

## Linkages from Outcome to Activities

### Vice President for Student Services & Development

The Division of Student Services and Development provides accessible, quality, district-wide support services consistent with the Mission of South Texas Community College. These services contribute to the cultural, social, economic, ethical, physical, and intellectual development of our students and the community.

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed
1 Student Success	1A Students Report Support Needs are Met	1	75%, overall, of students will be satisfied with the Division of Student Services and Development	Focus Group Questions created by Counseling & Advising Center Staff	OIRE	20041 (Fall 2003)	SS&D Vice President will ask the Counseling and Advising Center staff (counselors) to conduct focus groups with STCC students to determine satisfaction levels.	Counseling and Advising Center Staff, Creation of Focus Group questions
						20042 (Spring 2004)	Same as Fall 2003 Activity	Same as Fall 2003
						20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Same as Fall 2003 and Spring 2004
	1B Faculty Advisement		20% of students, majoring in academic programs, will be advised by Faculty	List of Faculty members, Student Information System.	VP of Instruction, Division Deans, Program Chairs, Faculty, and Counseling and Advising Center	20041 (Fall 2003)	Dean of Counseling and Advising, will continue to work with academic departments in evaluating the advisement models customized for each department and training will also continue.	Counseling & Advising Faculty Training Manual
						20041 (Fall 2003)	Identify and train faculty advisors	Operating Budget

<b>Intended Outcomes</b>	<b>Performance Indicators</b>	<b>Year</b>	<b>Performance Standard</b>	<b>Data Sources</b>	<b>Supporting Units</b>	<b>Term</b>	<b>Activities</b>	<b>Resources Needed</b>
1 Student Success	1B Faculty Advisement	1	20% of students, majoring in academic programs, will be advised by Faculty	List of Faculty members, Student Information System.	VP of Instruction, Division Deans, Program Chairs, Faculty, and Counseling and Advising Center	20042 (Spring 2004)	Same as Fall 2003	Same as Fall 2003
						20043 (Summer 2004)	No activity planned at this point.	
	1C Retention		The retention rate will increase by 3% from prior fall term to equal a retention rate of 55%	Retention Rates	Counseling and Advising Staff, OIRE, VP of Instruction and President's Cabinet	20041 (Fall 2003)	VP of SS&D will work with his department heads in ensuring that all activities affecting retention listed in the Recruitment & Retention Plan will be implemented to assure 3% increase.	Recruitment & Retention Plan
						20041 (Fall 2003)	Establish, implement and finalize retention plan. Conduct entering freshman orientation program.	Operating Budget
						20042 (Spring 2004)	SS&D key leaders will attend professional development activities that address retention strategies.	Conferences
						20042 (Spring 2004)	Establish, implement and finalize retention plan. Conduct entering freshman orientation program.	Operating Budget
						20043 (Summer 2004)	Same as Fall 2003 and Spring 2004.	Operating and Travel Budget
						20043 (Summer 2004)	Establish, implement and finalize retention plan. Conduct entering freshman orientation program.	Operating Budget

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed	
1 Student Success	1D Graduation rates	1	Graduation rates will increase by 10% over the 2002-2003 rate	Graduation rates	Counseling & Advising Staff, Office of Admission and Registrar	20041 (Fall 2003)	VP of Student Services & Development will work with Dean of Enrollment Services to ensure that all mailings and marketing efforts designated to increase graduation rates be developed and utilized.	Publications, Graduation Deadlines, Letters to potential graduates, and other marketing efforts as developed	
						20041 (Fall 2003)	Continue to implement on-course advising program, faculty advisement program, contacting students via letters, etc. Ensure that EDI stays in production.	Operating Budget	
						20042 (Spring 2004)	VP of SS&D will continue working with Dean of Enrollment Services to meet the stated performance standard.	Operating Budget	
						20042 (Spring 2004)	Continue to implement on-course advising program, faculty advisement program, contacting students via letters, etc. and ensure that EDI stays in production.	Operating Budget	
							20043 (Summer 2004)	Conduct, evaluate and revise entering freshman orientation program	Operating Budget
	1E Transfer Articulation Plan			The Transfer Articulation Plan will be updated to outline STCC's strategy for expanding articulation agreements with additional universities and program by program articulation	Articulation Agreements, Articulation Plan	VP of Instruction, Division Deans, Student Services & Development leaders	20041 (Fall 2003)	The Division of SS&D will assist the Division of Instructional Services in formulating, implementing, and finalizing articulation agreements with other institutions.	None
							20042 (Spring 2004)	Same as Fall 2003	None

