

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

**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 application.      Comments: All Division ATD initiatives were implemented as indicated in the ATD plan.

Action Plan: 1      Testing Centers (TC) Testing Specialists will provide ACCUPLACER testing the last two weeks prior to each semester's first class day. TC staff will data enter each examinees scores results upon completing their examination. Developmental Math Placement      Status: y      Testing Centers are now providing year round ACCUPLACER testing.

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 application.      Comments: All Division ATD initiatives were implemented as indicated in the ATD plan.

Action Plan: 1      This fall semester, the office of Counseling and Advising will have a student evaluation survey terminal installed at each center. Have Financial Aid Advisors available to students. Have more open communication with high schools through the Financial      Status: Y

Action Plan: 2      Modify services as warranted by student responses.      Status:

Performance Indicator 1.1.1c:      The Achieving the Dream assessment measures will be accomplished by successful implementation of the strategy initiatives as specified in the grant application.      Comments: All Division ATD initiatives were implemented as indicated in the ATD plan.

Action Plan: 1      Outreach will continue to use technology to measure and assess prospect and applicant data. The data will be used to determine prospect to application completion and application to registration completion data. Outreach will work with the Banner Imple      Status: Y

Action Plan: 2      Modify strategies as necessary.      Status:

Comments: Assistance has been provided to Testing

Performance Indicator 1.1.2.c:	Student placement into appropriate levels of Developmental Studies will be improved by re-evaluating the placement testing process, instruments, and test taking preparation and implementing any recommended corrective action.	Specialists. During Peak Registration time, Retention Specialists are assigned to the Testing Center to assist in proctoring the exams. Student Support Services leaders continue to serve in college-wide committees to provide input in the Developmental Plan in the area of assessment and placement of STC students.
Action Plan: 1	Counseling & Advising department members will service on key college-wide committees such as the Administrative Staff Meeting, PDC, COC, Instructional division and departmental meetings to ensure representation of the office of Counseling and Advising. ad	Status: Y
Performance Indicator 1.1.2a:	Student placement into appropriate levels of Developmental Studies will be improved by re-evaluating the placement testing process, instruments, and test taking preparation and implementing any recommended corrective action.	Comments: Assistance has been provided to Testing Specialists. During Peak Registration time, Retention Specialists are assigned to the Testing Center to assist in proctoring the exams. Student Support Services leaders continue to serve in college-wide committees to provide input in the Developmental Plan in the area of assessment and placement of STC students.
Action Plan: 1	TC Testing Staff will administer the DPE on an as needed basis. Admissions/C&A/Retention Specialists will refer students that will require taking the DPE for Math Placement purposes. Review placement of students to ensure accurate placement	Status: y
Performance Indicator 1.1.2b:	Student placement into appropriate levels of Developmental Studies will be improved by re-evaluating the placement testing process, instruments, and test taking preparation and implementing any recommended corrective action.	Comments: Assistance has been provided to Testing Specialists. During Peak Registration time, Retention Specialists are assigned to the Testing Center to assist in proctoring the exams. Student Support Services leaders continue to serve in college-wide committees to provide input in the Developmental Plan in the area of assessment and placement of STC students.
Action Plan: 1	Outreach will develop a communication plan to ensure that the HS counselors, students and parents are aware of the changes in developmental studies and placement testing policies, procedures	Status: Y

and requirements. The communication plan will include print, we

Performance Indicator 1.1.4:	Emergency loans will be awarded more effectively and the amount of uncollected student tuition and fees from emergency loans and installment payment plans will be reduced by developing and implementing a plan of action.	Comments: Financial Aid Students on suspension are referred to the Counseling Center for Financial Counseling and CreditSmart Workshop.
Action Plan: 1	The Counseling & Advising department will take the lead to coordinate and disseminate the CreditSmart Program on STC's campuses. Face-to-face workshops and on-line support services in the SS computer labs will be updated and maintain during the academic y	Status: y
Performance Indicator 1.1.5a:	Students will be enrolled prior to first class day due to an understanding of the College's registration procedures and expectations and without decreasing enrollment.	Comments: The Office of Student Support Services has institutionalize Priority Registration as a student success strategy.
Action Plan: 1	Outreach will include student roles and responsibilities in all dual enrollment and FTIC recruiting initiatives. Shared accountability will be discussed with parents, students and counselors during workshops, presentations, orientation and at the welcome	Status: y
Performance Indicator 1.1.5b:	Students will be enrolled prior to first class day due to an understanding of the College's registration procedures and expectations and without decreasing enrollment.	Comments: The Office of Student Support Services has institutionalize Priority Registration as a student success strategy.
Action Plan: 1	Priority registration for College Success Students will be coordinated through the Counseling Center with support of the Division of Developmental Studies. FTIC students and College Success Students will be notified through a postcard and e-mail to repor	Status: y
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: SSS Leaders continue to serve in the BUGS meetings to provide feedback on the Counseling and Advising banner screens. Students are able to see awards, missing information, Satisfactory Academic Progress.
Action Plan: 1	Departmental representatives will be active members on the design, implementation, and training of other key staff on the Banner system. This fall semester, meetings will be held to	Status: y

