic Outcome