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed
1 Student Success	1E Transfer Articulation Plan	1	The Transfer Articulation Plan will be updated to outline STCC's strategy for expanding articulation agreements with additional universities and program by program articulation	Articulation Agreements, Articulation Plan	VP of Instruction, Division Deans, Student Services & Development leaders	20043 (Summer 2004)	Same as Fall 2003	None
	1F Participation in Dual Enrollment		The number of participants in dual enrollment will increase by 10% over the preceding year	Enrollment Reports from Office of Admissions and results of process review conducted by Office of Accountability	OIRE, Admissions & Records, Office of Instruction, Office of Outreach Services, Office of Accountability	20041 (Fall 2003)	SS&D division will work with Director of School Relations to ensure that there are sufficient sections in our system to meet the demands of dual enrollment targets.	Operating Budget
						20041 (Fall 2003)	The VP of SS&D will work with the Dean of Enrollment Services in conjunction with the Coordinator of Outreach Services and its staff to conduct high school presentations and counselor workshops on dual enrollment	Operating Budget
						20041 (Fall 2003)	The Dual Enrollment Program has gone through a process review conducted by the Office of Accountability. The VP of SS&D will work with Dean of Enrollment Services to ensure that all recommendations are implemented.	None
						20042 (Spring 2004)	Same as Fall 2003	Same as Fall 2003
						20042 (Spring 2004)	Same as Fall 2003	Same as Fall 2003

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed	
1 Student Success	1F Participation in Dual Enrollment	1	The number of participants in dual enrollment will increase by 10% over the preceding year	Enrollment Reports from Office of Admissions and results of process review conducted by Office of Accountability	OIRE, Admissions & Records, Office of Instruction, Office of Outreach Services, Office of Accountability	20042 (Spring 2004)	Same as Fall 2003 and Spring 2004	Same as Fall 2003 and Spring 2004	
						20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Same as Fall and Spring	
						20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Same as Fall 2003 and Spring 2004	
	1G Return Rate of Stop-outs			The number of returning stop-outs will increase by 15% more than the previous year.	Enrollment Report prepared by Office of Admissions.	OIRE, Outreach, Admissions	20041 (Fall 2003)	The VP of SS&D will work in conjunction with the Dean of Enrollment Services to identify stop-outs and contact them via letters, phone calls, etc. and encourage them to return to STCC.	Operating Budget
							20042 (Spring 2004)	Same as Fall 2003	Operating Budget
							20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Operating Budget

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed
1 Student Success	1H Retaining Dual Enrollment Graduates as First Time in College Students.	1	10% increase in retention of Dual enrollment graduates matriculating as First Time-Full Time student the following Fall proceeding High School Graduation.	Concurrent Enrollment Task Force Recommendations. Focus reports, OIRE Fact book.	All SS&D staff, OIRE, Program Chairs, Division Deans	20041 (Fall 2003)	VP of SS&D will work with Dean of Enrollment Services and Coordinator of Outreach Services on identifying Dual Enrollment students who have graduated from their respective schools and encourage them to enroll as STCC students via letters, telemarketing efforts, and high school presentations.	Operating Budget
						20042 (Spring 2004)	Same as Fall 2003	Operating Budget
						20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Operating Budget
2 Access & Equity	2A Access to Services		A member from each department will be available to students at each campus/site.	Copies of Staff schedules and copies of grant applications submitted.	OIRE and all SS&D departments.	20041 (Fall 2003)	Schedule personnel from each department to staff offices at each campus/center. The Division of SS&D will plan and propose new programs and will submit at least one grant application per year in order to establish new programs.	Funding for new staff, space, and operations of departments.
						20042 (Spring 2004)	Write and submit grant applications to appropriate funding agencies as well as scheduling personnel to staff offices at each campuses/centers.	Operating Budget, Funding for staff and space
						20043 (Summer 2004)	Follow up on submitted grant applications and conduct a Student Services & Development needs assessment to determine demand/actual need for services for each campus/center.	Funding for staff and space, and operating budget.