transition C&A staff members to this program.  
FINANCIAL AID - Place awa

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: The Office of Student Life will continue adhere to the guiding principle of making decisions based on a culture of evidence.
Action Plan: 1	The Office of Student Life will develop a new file and data collection system for the Ombudsperson and Judicial Affairs and review the record retention schedule for the entire department. The Office of Student Life will develop and implement surveys to d	Status:
Performance Indicator 1.1.7c:	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	Outreach will work with the Banner Implementation Team determine how the prospect data in Banner can be used to measure student success and develop new strategies for stewarding prospects. Outreach will develop a professional development/training plan t	Status: n outreach review the new Banner CRM and are working with OAR and ISP to finalize purchase and schedule training.
Performance Indicator 1.1.7d:	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: TC Staff undergoes continuous Banner training for new updates that may affect our forms.
Action Plan: 1	Testing Officer will create training sessions for the TC staff to have all staff prepared for the processing of live data entry on BANNER. Monitor and evaluate progress of ERP implementation.	Status: y
Performance Indicator 1.1.8:	The amount of uncollectibles from student financial aid reversals will be reduced by implementing recommendations from a task force designed to evaluate this issue.	Comments: Financial Aid and the Business Office have met to determining ways to reduce the uncollectables. Roll call and identifying early absences might reduce uncollectables.
Action Plan: 1	A task force will be created and will request involvement from the Financial Aid Office, Business Office, Admissions and Records, Advising, ITS, and Instruction. Monitor student uncollectibles each term.	Status: Y

Strategic Outcome

1.2 Promote college-readiness for all students

Performance Indicator 1.2.10a:	The percent of local HS graduates in selected high schools who are TSI complete upon graduation will be increased by piloting, evaluating, modifying and expanding a program for students to complete developmental course work while still enrolled in high school.	Status: y	Comments: TC continues to provide Quick THEA and/or ACCUPLACER to the districts' high schools.
Action Plan: 1	TC Testing Specialists will coordinate scheduling test administration dates for the high schools upon request from the high school counselors. Quick THEA will be scheduled throughout the school year, and ACCUPLACER will be scheduled during STC's First Cla		Each summer, the TC Testing Officer and Testing Specialists meet to plan, organize, and schedule all testing to take place for the new school year. TC now offers ACCUPLACER year round and administer the state THEA exam dates.
Performance Indicator 1.2.10b:	The percent of local HS graduates in selected high schools who are TSI complete upon graduation will be increased by piloting, evaluating, modifying and expanding a program for students to complete developmental course work while still enrolled in high school.		Comments:
Action Plan: 1	Outreach will collaborate with developmental studies and public school information to begin offering developmental courses to HS students. Monitor developmental studies enrollment and high school student exams.	Status: y	College Success has been provided to students in the 5th year senior recovery programs.
Performance Indicator 1.2.1a:	The number of high school graduates enrolling at STC with either a Distinguished or Recommended diploma will increase annually by promoting College expectations to High School and Middle School students via Outreach programs.		Comments:
Action Plan: 1	C&A personnel will provide academic advising and counseling information to local high schools during the fall and spring semesters at these ONE-STOP-SHOP functions. FINANCIAL AID - Provide financial aid for students meeting satisfactory academic pprogre	Status: y	Student Support Services continues to provide advising and counseling information to High Schools participating in the College Bound Program. The Banner system has been instrumental in allowing the FAO to identify more students and award them on a timely manner.
Performance Indicator 1.2.1b:	The number of high school graduates enrolling at STC with either a Distinguished or Recommended diploma will increase annually by promoting College expectations to High School and Middle School students via Outreach programs.		Comments: The matriculation of DE students have increased.
Action Plan: 1	Outreach will develop strategies to transition dual enrollment student to the institution including automatic acceptance letters and pre-populated applications, as well as a specific prospect marketing/call to action plan for DE students. Evaluate studen	Status: y	the number of DE seniors matriculating to traditional students has increased. DE students are automatically admitted as new students and do not need to complete the application for their traditional

			freshman year.
Performance Indicator 1.2.1c:	The number of high school graduates enrolling at STC with either a Distinguished or Recommended diploma will increase annually by promoting College expectations to High School and Middle School students via Outreach programs.		Comments: TC participates with the College Bound activities promoting early registration for high school students by providing test sessions to the high school students interested in higher education.
Action Plan: 1	Outreach Specialists will call in for score requests to each Testing Center (TC) Campus (Pecan, Mid-Valley, and/or Starr), and the TC staff will enter the requested test scores if they are not in the system. Evaluate student enrollment trends.	Status: y	TC has appointed one of the Outreach Specialists as the point person to have access directly to NES scores and will continue to provide Outreach with score results for ACCUPLACER as well.
Performance Indicator 1.2.2a:	Students will better understand college expectations due to the development, implementation, and evaluation of a comprehensive student orientation program.		Comments: The Office of Student Life continue to update, revised and maintain the Student Life webpage to guide students to a variety of resources, calendar of events, and a variety of resources to assist in meeting the students needs.
Action Plan: 1	The Office of Student Life will continue to maintain and expand its web site. All documents and forms will be available through the web. Monitor the utilization and effectiveness of all Division Web sites.	Status: y	All registration, activity request forms, and Student Government Association application forms are currently available via the web.
Performance Indicator 1.2.2b:	Students will better understand college expectations due to the development, implementation, and evaluation of a comprehensive student orientation program.		Comments: Continue and on-going
Action Plan: 1	The Dean of Counseling and Advising and lead personnel will provide presentations to college-wide committees to include, but not be limited to PDC, Faculty Senate, instructional division meeting and departmental meetings. Track student use of websites a	Status: y	SSS Leaders will continue to provide informational presentations to college-wide committees and instructional departments on our SSS services.
Performance Indicator 1.2.2c:	Students will better understand college expectations due to the development, implementation, and evaluation of a comprehensive student orientation program.		Comments:
Action Plan: 1	Outreach will develop a consistent, accessible orientation product that can be delivered in person or online. Outreach will coordinate with instruction to ensure that the orientation agenda compliments the College Success curriculum. New marketing initi	Status: y	Enrollment and institutional marketing are fully integrated to maximize the brand and create loyalty. Orientation is included in the admissions checklist and incorporated into one-stop and

