

# 1999-2000 Institutional Effectiveness Report

**Department:** Vice President for Information and Technology Services  
**Submitted by:** Jose Cruz, Vice President

## Unit Mission Statement

---

The Office of the Vice President for Information and Technology Services (ITS) will provide effective and current information resources and services to facilitate the operation and help fulfill the purpose of South Texas Community College.

---

### List of Clients:

- ITS Personnel
- Students
- Faculty and Staff of STCC
- Administrative and Executive Staff
- Instructional Divisions
- Instructional Support Units
- Administrative Units
- Business and Industry
- The community of Hidalgo and Starr Counties
- THECB
- SACS
- Transfer Institutions
- Advisory Committees
- 
- 
-

## Intended Outcomes

Department: Vice President for Information and Technology Services

Intended Outcome: 1

ITS staff will be productively involved in ITS functions

Intended Outcome: 2

ITS staff will receive effective guidance and leadership from the Office of the Vice President

Intended Outcome: 3

ITS staff will have the necessary skills and abilities to effectively perform their job functions

Intended Outcome: 4

ITS staff will have the necessary resources to effectively perform their job functions

Intended Outcome: 5

ITS staff will make quick and effective decisions to keep up with constant organizational change

Intended Outcome: 6

Intended Outcome: 7

Intended Outcome: 8

Intended Outcome: 9

Intended Outcome: 10

## Performance Indicators

Department: **Vice President for Information and Technology Services**

Outcome: 1 ITS staff will be productively involved in ITS functions

<b>Performance Indicator:</b> A	Effective Internal Communication
<b>Performance Standard</b>	At least 85% of ITS staff will report regularly receiving information about ITS activities
<b>Actual Outcome</b>	The standard was partially met. 93% of ITS employees responding to the survey received information about ITS professional development days. 89% received the ITS Newsletter. Only 59% received information about ITS Holiday Party announcements and only 70% received copies of the ITS Directors' meeting minutes.
<b>Implications for Next Year's Plan</b>	The standard will be raised to 90%. Improvements in methods for distributing materials to staff will be monitored through the next plan.

<b>Performance Indicator:</b> B	Valued Contribution
<b>Performance Standard</b>	At least 85% of all ITS staff will feel valued by their peers and supervisors for their contributions to ITS
<b>Actual Outcome</b>	The standard was met. The survey attempted to measure this indicator in three different ways. 95% of the ITS employees responding to the ITS Personnel survey indicated feeling valued by their co-workers in their work units. 90% indicated feeling valued by their co-workers in other areas of ITS. 92% indicated feeling valued by their supervisors.
<b>Implications for Next Year's Plan</b>	The standard will be raised to an average 95%.

<b>Performance Indicator:</b> C	Completed Participatory Projects
<b>Performance Standard</b>	ITS will complete at least four division-wide participatory projects per year
<b>Actual Outcome</b>	The following events were held for full-time ITS personnel (part-time staff maintain operations during these events): Fall 1999 ITS Professional Development Day. Spring 2000 ITS Professional Development. Fall and Spring College-wide Professional Development Days. Christmas 1999 Holiday Party at Mr. Gatti's Pizza and Parlor.
<b>Implications for Next Year's Plan</b>	The standard will be maintained.

<b>Performance Indicator:</b> D	
<b>Performance Standard</b>	
<b>Actual Outcome</b>	
<b>Implications for Next Year's Plan</b>	

## Performance Indicators

Department: **Vice President for Information and Technology Services**

---

**Outcome: 2** ITS staff will receive effective guidance and leadership from the Office of the Vice President

<b>Performance Indicator:</b> A	Employee Satisfaction
<b>Performance Standard</b>	At least 85% of ITS staff will report an overall satisfactory or very satisfactory level of guidance and leadership from their direct supervisors
<b>Actual Outcome</b>	The standard was met. 88% of the ITS employees responding to the ITS Personnel Survey indicated they were satisfied or very satisfied with the guidance and leadership from their direct supervisors.
<b>Implications for Next Year's Plan</b>	The standard will be raised to 90%.

<b>Performance Indicator:</b> B	ITS Advisory Committee
<b>Performance Standard</b>	No significant concerns with the VP-ITS Office Leadership
<b>Actual Outcome</b>	The implementation of an ITS advisory committee was postponed. The decision was made to allow ITS departments to create independent advisory committees with differing charges and membership. Subsequently, this indicator was not measured.
<b>Implications for Next Year's Plan</b>	This is still an important indicator. This measure will be modified in the next plan to reflect the changes in formal client input and feedback processes.

<b>Performance Indicator:</b> C	Director Satisfaction
<b>Performance Standard</b>	At least 85% of ITS VP direct reports personnel will report an overall satisfactory or very satisfactory level of guidance and leadership from the Vice President
<b>Actual Outcome</b>	The standard was met. Three direct reports responded to the survey of the five that were employed at the time. All three direct reports who responded to the survey (100%) indicated they were satisfied or very satisfied with the guidance and leadership of the Vice President.
<b>Implications for Next Year's Plan</b>	Efforts will be made to ensure greater response rate from direct reports. One possibility for the low response rate was that three of the direct reports were Interim or on temporary assignment and may not have indicated properly on the survey their

<b>Performance Indicator:</b> D	
<b>Performance Standard</b>	
<b>Actual Outcome</b>	
<b>Implications for Next Year's Plan</b>	

## Performance Indicators

Department: **Vice President for Information and Technology Services**

---

**Outcome: 3** ITS staff will have the necessary skills and abilities to effectively perform their job functions

<b>Performance Indicator:</b> A	Staff Training: CBT, seminars/conferences, professional development, leadership library
<b>Performance Standard</b>	At least 85% of ITS staff will partake in at least one of the training opportunities
<b>Actual Outcome</b>	98% of ITS staff responding to the survey indicated participating in at least one of the following events during the year: ITS Professional Development (91%), Conferences and Workshops (39%), STCC Professional Development Days (85%), STCC How-To and other training sessions (52%). **Percentages exceed 100% due to staff attending more than one activity.
<b>Implications for Next Year's Plan</b>	The standard will be raised to 100%. Efforts will also be made to send more staff to conferences and workshops.