<b>Intended Outcomes</b>	<b>Performance Indicators</b>	<b>Year</b>	<b>Performance Standard</b>	<b>Data Sources</b>	<b>Supporting Units</b>	<b>Term</b>	<b>Activities</b>	<b>Resources Needed</b>
2 Access & Equity	2B Access to Electronic Information	1	Kiosks will be located at 80% of STCC campuses/sites. 15% of student body will utilize Voice, Web, or kiosk platforms.	Report on locations and use of electronic platforms. Vendors and Consultants.	Information Systems, Office of Admissions and Registrar, Business Office, Instruction, President's Cabinet.	20041 (Fall 2003)	Purchase hardware and continue to operationalize kiosks.	Funding for capital equipment, operating budget, and consulting fees.
						20042 (Spring 2004)	Continue to implement kiosks.	Funding for capital equipment and operating budget.
						20043 (Summer 2004)	Continue to implement kiosks.	Funding for capital equipment and operating budget.
	2C Access to Services		100% of staff vacancies will be filled.	Staffing Plan and Budgets	Office of Human Resources	20041 (Fall 2003)	Advertise vacancies, appoint search committees, review applicants, schedule interviews, and recommend for hire.	Operating Budgets
						20042 (Spring 2004)	Continue to do Fall 2003 activities	Operating Budgets
						20043 (Summer 2004)	Continue to do Fall 2003 and Spring 2004 semesters	Operating Budgets
2D Access to college education		Enrollment targets for each term will be met.	Enrollment reports, action plans, minutes from meetings.	OIRE, President's Cabinet, Office of the Associate Dean of Instruction, Registration and Marketing Team.	20041 (Fall 2003)	SS&D will create action plans to determine enrollment targets for Spring.	Operating Budget	
					20042 (Spring 2004)	SS&D will create action plans for Summer Sessions and the Fall.	Operating Budget	

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed				
2 Access & Equity	2D Access to college education	1	Enrollment targets for each term will be met.	Enrollment reports, action plans, minutes from meetings.	OIRE, President's Cabinet, Office of the Associate Dean of Instruction, Registration and Marketing Team.	20043 (Summer 2004)	Continue to prepare for Fall Enrollment.	Operating Budget				
						2E Strategic Enrollment Management	Implement and effectively manage established Enrollment Management Plan for South Texas Community College. Student Enrollment will meet or exceed the established growth targets for Fall, Summer, and Spring.	Enrollment Projections/Targets, Minutes from meetings. SEM Plan, SIS and Internal documentation.	OIRE, President's Cabinet, OAR, Instruction	20041 (Fall 2003)	Will meet with SEM steering committee, work on establishing goals and meet with planning groups.	Meeting space and scheduling.
										20042 (Spring 2004)	Continue to meet with Steering Committee and work on SEM Plans	Meeting space and scheduling.
3 Community Service	3A Department heads will be asked to volunteer their time in community based projects	25% of department heads	Self-reporting	Self-reporting	none	20041 (Fall 2003)	VP of SS&D will encourage department heads to participate in community service projects and provide information on what type of community services are available.	None				
						20042 (Spring 2004)	Continue to encourage department heads.	None				
						20043 (Summer 2004)	Continue to encourage department heads	None				

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3 Community Service	3B Improved coordination and planning with other VPs and Division Deans	1	Integrated planning efforts will be completed.	Retreat Agenda and documentation of results.	Other VPs, Division Deans	20041 (Fall 2003)	VP of SS&D will work with all Vice Presidents on identifying key leaders in their division to participate in committees, task forces, etc. in which issues that affect all divisions will be addressed.	Meeting space and scheduling.
						20042 (Spring 2004)	Continue Fall 2003 activity	Meeting space and scheduling
						20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Meeting space and scheduling
	3C Improved customer service provided to students.		Satisfactory results on student evaluation of customer service.	Results of student evaluation	OIRE, All SS&D Units.	20041 (Fall 2003)	SS&D Vice President will coordinate efforts with OIRE to produce a survey to measure satisfaction level of customer services provided by SS&D personnel.	Operating Budget
						20042 (Spring 2004)	VP of SS&D will ask OIRE personnel to administer the survey developed in the fall to measure customer service satisfaction to STCC students. Survey results will be collected.	Operating Budget
						20043 (Summer 2004)	Survey results will be analyzed and results will be shared with SS&D leadership.	Operating Budget
4 Fiscal Responsibility	4A Completion of Training		All Department Heads and Account Managers will attend appropriate Business Office training regarding accounts managed	Reports from Business Office	Business Office	20041 (Fall 2003)	VP of SS&D will encourage department heads to attend training conducted by the Business Office when scheduled.	Time and Schedule of Training Sessions
						20042 (Spring 2004)	Same as Fall 2003	Time and Schedule of Training Sessions