			college bound programming.
Performance Indicator 1.2.3a:	The number of students who successfully pass all three sections by the second attempt will increase by 10% by continuous improvement and implementation of the Developmental Plan and other innovative initiatives.		Comments: TC provides all examinees a copy of their score results and enter their scores unto Banner system.
Action Plan: 1	Testing Officer will download all test scores provided by ACCUPLACER and Quick THEA's score retrieval system on a daily basis to populate student's test records on IA-PLUS/BANNER. Track student testing attempts and student success on exams. Monitor stud	Status: y	TC continues to download all test scores from NES and transmit to Banner system
Performance Indicator 1.2.3b:	The number of students who successfully pass all three sections by the second attempt will increase by 10% by continuous improvement and implementation of the Developmental Plan and other innovative initiatives.		Comments: SSS Dept. has expanded services with a full-time Retention Specialist to ensure on-line advising services.
Action Plan: 1	Arlene Aleman and Marissa Rivera will be the on-line advisors during the 2005-2006 academic year. Counseling Workshops will be provided through the Horizon Wimba program to increase student access to these services. On-line Orientation will be in full o	Status: y	The Retention Specialist for D.L. Department will expand the on-line advising services for STC student seeking an on-line degree. Academic Advisors and Counselors will uphold the manatory orientation requirement for all FTIC's at STC.
Performance Indicator 1.2.4:	The amount of time from placement into developmental studies to completion of the TSI will be decreased by implementing the recommendations from a cross-functional taskforce assigned to this issue.		Comments: TC continues to provide test administrations of ACCUPLACER and THEA.
Action Plan: 1	TC Testing Specialists will administer Quick THEA throughout the school year with the exception of the last two weeks prior to each semester's first class day. During the last two weeks prior to the first class day, ACCUPLACER will be administered daily	Status: y	TC now offers ACCUPLACER year round and honor THEA test administrations on state test dates.
Performance Indicator 1.2.5:	Successful course completion will be improved by 10% over the previous year by continuous improvement and implementation of the Developmental Plan and other innovative initiatives.		Comments: TC continues to provide Quick THEA to the Developmental Studies Division.
Action Plan: 1	Developmental Studies Division Program Chairs together with the TC Testing Officer will coordinate the Quick THEA test dates for the highest level Developmental Course Sections (READ90/WRIT91/ MATH90) each semester, and the Testing Specialists will admini	Status:	

Performance Indicator 1.2.9a: Student services will be equitable to all students through the expansion of the availability of on-line services as detailed in the Distance Education Plan. Comments:

Action Plan: 1 Outreach will develop a consistent, accessible orientation product that can be delivered online. Outreach will include JAGMAIL registration as an orientation activity, increasing student access to college announcements regarding events, opportunities and Status:

Performance Indicator 1.2.9b: Student services will be equitable to all students through the expansion of the availability of on-line services as detailed in the Distance Education Plan.

Comments: TC continues to offer Distance Learning students from the community to choose STC as their test site for their courses district wide.

Action Plan: 1 Testing Center(s) will administer requested Distance Learning Examinations required for students enrolled in the Distance Learning courses. Distance Learning Faculty will be responsible to create and provide testing policies for their students to have Te Status: y

TC Testing Officer coordinates by appointments the test dates for those students needing Proctors.

Performance Indicator 1.2.9c: Student services will be equitable to all students through the expansion of the availability of on-line services as detailed in the Distance Education Plan. Comments:

Action Plan: 1 Admissions will work closely with ITS to establish Web for Admissions and Web for Students via Banner. Monitor the implementation of ERP. Status: y

*Strategic Outcome*

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

Performance Indicator 1.3.1: Academic and technical program quality will be measured and improved by implementing recommendations from a faculty-led taskforce designed to promote academic rigor through the research and development of course-based student learning quality measures (i.e. course-based rubrics).

Comments: The Counseling and Advising Department will improve Fall to Fall retention by implementing the FTIC comprehensive plan and continue to improve the student probation program.

Action Plan: 1 The Office of Counseling and Advising will be implementing the Case Management Approach to Academic Advising during the fall semester. The department will monitor the three mandatory advising sessions that will be required by all FTIC students. The Coun Status: y

Performance Students will adhere to all College rules and regulations by

Comments: The office of Counseling and Advising will established web based services to increase accessibility. It will

Indicator 1.3.2a:	developing and implementing an effective College communication plan.	also continue to explore all types of media delivieres to improve student awareness of college information.
Action Plan: 1	The Office of Student Life will continue to work closely with Public Relations & Marketing, the Enrollment Task Force and college administration to communicate policies and procedures to students, faculty and staff. Monitor student understanding of Coll	Status:
Performance Indicator 1.3.2b:	Students will adhere to all College rules and regulations by developing and implementing an effective College communication plan.	Comments: New programs are the STC Leadership Academy, The Oratory Academy and The Advanced Leadership Acadfemy. These programs promote student engagement and interaction while increasing student success.
Action Plan: 1	The Office of Student Life will increase programs at each campus center and expand operaring hours to evenings and possibly weekends. Monitor student services programs offered at each campus/center	Status: y
Performance Indicator 1.3.2c:	Students will adhere to all College rules and regulations by developing and implementing an effective College communication plan.	Comments:
Action Plan: 1	The Office of Student Life will develop a new handbook for student organizations and train each organization and advisor regarding all policies and procedured in the handbook. The Office of Student Life will hold workshops and seminars throughout the yea	Status: y
Performance Indicator 1.3.2d:	Students will adhere to all College rules and regulations by developing and implementing an effective College communication plan.	Comments: Continue and on-going.
Action Plan: 1	The Office of Counseling and Advising will purchase web-based programs to enhance the appearance and functionality of our departmental WebPages. Monitor utilization of Division websites.	Status: y
Performance Indicator 1.3.5a:	The number of returning stop-out students will increase by 15% over prior year by continuous improvement and implementation of the Uniform Recruitment and Retention Plan.	Comments: The Testing Center will continue to provide test administrations district-wide to assist in the Uniform Recruitment and Retention Plan.
	TC Testing Officer along with the Testing Specialists will continue to coordinate and create	