<b>Performance Indicator:</b> B	Staff Perception
<b>Performance Standard</b>	At least 85% of the staff will feel that they have the necessary skills and abilities to perform their job functions.
<b>Actual Outcome</b>	The standard was met. 98% of the respondents indicated they felt they had the necessary skills and abilities to perform their job functions.
<b>Implications for Next Year's Plan</b>	We are comfortable with such a high response rate. We will not measure again until 2002.

<b>Performance Indicator:</b> C	Supervisors Perception
<b>Performance Standard</b>	At least 85% of directors and supervisors will feel that their staff have the necessary skills and abilities to perform their job functions
<b>Actual Outcome</b>	The standard was met. 100% of the directors and supervisors felt their direct reports had the necessary skills and abilities to perform their job functions. 20 of the 32 respondents indicated they supervised other ITS personnel.
<b>Implications for Next Year's Plan</b>	We are comfortable with such a high response rate. We will not measure again until 2002.

<b>Performance Indicator:</b> D	ITS Advisory Committee
<b>Performance Standard</b>	No significant concerns with staff's skills and abilities
<b>Actual Outcome</b>	The implementation of an ITS advisory committee was postponed. The decision was made to allow ITS departments to create independent advisory committees with differing charges and membership. Subsequently, this indicator was not measured.
<b>Implications for Next Year's Plan</b>	This is still an important indicator. This measure will be modified in the next plan to reflect the changes in formal client input and feedback processes.

## Performance Indicators

Department: **Vice President for Information and Technology Services**

Outcome: 4 ITS staff will have the necessary resources to effectively perform their job functions

<b>Performance Indicator:</b> A	Employee Satisfaction
<b>Performance Standard</b>	At least 85% of all ITS staff will feel that they have the necessary resources to effectively perform their job functions
<b>Actual Outcome</b>	The standard was NOT met. Only 81% of the respondents indicated they had the necessary resources to effectively perform their job functions.
<b>Implications for Next Year's Plan</b>	This standard will be maintained. Efforts will be made to further understand these concerns and address them. Future indicators might reflect a more focused assessment of those future efforts.

<b>Performance Indicator:</b> B	ITS Advisory Committee
<b>Performance Standard</b>	No significant concerns with staff's resources
<b>Actual Outcome</b>	The implementation of an ITS advisory committee was postponed. The decision was made to allow ITS departments to create independent advisory committees with differing charges and membership. Subsequently, this indicator was not measured.
<b>Implications for Next Year's Plan</b>	This is still an important indicator. This measure will be modified in the next plan to reflect the changes in formal client input and feedback processes.

<b>Performance Indicator:</b> C	Grant Awards
<b>Performance Standard</b>	ITS will be awarded \$250,000 in grants
<b>Actual Outcome</b>	Two grants were proposed in FY00. Dr. Ramiro Casso sent a letter to the Bill and Melinda Gates Foundation on behalf of the library. The proposal was denied. A second RFP was received for a quarter of a million dollars to establish a television studio, however last minute delays in gathering information from the faculty participant led STCC to discontinue pursuit of the grant. As a result, ITS was not successful in acquiring funds.
<b>Implications for Next Year's Plan</b>	President Reed has informed VP Cruz that ITS will be required to pursue "creative" funding opportunities if it expects to see any increases in its budget. She has reported that due to leveling enrollment, the college is no longer in a position to fund new IT initiatives from existing traditional college budgets. As a result, ITS will maintain this measure, and increase the goal to \$1 million in grants for the coming year. Additional staff time will be assigned to the endeavor.

<b>Performance Indicator:</b> D	
<b>Performance Standard</b>	
<b>Actual Outcome</b>	
<b>Implications for Next Year's Plan</b>	

## Performance Indicators

Department: **Vice President for Information and Technology Services**

**Outcome: 5** ITS staff will make quick and effective decisions to keep up with constant organizational change

<b>Performance Indicator:</b> A	Supervisor Perception
<b>Performance Standard</b>	At least 85% of all ITS supervisors will feel they are empowered to perform their job functions
<b>Actual Outcome</b>	85% of the supervisors responding to the survey indicated they felt empowered to perform their job.
<b>Implications for Next Year's Plan</b>	This standard will be increased to 90%.

<b>Performance Indicator:</b> B	Employee Perception
<b>Performance Standard</b>	At least 85% of all ITS staff will feel they are empowered to perform their job functions
<b>Actual Outcome</b>	The standard was met. 89% of the ITS employees who responded to the ITS Personnel Survey indicated they felt empowered to perform their job functions.
<b>Implications for Next Year's Plan</b>	The standard will be raised to 90%.

<b>Performance Indicator:</b> C	ITS Advisory Committee
<b>Performance Standard</b>	Will report no "significant" delays or flaws in decisions made by ITS staff to meet clients' needs
<b>Actual Outcome</b>	The implementation of an ITS advisory committee was postponed. The decision was made to allow ITS departments to create independent advisory committees with differing charges and membership. Subsequently, this indicator was not measured.
<b>Implications for Next Year's Plan</b>	This is still an important indicator. This measure will be modified in the next plan to reflect the changes in formal client input and feedback processes.

<b>Performance Indicator:</b> D	
<b>Performance Standard</b>	
<b>Actual Outcome</b>	
<b>Implications for Next Year's Plan</b>	