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed			
4 Fiscal Responsibility	4A Completion of Training	1	All Department Heads and Account Managers will attend appropriate Business Office training regarding accounts managed	Reports from Business Office	Business Office	20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Time and Schedule of Training Sessions			
						20041 (Fall 2003)	VP of SS&D and the rest of its leadership will strive to exceed enrollment targets to ensure dramatic growth funding is awarded to STCC.	Operating Budget			
								20042 (Spring 2004)	Same as Fall 2003	Operating Budget	
	4B Dramatic enrollment growth funding.	\$500,000 in dramatic enrollment growth appropriations will be received by May 2004.	FRS report	All SS&D Units, Instruction, Business Office, OIRE.	20041 (Fall 2003)	20042 (Spring 2004)	20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Operating Budget		
									20041 (Fall 2003)	The division of SS&D will put into place efforts to meet enrollment standards set that will produce the 15% increase in contact hours.	Operating Budget
											20042 (Spring 2004)
4C State Contact Hour Funding	Base Year contact hour enrollment will exceed previous base year by 15%.	Contact hour data, enrollment data.	OIRE, all SS&D units.	20041 (Fall 2003)	20042 (Spring 2004)	20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Operating Budget			
								20041 (Fall 2003)	The division of SS&D will put into place efforts to meet enrollment standards set that will produce the 15% increase in contact hours.	Operating Budget	
										20042 (Spring 2004)	Same as Fall 2003
5 Compliance	5A Texas Success Initiative (TSI) Program Compliance	No exceptions to the Texas Success Initiative Program Compliance will be found after Census date of each term.	Focus reports, Exception reports, CBM reports	OIRE, Office of Testing, Telemarketers, Office of Admissions and Registrar	20041 (Fall 2003)	20042 (Spring 2004)	Same as Fall 2003	Operating Budget			
								20041 (Fall 2003)	VP Of SS&D will work with the Coordinator of Testing to ensure that all students are in compliance with TSI rules and regulations.	Operating Budget	
										20042 (Spring 2004)	Same as Fall 2003

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5 Compliance	5A Texas Success Initiative (TSI) Program Compliance	1	No exceptions to the Texas Success Initiative Program Compliance will be found after Census date of each term.	Focus reports, Exception reports, CBM reports	OIRE, Office of Testing, Telemarketers, Office of Admissions and Registrar	20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	Operating Budget
	5B Departmental Evaluation Process		25% of divisional programs will be reviewed annually and revised if necessary.	Results of Departmental reviews.	Office of Accountability	20041 (Fall 2003)	The VP of SS&D will work with the leadership on determining whether or not process reviews should be conducted by the Office of Accountability. If the determination is made that such reviews are necessary the Office of Accountability will be requested to conduct the process reviews necessary.	Operating Budget
						20042 (Spring 2004)	If it is determined process reviews are necessary, it will be scheduled and conducted and an exit interview with the appropriate department head, VP of SS&D, and Office of Accountability personnel will be scheduled to review recommendations. Action Plans will be formulated to address these recommendations.	Time and scheduling
	5C Legal and regulatory compliance		No incidence of non-compliance with any legal or regulatory requirements in any student development departments.	Departmental Records	Office of Accountability, All Student Development Departments	20041 (Fall 2003)	VP of SS&D will meet with department heads to determine the results of the action plans and determine if different strategies need to be implemented to affect change within the department.	Time and scheduling
						20041 (Fall 2003)	Professional development training for Staff. Review of legal and regulatory requirements.	None

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5 Compliance	5C Legal and regulatory compliance	1	No incidence of non-compliance with any legal or regulatory requirements in any student development departments.	Departmental Records	Office of Accountability, All Student Development Departments	20042 (Spring 2004)	Same as Fall 2003	None
						20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	None
						20041 (Fall 2003)	Professional development training for staff. Review of regulatory policies will be done periodically.	None
	20042 (Spring 2004)		Same as Fall 2003	None				
	20043 (Summer 2004)		Same as Fall 2003 and Spring 2004	None				
	5D Policy		No incidence of non-compliance with any policy requirements in any student development departments.	20041 (Fall 2003)		Professional development training for staff. Review of regulatory policies will be done periodically.	None	
				20042 (Spring 2004)		Same as Fall 2003	None	
				20043 (Summer 2004)		Same as Fall 2003 and Spring 2004	None	
				20041 (Fall 2003)		Professional development training for staff and review of NASPA, NASFAA, and ACPA professional standards with appropriate department heads and personnel.	None	
	20042 (Spring 2004)		Same as Fall 2003	None				
20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	None						
5E Professional Standards	No incidence of non-compliance with NASPA, NASFAA, or ACPA professional standards in any student development departments.	20041 (Fall 2003)	Professional development training for staff and review of NASPA, NASFAA, and ACPA professional standards with appropriate department heads and personnel.	None				
		20042 (Spring 2004)	Same as Fall 2003	None				
20043 (Summer 2004)	Same as Fall 2003 and Spring 2004	None						
5F Performance assessment of SS&D administrative staff.	The annual administrative performance assessment for all SS&D administrative staff will be satisfactory or better.	Performance appraisals	All SS&D units, Office of Human Resources	20041 (Fall 2003)	VP of SS&D will contact Office of Human Resources to determine when the performance evaluations on all department heads are due.	None		