Action Plan: 1 test dates for the College district-wide. Coordination takes place in determining when Quick THEA will be administered and create the ACCUPLACER test administrat Status: y

Performance Indicator 1.3.5b: The number of returning stop-out students will increase by 15% over prior year by continuous improvement and implementation of the Uniform Recruitment and Retention Plan. Comments:

Action Plan: 1 Outreach will develop a uniform recruitment and retention plan to communicate effectively with stop-outs via letters, telemarketing and postcards. In addition, outreach will work with C&A to determine why student leave in order to more effectively market Status: y

Performance Indicator 1.3.6: The College will continue its commitment to academic integrity and scholarship through the ongoing implementation of a comprehensive model of shared learning and accountability. Comments:

Action Plan: 1 Outreach will include student roles and responsibilities in all dual enrollment and FTIC recruiting initiatives. Shared accountability will be discussed with parents, students and counselors during workshops, presentations, orientation and at the welcome Status: y

*Strategic Outcome*

*1.4 Develop quality programs designed to meet regional workforce and economic development priorities*

Performance Indicator 1.4.1a: Enrollment in distance learning courses will increase by 10% each year while increasing student success measures by implementing the Distance Education Plan and other innovative initiatives. Comments: These on-line technologies have been implemented to improve accessibility of counseling and advising services.

Action Plan: 1 The Office of Counseling and Advising will post all Academic and Personal Workshops on our departmental Webpage to increase student access. These services will be design to record and track student participation at the end of the program. Monitor utili Status: y

Performance Indicator 1.4.1b: Enrollment in distance learning courses will increase by 10% each year while increasing student success measures by implementing the Distance Education Plan and other innovative initiatives. Comments: Quick THEA is offered to the High Schools year round.

Action Plan: 1 TC Testing Specialists will administer Quick THEA throughout the school year with the exception of the last two weeks prior to each semester's first class day. During the last two weeks prior to the first class day, ACCUPLACER will be administered daily. Status: y

Performance Indicator 1.4.2:	The number of degree and certificate graduates will increase by 10% over the preceding year through implementation of the Comprehensive Advising Plan, a Student Retention Plan, and initiatives from the Graduation Process Task Force.		Comments:
Action Plan: 1	The FTIC Advising Plan and the key five recommendation will be implemented this fall will translate to higher retention and graduation rates . Monitor and evaluate the New Student Advising initiatives.college wide. The case management system will prov	Status: y	SSS Dept. will track advising contacts under a casemanagement approach.

*Strategic Outcome*

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

Performance Indicator 1.5.1a:	The Bachelor of Applied Technology will meet enrollment targets for Fall 2005 through implementation of effective recruitment strategies.		Comments: Continues and on-going.
Action Plan: 1	The Office of Counseling and Advising will provide academic advising and career counseling during the BAT New Student Orientation program. Monitor student participation and enrollment patterns of BAT program.	Status: y	
Performance Indicator 1.5.1b:	The Bachelor of Applied Technology will meet enrollment targets for Fall 2005 through implementation of effective recruitment strategies.		Comments:
Action Plan: 1	Outreach will ensure that departmental documentation reflects new logo and image. Monitor BAT enrollment patterns.	Status: y	
Performance Indicator 1.5.1c:	The Bachelor of Applied Technology will meet enrollment targets for Fall 2005 through implementation of effective recruitment strategies.		Comments:
Action Plan: 1	TC Testing Officer along with the Testing Specialists will cordinate with the Dean of BAT Program CAAP test administration. Coordination takes place in determining when the CAAP examination will be administered for the specific course requirement. Moni	Status: y	BAT program currently offers the course that requires CAAP at the Pecan Campus only.
Performance Indicator 1.5.2a:	The SACS on-site visit for April 2006 will result in no findings or recommendations by collaborative preparation throughout the College.		Comments:
Action Plan: 1	The Office of Student Life will continue to abide by all college policies and procedures. Ensure Division requirements with all SACS requirements.	Status: y	