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed
5 Compliance	5F Performance assessment of SS&D administrative staff.	1	The annual administrative performance assessment for all SS&D administrative staff will be satisfactory or better.	Performance appraisals	All SS&D units, Office of Human Resources	20042 (Spring 2004)	VP of SS&D will conduct performance evaluations on all department heads as required by the Office of Human Resources within the time period allotted for such evaluations to occur.	Time, scheduling and evaluation forms
						20043 (Summer 2004)	No activity scheduled for this semester since this evaluation forms are due in the Spring.	None
1 Student Success	1A Students Report Support Needs are Met	2	75%, overall, of students will be satisfied with the Division of Student Services and Development	ACTSOS survey results	OIRE	20051 (Fall 2004)	No activity will be done in the Fall semester	None needed
						20052 (Spring 2005)	SS&D division will ask OIRE for assistance in meeting this performance indicator by administering the ACTSOS. Distribute Survey to students. Collect the survey and analyze the data.	ACTSOS instrument
	1B Faculty Advisement	20% of students, majoring in academic programs, will be advised by Faculty	List of Faculty members, Student Information System.	VP of Instruction, Division Deans, Program Chairs, Faculty, and Counseling and Advising Center	20053 (Summer 2005)	Distribute survey to students, collect the survey, and analyze the data	ACTSOS	
					20051 (Fall 2004)	Dean of Counseling & Advising, will continue to work with academic departments in evaluating the advisement models customized for each department and training will also continue.	Counseling & Advising Faculty Training Manual	
				20051 (Fall 2004)	Identify and train faculty advisors	Operating Budget		

<b>Intended Outcomes</b>	<b>Performance Indicators</b>	<b>Year</b>	<b>Performance Standard</b>	<b>Data Sources</b>	<b>Supporting Units</b>	<b>Term</b>	<b>Activities</b>	<b>Resources Needed</b>
1 Student Success	1B Faculty Advisement	2	20% of students, majoring in academic programs, will be advised by Faculty	List of Faculty members, Student Information System.	VP of Instruction, Division Deans, Program Chairs, Faculty, and Counseling and Advising Center	20052 (Spring 2005)	VP of SS&D will work with Dean of Counseling & Advising in coordinating a meeting with Program Chairs to determine the effectiveness of the customized advisement plans.	None
						20053 (Summer 2005)	No activity planned at this point.	
	1C Retention		The retention rate will increase by 3% from prior fall term to equal a retention rate of 55%	Retention Rates	Counseling & Advising Staff, OIRE, VP of Instruction and President's Cabinet	20051 (Fall 2004)	VP of SS&D will work with his department heads in ensuring that all activities affecting retention listed in the Recruitment & Retention Plan will be implemented to assure 3% increase.	Recruitment & Retention Plan
						20051 (Fall 2004)	Establish, implement and finalize retention plan. Conduct entering freshman orientation program.	Operating Budget
						20052 (Spring 2005)	SS& D key leaders will attend professional development activities that address retention strategies.	Conferences
						20052 (Spring 2005)	Establish, implement and finalize retention plan	
						20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Operating and Travel Budget
						20053 (Summer 2005)	Establish, implement and finalize retention plan. Conduct entering freshman orientation program.	Operating Budget

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1 Student Success	1D Graduation rates	2	Graduation rates will increase by 10% over the 2003-2004 rate	Graduation rates	Counseling & Advising Staff, Office of Admission and Registrar	20051 (Fall 2004)	VP of SS&D will work with Dean of Enrollment Services to ensure that all mailings and marketing efforts designated to increase graduation rates be developed and utilized.	Publications, Graduation Deadlines, Letters to potential graduates, and other marketing efforts as developed.	
						20051 (Fall 2004)	Continue to implement on-course advising program, faculty advisement program, contacting students via letters, etc. Ensure that EDI stays in production.	Operating Budget	
						20052 (Spring 2005)	VP of SS&D will continue working with Dean of Enrollment Services to meet the stated performance standard.	Operating Budget	
						20052 (Spring 2005)	Continue to implement on-course advising program, faculty advisement program, contacting students via letters, etc. and ensure that EDI stays in production.	Operating Budget	
						20053 (Summer 2005)	Conduct, evaluate and revise entering freshman orientation program	Operating Budget	
	1E Transfer Articulation Plan			The Transfer Articulation Plan will be updated to outline STCC's strategy for expanding articulation agreements with additional universities and program by program articulation	Articulation Agreements, Articulation Plan	VP of Instruction, Division Deans, Student Services & Development leaders	20051 (Fall 2004)	The Division of SS&D will assist the Division of Instructional Services in formulating, implementing, and finalizing articulation agreements with other institutions.	None
							20052 (Spring 2005)	Same as Fall 2004	None

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1 Student Success	1E Transfer Articulation Plan	2	The Transfer Articulation Plan will be updated to outline STCC's strategy for expanding articulation agreements with additional universities and program by program articulation	Articulation Agreements, Articulation Plan	VP of Instruction, Division Deans, Student Services & Development leaders	20053 (Summer 2005)	Same as Fall 2004	None
	1F Participation in Dual Enrollment		The number of participants in dual enrollment will increase by 10% over the preceding year	None	None	20051 (Fall 2004)	SS&D division will work with Director of School Relations to ensure that there are sufficient sections in our system to meet the demands of dual enrollment targets.	Operating Budget
						20051 (Fall 2004)	The VP of SS&D will work with the Dean of Enrollment Services in conjunction with the Coordinator of Outreach Services and its staff to conduct high school presentations and counselor workshops.	Operating Budget
						20051 (Fall 2004)	None	None
						20052 (Spring 2005)	Same as Fall 2004	Same as Fall 2004
						20052 (Spring 2005)	Same as Fall 2004	Same as Fall 2004
						20052 (Spring 2005)	None	None
						20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Same as Fall 2004 and Spring 2005

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1 Student Success	1F Participation in Dual Enrollment	2	The number of participants in dual enrollment will increase by 10% over the preceding year	None	None	20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Same as Fall 2004 and Spring 2005	
						20053 (Summer 2005)	None	None	
	1G Return Rate of Stop-outs			The number of returning stop-outs will increase by 15% more than the previous year.	Enrollment Report prepared by Office of Admissions.	OIRE, Outreach, Admissions	20051 (Fall 2004)	The VP of SS&D will work in conjunction with the Dean of Enrollment Services to identify stop-outs and contact them via letters, phone calls, etc. and encourage them to return to STCC.	Operating Budget
							20052 (Spring 2005)	Same as Fall 2004	Operating Budget
							20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Operating Budget
	1H Retaining Dual Enrollment Graduates as First Time in College Students.			10% increase in retention of Dual enrollment graduates matriculating as First Time-Full Time students the following Fall proceeding High School Graduation.	Concurrent Enrollment Task Force Recommendations. Focus reports, OIRE Fact	All SS&D staff, OIRE, Program Chairs, Division Deans	20051 (Fall 2004)	VP of SS&D will work with Dean of Enrollment Services and Coordinator of Outreach Services on identifying Dual Enrollment students who have graduated from their respective high schools and encourage them to enroll at STCC via letters, telemarketing efforts and high school presentations.	Operating Budget
							20052 (Spring 2005)	Same as Fall 2004	Operating Budget
							20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Operating Budget

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2 Access & Equity	2A Access to Services	2	A member from each department will be available to students at each campus/site.	Copies of Staff schedules and copies of grant applications submitted.	OIRE and all SS&D departments.	20051 (Fall 2004)	Schedule personnel from each department to staff offices at each campus/center. The Division of SS&D will plan and propose new programs and will submit at least one grant application per year in order to establish new programs.	Funding for new staff, space, and operatins of departments.	
						20052 (Spring 2005)	Write and submit grant applications to appropriate funding agencies as well as scheduling personnel to staff offices at each campus/centers.	Operating Budget, Funding for staff and space.	
						20053 (Summer 2005)	Follow up on submitted grant applications and conduct a student services & Development needs assessment to determine demand/actual need for services for each campus/center.	Funding for staff, space and Operating Budget.	
	2B Access to Electronic Information			Kiosks will be located at 80% of STCC campuses/sites. 15% of student body will utilize Voice, Web, or kiosk platforms.	Report on locations and use of electronic platforms. Vendors and Consultants.	Information Systems, Office of Admissions and Registrar, Business Office, Instruction, President's Cabinet.	20051 (Fall 2004)	Purchase hardware and continue to operationalize kiosks.	Funding for capital equipment, operating cost, and consulting fees.
							20052 (Spring 2005)	Continue to implement kiosks.	Funding for capital equipment and operating budget.
							20053 (Summer 2005)	Continue to implement kiosks.	Funding for capital equipment and operating budget.
	2C Access to Services			100% of staff vacancies will be filled.	Staffing Plan and Budgets	Office of Human Resources	20051 (Fall 2004)	Advertise vacancies, appoint search committees, review applicants, schedule interviews, and recommend for hire.	Operating Budgets