Performance Indicator 1.5.2b:	The SACS on-site visit for April 2006 will result in no findings or recommendations by collaborative preparation throughout the College.	Comments: Counseling and Advising will result in no findings during the SACS on site visit.
Action Plan: 1	The Office of Counseling and Advising will continue to conduct self evaluations of all centers to insure compliance of standards. Admissions and Records will review all forms and update with new logo. Admissions will meet with Director of Bachelor of Ap	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 2.1.1a:	Five new degree, certificate, and marketable skill programs will be developed each year	Comments: Student Support Services (SSS) will continue to assign and advisor for each FTIC student.
Action Plan: 1	The Office of Counseling and Advising will assign an Academic Advisor to all FTIC students seeking an AA degree or certificate on the I.A. system. (Screen 651) Ensure adequate Student Services to support all prgrams.	Status: y
Performance Indicator 2.1.1b:	Five new degree, certificate, and marketable skill programs will be developed each year	Comments: TSI Alternative Exam ACCUPLACER is offered year round district-wide to provide the Admissions Entrance requirements.
Action Plan: 1	TC Testing Specialists will administer Quick THEA throughout the school year with the exception of the last two weeks prior to each semester's first class day. During the last two weeks prior to the first class day, ACCUPLACER will be administered daily	Status: y
Performance Indicator 2.1.2a:	Degree and Certificate granting programs will work collaboratively with Student Services and Institutional Research and Effectiveness to establish enrollment, retention, and graduation targets.	Comments: ACCUPLACER is now offered year round while THEA is offered six times per year, and Quick THEA is offered to the High Schools district-wide.
Action	TC Testing Specialists will administer Quick THEA throughout the school year with the exception of the last two weeks prior to each semester's first	

Plan: 1 class day. During the last two weeks prior to the first class day, ACCUPLACER will be administered daily Status: y

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

Comments: Enrollment targets are developed internally and used to set institutional targets. Enrollment is review with PDC (the SEM team) and Administrative staff. Trends are identified and concerns are addressed.

Action Plan: 1 Outreach will send enrollment targets to OIRE biannually. Target and completion dates will be established and enrollment will be reviewed by Outreach and OIRE biannually. Monitor student enrollment patterns Status: y

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

Comments: SSS continues to provide high level of quality in the area of counseling and advising services.

Action Plan: 1 Our department will continue to expand services at all campuses to insure equity of services. The Welcome Center and Career Center will be the focus of improvement. Monitor student enrollment patterns. Status: y

Performance Indicator 2.1.5: To allow students to complete programs without having to travel to the Pecan Campus, the Instructional Team in partnership with the Campus/Site Coordinators will expand access to complete degree or certificate programs throughout the service area.

Comments: Testing Centers are housed at the main campuses (Mid-Valley, Starr, and Pecan campuses)to provide equity district-wide. We continue to provide TC Staff members at each of the main campuses and continue to provide ACCUPLACER and Quick THEA district-wide throughout the year including the high schools.

Action Plan: 1 Testing Centers are accessible in the main campuses, Pecan Campus, Mid-Valley Campus, and Starr Campus. Each campus houses a Testing Clerk to set up appointments for examinees and a Testing Specialist to administer the requested and/or required examinati Status: y

*Strategic Outcome*

*2.2 Actively partner in economic and community development*

Performance Indicator 2.2.1a: STC will respond to community and employer needs by successfully training 3,500 trainees per year through the Partnership.

Comments: SSS provides on a continuous basis Credit Smart workshops focusing on financial education district wide and will continue to maintain our training site status to cultivate counseling resources and personnel.

Action Plan: 1 The Office of Counseling and Advising will provide financial education to students requesting these services at all sites. We will continue to maintain our L.P.C. and UTPA counseling training site status at our Pecan Campus Counseling Center. Monitor p Status: y

Performance Indicator 2.2.1b: STC will respond to community and employer needs by successfully training 3,500 trainees per year through the Partnership.

Comments: Applications were submitted and were authorized to become Pearson Vue and ISCET test center at the Pecan Campus. Currently the Testing Officer is certified to provide these exams for certification.

Action Plan: 1 Testing Center Staff will be trained and certified during the Fall 2005 semester and provide all available examinations for certification thereafter each semester. Monitor number of students who utilize Pearson Vie and ISET Status: y

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

Performance Indicator 2.3.2: Increased fiscal accountability will be strengthened through the establishment of a functioning and effective Internal Auditor Program by Fall 2005.

Comments: Testing Center complies with all requirements for security purposes. Each semester the TCHOOPS are updated to provide necessary information for any changes in processes necessary to achieve our daily routines.

Action Plan: 1 Testing Center(s) will continue updating the Testing Center Handbook of Operating Procedures (TCHOOPS) to implement the changes in rules and regulations that must be adhered to based on the requirements of each testing agency TC purchases testing material Status: y

Performance Indicator 2.3.3: The enrollment audit will produce no findings by maintaining compliance with State reporting requirements. Comments:

Action Plan: 1 Continue internal audit process and review state reporting requirements. Monitor efforts to ensure that the enrollment audit will produce no findings by Status:

maintaining compliance with State reporting requirements.

Performance Indicator 2.3.5a:	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	Comments:
Action Plan: 1	Admissions will continue to order supplies and office equipment as needed. Will ensure that items ordered have gone through an order review process that will include, but not limited to, all professional staff and Chief Student Services Officer. Testing	Status:
Performance Indicator 2.3.5b:	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	Comments: The Office of Student Life has revised the procedures for handling student organizations and will continue to review them frequently to ensure that the procedures practiced are held to the highest level of accountability.
Action Plan: 1	The Office of Student Life will develop a new handbook for student organizations and train each organization and advisor regarding all policies and procedured in the handbook. Monitor all division and accounts to ensure fiscal accountability.	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	The Office of Student Life will hold a budget meeting each semester to review the budget. The Student Activities Secretary will review each student organization account on a monthly basis. The Administrative Secretary for Student Life will reconcile the	Status:
Performance Indicator 2.3.5d:	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	Comments: All SS&D leaders underwent training on ethics, fraud reporting. Key pads have been installed in all FAO windows to protect students from disclosing their SSN numbers. Financial Aid Advisors have been created to discuss sensitive student information with students.
Action Plan: 1	Our department has implemented a database system and new procedures to require students to be responsible for the equipment issued from our ADA program. FINANCIAL AID - End of the year	Status: y

inventory report. Storage and Financial Aid Lab are locked at all ti

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

Comments:

Action Plan: 1

Outreach will work collaboratively with instruction to develop creative recruiting opportunities including hands-on experiments and tours. The success of this program will be measured by prospect to application and application to registration success.