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2 Access & Equity	2C Access to Services	2	100% of staff vacancies will be filled.	Staffing Plan and Budgets	Office of Human Resources	20052 (Spring 2005)	Continue to do Fall 2004 activities	Operating Budgets
						20053 (Summer 2005)	Continue to do Fall 2004 and Spring 2005 semesters.	Operating Budgets.
	2D Access to college education	2	Enrollment targets for each term will be met.	Enrollment reports, action plans, minutes from meetings.	OIRE, President's Cabinet, Office of the Associate Dean of Instruction, Registration and Marketing Team.	20051 (Fall 2004)	SS&D will create action plans to determine enrollment targets for Spring.	Operating Budget
						20052 (Spring 2005)	SS&D will create action plans for Summer Sessions and the Fall.	Operating Budget
						20053 (Summer 2005)	Continue to prepare for Fall Enrollment.	Operating Budget
	2E Strategic Enrollment Management	2	Implement and effectively manage established Enrollment Management Plan for South Texas Community College. Student Enrollment will meet or exceed the established growth targets for Fall, Summer, and Spring.	Enrollment Projections/Targets, Minutes from meetings. SEM Plan, SIS and Internal documentation.	OIRE, President's Cabinet, OAR, Instruction	20051 (Fall 2004)	Will meet with SEM steering committee, work on establishing goals and meet with planning groups.	Meeting space and scheduling.
						20052 (Spring 2005)	Continue to meet with Steering Committee and work on SEM Plans.	Meeting space and scheduling.
						20053 (Summer 2005)	Continue meeting with Steering Committee	Meeting space and scheduling

<b>Intended Outcomes</b>	<b>Performance Indicators</b>	<b>Year</b>	<b>Performance Standard</b>	<b>Data Sources</b>	<b>Supporting Units</b>	<b>Term</b>	<b>Activities</b>	<b>Resources Needed</b>
3 Community Service	3A Department heads will be asked to volunteer their time in community based projects	2	25% of department heads	Self-reporting	none	20051 (Fall 2004)	VP of SS&D will encourage department heads to participate in community services projects and provide information on what type of community services are available.	None
						20052 (Spring 2005)	Continue to encourage department heads	None
						20053 (Summer 2005)	Continue to encourage department heads	None
	3B Improved coordination and planning with other VPs and Division Deans	Integrated planning efforts will be completed.		Retreat Agenda and documentation of results.	Other VPs, Division Deans	20051 (Fall 2004)	VP of SS&D will work with all other Vice Presidents on identifying key leaders in their division to participate in committees, task forces, etc. in which issues that affect all divisions will be addressed.	Meeting space and scheduling
						20052 (Spring 2005)	Continue Fall 2004 activity	Meeting space and scheduling
						20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Meeting space and scheduling
	3C Improved customer service provided to students.	Satisfactory results on student evaluation of customer service.	Results of student evaluation	OIRE, All SS&D Units.	20051 (Fall 2004)	SS&D Vice President will coordinate efforts with OIRE to produce a survey to measure satisfaction level of customer services provided by SS&D personnel.	Operating Budget	

<b>Intended Outcomes</b>	<b>Performance Indicators</b>	<b>Year</b>	<b>Performance Standard</b>	<b>Data Sources</b>	<b>Supporting Units</b>	<b>Term</b>	<b>Activities</b>	<b>Resources Needed</b>
3 Community Service	3C Improved customer service provided to students.	2	Satisfactory results on student evaluation of customer service.	Results of student evaluation	OIRE, All SS&D Units.	20052 (Spring 2005)	VP of SS&D will ask OIRE personnel to administer the survey developed in the fall to measure customer service satisfaction to STCC students. Survey results will be collected.	Operating Budget
						20053 (Summer 2005)	Survey results will be analyzed and results will be shared with SS&D leadership.	Operating Budget
4 Fiscal Responsibility	4A Completion of Training		All Department Heads and Account Managers will attend appropriate Business Office training regarding accounts managed	Reports from Business Office	Business Office	20051 (Fall 2004)	VP of SS&D will encourage department heads to attend training conducted by the Business Office when scheduled.	Time and Schedule of Training Sessions
						20052 (Spring 2005)	Same as Fall 2004	Time and Schedule of Training Sessions
						20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Time and Schedule of Training Sessions
	4B Dramatic enrollment growth funding.		\$500,000 in dramatic enrollment growth appropriations will be received by May 2005.	FRS report	All SS&D Units, Instruction, Business Office, OIRE.	20051 (Fall 2004)	VP of SS&D and the rest of its leadership will strive to exceed enrollment targets to ensure dramatic growth funding is awarded to STCC.	Operating Budget
						20052 (Spring 2005)	Same as Fall 2004	Operating Budget
						20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Operating Budget

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed
4 Fiscal Responsibility	4C State Contact Hour Funding	2	Base Year contact hour enrollment will exceed previous base year by 15%.	Contact hour data, enrollment data.	OIRE, all SS&D units.	20051 (Fall 2004)	The Division of SS&D will put into place efforts to meet enrollment standards set that will produce the 15% increase in contact hours.	Operating Budget
						20052 (Spring 2005)	Same as Fall 2004	Operating Budget
						20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Operating Budget
5 Compliance	5A Texas Success Initiative (TSI) Program Compliance		No exceptions to the Texas Success Initiative Program Compliance will be found after Census date of each term.	Focus reports, Exception reports, CBM reports	OIRE, Office of Testing, Telemarketers, Office of Admissions and Registrar	20051 (Fall 2004)	VP of SS&D will work with the Coordinator of Testing to ensure that all students are in compliance with TSI rules and regulations.	Operating Budget
						20052 (Spring 2005)	Same as Fall 2004	Operating Budget
						20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	Operating Budget
	5B Departmental Evaluation Process		25% of divisional programs will be reviewed annually and revised if necessary.	Results of Departmental reviews.	Office of Accountability	20051 (Fall 2004)	The VP of SS&D will work with the leadership on determining whether or not process reviews should be conducted by the Office of Accountability. If the determination is made that such reviews are necessary, the Office of Accountability will be requested to conduct the process reviews necessary.	Operating Budget

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed
5 Compliance	5B Departmental Evaluation Process	2	25% of divisional programs will be reviewed annually and revised if necessary.	Results of Departmental reviews.	Office of Accountability	20052 (Spring 2005)	If it is determined process reviews are necessary, it will be scheduled and conducted. An exit interview with the appropriate department head, VP of SS&D, Office of Accountability personnel will be scheduled to review recommendations. Action Plans will be formulated to address these recommendations.	Time and scheduling
						20053 (Summer 2005)	VP of SS&D will meet with department heads to determine the results of the action plans and determine if different strategies need to be implemented to affect change within the department.	Time and scheduling
	5C Legal and regulatory compliance	No incidence of non-compliance with any legal or regulatory requirements in any student development departments.	Departmental Records	Office of Accountability, All Student Development Departments	20051 (Fall 2004)	Professional development training for Staff. Review of legal and regulatory requirements.	None	
					20052 (Spring 2005)	Same as Fall 2004	None	
					20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	None	
	5D Policy	No incidence of non-compliance with any policy requirements in any student development departments.			20051 (Fall 2004)	Professional development training for staff. Review of regulatory policies will be done periodically.	None	
20052 (Spring 2005)					Same as Fall 2004	None		

Intended Outcomes	Performance Indicators	Year	Performance Standard	Data Sources	Supporting Units	Term	Activities	Resources Needed	
5 Compliance	5D Policy	2	No incidence of non-compliance with any policy requirements in any student development departments.	Departmental Records	Office of Accountability, All Student Development Departments	20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	None	
						20051 (Fall 2004)	Professional development training for staff and review of NASPA, NASFAA, and ACPA professional standards with appropriate department heads and personnel.	None	
	5E Professional Standards			No incidence of non-compliance with NASPA, NASFAA, or ACPA professional standards in any student development departments.			20052 (Spring 2005)	Same as Fall 2004	None
							20053 (Summer 2005)	Same as Fall 2004 and Spring 2005	None
	5F Performance assessment of SS&D administrative staff.			The annual administrative performance assessment for all SS&D administrative staff will be satisfactory or better.	Performance appraisals	All SS&D units, Office of Human Resources	20051 (Fall 2004)	VP of SS&D will contact Office of Human Resources to determine when the performance evaluations on all department heads are due.	None
							20052 (Spring 2005)	VP of SS&D will conduct performance evaluations on all department heads as required by the Office of Human Resources within the time period allotted for such evaluations to occur.	Time, scheduling and evaluation forms.
20053 (Summer 2005)							No activity scheduled for this semester since these evaluation forms are due in the Spring.	None	