Status: y

Faculty's participation in campus visits have increased. The summer bridge programs via ECHS and Gear up have given students the opportunity to interact with faculty and experience the college classroom. College bound initiatives have made a significant impact on yield rates from targeted schools. The average, first year, was 22% increase.

Performance Indicator 3.1.1b:

Student enrollment will meet or exceed the established growth targets for each Fall, Spring, and Summer through collaborative recruitment efforts throughout the College.

Comments: ACCUPLACER has become STC's TSI Alternative exam choice, and THEA is offered to the High Schools year round, district-wide.

Action Plan: 1

TC Testing Specialists will administer Quick THEA throughout the school year with the exception of the last two weeks prior to each semester's first class day. During the last two weeks prior to the first class day, ACCUPLACER will be administered daily

Status: y

To facilitate the registration process, the Testing Centers now offer year round, district-wide ACCUPLACER. ACCUPLACER score results are instant; thus, the advisors are able to advise the students immediately upon having finished testing. ACCUPLACER is offered daily the last two weeks prior to the first class day as well as year round.

Performance Indicator 3.1.2a:

The percentage of First Time In College (FTIC) cohorts graduating within four years will increase by 5% over the preceding year through the development, implementation and evaluation of a comprehensive advising model for new and current students, including academic, financial, and career advising.

Comments: This is an on-going process, will continue tracking the FTIC cohorts w/in 4 years.

Action Plan: 1	The Office of Counseling and Advising will identify cohorts of FTIC students and measure how these students are progressing through their educational experience here at STC. Monitor graduation rates based n the utilization of services provided by the Di	Status: y	The Office of Student Support Services and OIRE are currently tracking all FTIC students.
Performance Indicator 3.1.2b:	The percentage of First Time In College (FTIC) cohorts graduating within four years will increase by 5% over the preceding year through the development, implementation and evaluation of a comprehensive advising model for new and current students, including academic, financial, and career advising.		Comments: The Office of Student Life has implemented a PEEER Mentoring program and is currently revising the program in an attempt to achieve superior results.
Action Plan: 1	Secure funding. Recruit mentors and mentees. Train mentors. Supervise program. Monitor student participation in mentoring programs.	Status:	
Performance Indicator 3.1.2c:	The percentage of First Time In College (FTIC) cohorts graduating within four years will increase by 5% over the preceding year through the development, implementation and evaluation of a comprehensive advising model for new and current students, including academic, financial, and career advising.		Comments:
Action Plan: 1	Recruit members. Elect Officers. Set calendar of activities.	Status:	

*Strategic Outcome*

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

Performance Indicator 3.2.1a:	Pre-college age community members will be exposed to the College by developing and offering College for Kids and Summer Jump Start Programs in McAllen, Mid-Valley, and Starr County.		Comments: This is a continuous and on-going process.
Action Plan: 1	On-line Services under the Counseling and Advising Department will be expanded to provide on-line workshops which will conducted live through Horizon Wimba. Topics will be Successful Studying, Time Management for Students, Violence Prevention, Depressio	Status: y	SSS will continue to provide On-Line workshop services.
Performance Indicator 3.2.1b:	Pre-college age community members will be exposed to the College by developing and offering College for Kids and Summer Jump Start Programs in McAllen, Mid-Valley, and Starr County.		Comments:
Action Plan: 1	Outreach will work collaboratively with instruction to provide hands-on campus activities, tours and presentations for the pre-college age community. Monitor enrollment in pre-college programs.	Status: y	Faculty's involvement in campus visits has increased significantly. In addition, outreach leverages faculty to create programming for the summer bridge programs.

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	Send out postcards informing students of self service availability 24/7 and open computer labs. Monitor student utilization of self service modules.	Status:
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	Survey night and weekend students during fall semester. Survey "regular" students during spring semester. Monitor night and weekend students perceptions of services provided by the Division.	Status:
Performance Indicator 3.2.5:	The Partnership will improve continuing education services by gathering and analyzing data from a market survey and focus groups and using findings from the study to develop and implement a comprehensive 5-year Continuing Education Plan.	Comments: Pearson VUE, ISCET, NATE examinations are available at the Pecan Campus by appointments only.
Action Plan: 1	TC Staff will be trained and certified within the Fall 2005 Semester and open up test dates for the various examinations available to the community and/or employers. Monitor utilization of Division services by Partnership students.	Status: n Currently, the Testing Officer is the only one certified to administer these examinations, thus, offering the exams at the Pecan Campus.

*Strategic Outcome*

*3.3 Strengthen the personalized, student-centered environment*

Performance Indicator 3.3.1a:	All new full-time students and their families will be aware of college expectations through the development and implementation of a mandatory student and family orientation program.	Comments: SSS provides Parent Workshops & Orientation seminars are implemented to increase parental awareness of college requirements and expectations for STC students.
Action Plan: 1	The Parent Information Center will be expanded to the on-line student services WebPages and New Student Orientation Program. Monitor participation in Orientation	Status: y This process will continue through Horizon Wimba to provide parental support.
Performance Indicator 3.3.1b:	All new full-time students and their families will be aware of college expectations through the development and implementation of a mandatory student and family orientation program.	Comments:
Action	Outreach will work collaboratively with instruction to develop creative recruiting opportunities including hands-on experiments and tours. The success of	Status: y Faculty's involvement in campus visits has increased significantly. In addition,

Plan: 1	this program will be measured by prospect to application and application to registration success.		outreach leverages faculty to create programming for the summer bridge programs.
Performance Indicator 3.3.2:	Greater access to the College will be made available to Hidalgo and Starr County students who are in the top 10% of their class, are college ready, and eligible for financial aid by recruiting and funding 60 Valley Scholars each year		Comments: SSS has created a comprehensive advising manual to improve cross- training within our SS&D Divion. Our Divisional Professional Development Training has been dedicated to improve Academic Advising.
Action Plan: 1	The Office of Counseling and Advising will develop informational materials which will have a common format and theme to promote uniformity within our Student Services Division. This concept would enable our staff to cross-train each other using the cur	Status: y	
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: This is a continuous, on-going process.
Action Plan: 1	This fall semester, the Office of Counseling and Advising will have establish an Faculty Advising Office at the Mid-Valley, Pecan and Starr County Campus to promote the training of faculty advising. This facility will fully functional to conduct studen	Status: y	
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	Staff will train to serve as advisors during peak registration periods. Implement and evaluate division led cross training modules.	Status:	
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	Seek additional locations to hold activities that will allow us to have more teams participate. Implement and evaluate division led cross training modules.	Status:	
Performance Indicator 3.3.3d:	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: Participate in the STC Ambassador Cross Training Academy each semester for Faculty and Staff members.

Action Plan: 1	Testing Officer will provide training sessions each semester to update faculty and staff on updates for TSI. Monitor faculty and staff understanding of TSI regulations.	Status: y	At the beginning of each semester, Testing Officer provides cross-training on updates for TSI Rules and Regulations, Banner System for Test Scores.
----------------	--	-----------	---

*Strategic Outcome*

*3.4 Continuously improve student satisfaction with all aspects of the College*

Performance Indicator 3.4.1:	To improve student satisfaction with parking, a five-year parking needs assessment and funding plan for all campuses/centers will be developed and approved by the Board	Comments:
Action Plan: 1	The Office of Student Life will improve methods for advertising events and activities. Monitor student satisfaction with parking at STC.	Status:
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: CSSSE is now the instrument used to survey student satisfaction. An internal departmental survey is administered at all Advisement Centers.
Action Plan: 1	The Office of Counseling and Advising will review the data collected by two main instruments. The ACTSOS Student Satisfaction Survey and the Counseling and Advising Student Survey which will be conducted on a on going process. Monitor and implement ba	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 4.1.3:	To improve student learning outcomes, Instruction and Student Services will collaboratively build a model collaborative teaching module.	Comments: This is continuing and on-going process.
Action Plan: 1	The Counseling Center will provide a comprehensive list of workshops and mini lectures every semester. These services will be advertised through 2 by 3 ft. posters at all campuses and general e-mails to the college community. Monitor the utilization of	Status: y

Comments: College bound

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 South Texas College.	initiatives have facilitated and increased the transition to higher education for seniors. All DE seniors are automatically accepted and do not need to complete a new application.
Action Plan: 1	Statistics and trends will be reported to ISD personnel bi-annually via counselors' workshop and outreach updates. Outreach will develop strategies to transition qualified high school students to the institution including automatic acceptance letters an	Status: y
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 institutional performance indicators: THEA passage, enrollment in developmental courses, successful completion of courses, transfer to four year institutions and job placement upon graduation.	Comments: Outreach continues to work with ISDs and special programs to introduce students to college expectations, roles and responsibilities. In addition, the summer programs further promote student life, leadership and development...essential to student success.
Action Plan: 1	Outreach will collaborate with OIRE to distribute statistics and trends to ISD personnel via counselors' workshop and outreach updates. Provide ISD with innovative solutions and alternatives to increase student success, retention, job placement and trans	Status: y
Performance Indicator 4.1.6:	Strategic initiatives will be developed in collaboration with local high schools to improve the college readiness of high school graduates.	Comments:
Action Plan: 1	Conduct focus groups with ISD personnel and students to determine how the college can effectively collaborate with ISDs to improve college readiness and student success. Monitor the college readiness rate of FTIC.	Status: n
Performance Indicator 4.1.8:	A partnership spearheaded by Public School Relations, and in coordination with the Academic Deans, the Chief Student Services Officer, and with local communities and school districts will be created to develop two Academies: DEMSA focused on Nursing/Allied Health Professionals, primarily located in the Starr County area, and an Engineering Academy located primarily at the Pecan and Mid-Valley Campuses.	Comments:

Action Plan: 1 Outreach will work with DEMSA coordinator to recruit, enroll and register DEMSA students. Recruiting will occur annual in the Spring. Monitor the collaboration of Outreach and High School programs in order to develop DEMSA and Engineering Academies. Status: y

Performance Indicator 4.1.9: Student learning opportunities will be increased by establishing Learning Communities throughout the college district through a partnership between the Instructional Team and the Staff of the Chief Student Services Officer.

Comments: Supplemental Instruction sections are now being used at this point to disseminate vital information about Student Success strategies and its benefits.

Action Plan: 1 The Office of Counseling and Advising will continue to support special learning projects using presentation materials in the student lobby area within the advising centers. These video tapes and announcements will be playing during peak enrollment period Status: y

This is a continuous and on-going process.

*Strategic Outcome*

*4.2 Value one another*

Performance Indicator 4.2.1: The College community will value one another by demonstrating appreciation and promoting morale for faculty and staff on the basis of performance, contribution, and service.

Comments: This is a continuous and on-going process. All SSD Departments are encouraged to acknowledge their staff.

Action Plan: 1 During the Fall, Spring and Summer III sessions the department will conduct a Faculty & Staff Advising Certification Award Ceremony to celebrate the completion of the training program. Financial Aid - Employee Recognition Award Ceremony. Monitor the e Status: y

This is a continuous and on-going process. All employees are encouraged to attend to come together as a team and celebrate co-workers accomplishments.

Performance Indicator 4.2.2: An increasing percentage of faculty and staff will attend the Employee Recognition Ceremonies and will report greater levels of satisfaction with the College due to receiving a recognition award celebrating their accomplishments.

Comments: Outstanding FAO employees are acknowledged for a possible recognition award.

Action Plan: 1 Administration will set example by attending and promoting event. Encourage division members to attend. Monitor Division attendance. Status: y

All outstanding FAO employees are acknowledged.

Performance Indicator 4.2.3: 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 adopted process in our office.

Action Plan: 1 Meet with staff regularly and encourage participation on STC committees. Monitor and address Division work environment to ensure harmonious work environment. Status: y

STC is a unique place to work as all departments line of communication is open to each other. Differences are handled professionally and in a calm

manner.

*Strategic Outcome*

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

Performance Indicator 4.3.1:	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	Meet with each Division leaders to encourage the utilization of professional development. Monitor Division participation in professional development activities.	Status:
Performance Indicator 4.3.2:	The amount of time for faculty and staff to be made aware of changes in procedures will be reduced by providing awareness sessions or alert notices from the Business Office, Human Resources, and Purchasing	Comments:
Action Plan: 1	Discuss alert notices during staff meetings. Monitor the Division awareness of Alert Notices.	Status:
Performance Indicator 4.3.3:	Supervisors will better understand personnel issues and processes by attending specific HR training sessions.	Comments: Personnel training will increase the awareness of issues supervisors face and will be able to handle effectively.
Action Plan: 1	Recruit members. Elect Officers. Set calendar of activities. Ensure division employees participate in HR training sessions.	Status: y All supervisors are required to attend HR training sessions.
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	Encourage Division leaders to promote both unit specific and HR Orientation sessions. Ensure Division staff attend HR Orientation sessions.	Status:

*Strategic Outcome*

*4.4 Continuously improve faculty and staff satisfaction with the work environment*

Performance Indicator 4.4.1.:	To instill student, faculty, and staff pride in the College facilities, a "Keep Your Campus Beautiful" communication plan will be developed and implemented.	Comments:
Action	The Office of Student Life will take the lead on developing and implementing a "Keep the Campus Beautiful" Campaign throughout the district. Monitor	

Plan: 1	efforts by The Office of Student Life in taking the lead on developing and implementing a "Keep the Camp	Status:	
Performance Indicator 4.4.2a:	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.		Comments: Testing Officer goes through the evaluation process to encourage and provide each staff member their work quality results.
Action Plan: 1	Testing Officer will promote continuous constructive feedback, both formal and informal and continue to foster the environment where the employee feels valued and rewarded by participating in the decision-making process(es). Monitor Divisional and depar	Status: y	Testing Officer continuously provides feedback to each staff member and provides staff meetings to coordinate updates for all processes in each office per campus.
Performance Indicator 4.4.2b:	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.		Comments:
Action Plan: 1	Each year there will be a planning retreat that will include all Student Life staff. Weekly staff meetings throughout the year.	Status: y	
Performance Indicator 4.4.2c:	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.		Comments:
Action Plan: 1	Meet with staff regularly	Status: y	OAR
Performance Indicator 4.4.2d:	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.		Comments:
Action Plan: 1	Outreach will conduct bi-monthly meetings to share best practices and ensure collaboration and communication. Staff input and feedback will be considered for all decisions affecting the department and productivity.	Status: y	
Performance Indicator 4.4.2e:	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.		Comments: SSS has bi-annual meetings to address IE and departmental planning.
Action Plan: 1	The Office of Counseling and Advising will develop task force committees to promote continuous feedback between supervisors and employees. This will foster a sense of contribution and buy-in toward the department. FINANCIAL AID - Hold Financial Aid Off	Status: y	This is a continuous and on-going process.

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: The SSS Dean conducts monthly Leadership meetings with leaders of each center. The quality of work in the Financial Aid Office is evident from the past Audits our office has had to under go. All audits have come out with no recommendations or findings.
Action Plan: 1	Departmental Monthly Meetings will be targeted at the beginning of each month for advisors and counselors. Campus Update Meetings will be planned during peak enrollment periods to improve communication and efficiency. FINANCIAL AID - PDC, President's Ex	Status: y
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	Outreach will conduct bi-monthly meetings to share best practices and ensure collaboration and communication.	Status: y
Performance Indicator 4.4.3c:	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: Testing Officer is committed to providing quality work environment by keeping staff with the up-to-date technology to be able to provide the best service possible to the students, faculty, staff and community.
Action Plan: 1	Testing Officer will conduct departmental bi-weekly meetings to ensure collaboration and communication and establish goals and objectives, as a department, that will provide a basis for continuous improvements and assess and gauge completion of goals and	Status: y
Performance Indicator 4.4.4:	Campus climate will be improved through using the findings from faculty/staff surveys to modify improvement planning for the next biennium.	Comments:
Action Plan: 1	All staff are expected to participate in planning sessions and weekly meetings. Each staff member is assigned as lead on projects throughout the year. Implement actions based on survey results.	Status: y