

South Texas College
Division of Student Services
2005-2007 IE Plan

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

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
1 Build a learning organization by cultivating a culture of evidence that demonstrates mission-focused, data-driven decision making.						
1.1						
	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.	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 will be administered throughout the year for those students failing an Alternative Exam (with the exception of ACCUPLACER) to comply with the new Educational Developmental Plan in proper placement of students based on their score results. 1. Track progress of FTICs and Academic at Risk students.	ACCUPLACER score retrieval system; IA-PLUS; ITS	College Board-ACCUPLACER; ITS	ACCUPLACER Budget
	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.	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 Aid Advisors. Continue to hold Financial Aid fairs on a monthly basis and involve high schools. 1. Track and Review Student evaluation of Student Services. 2. Modify services as warranted by student responses.	C&A Student Survey ACTSSO/SS &D	Outreach Dept. Distance Learning Dept. OIRE. SS&D, ITS, PR	Survey Membership dues for Survey Software.
	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.	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 Implementation Team to determine how the prospect data in Banner can be used to measure student success and develop new strategies for stewarding prospects. The data will measure the success of recruitment and welcome center activities. In addition, Outreach will leverage the prospect data in Banner to evaluate prospects and develop an effective and personalized marketing/call to action plan for prospective students. 1. Track and Review Term Enrollment Patterns. 2. Modify strategies as necessary.	Departmental data. Data will be migrated to banner.	PR/Mktng provide desktop publishing for prospect plan postcards. Focus Analyst provide labels. Pursue personalization of postcards with ITS.	No additional resources necessary.

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	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.	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. 1. Review placement of students to ensure accurate placement	ACCUPLACER score retrieval system; IA-PLUS; ITS	College Board-ACCUPLACER; ITS	ACCUPLACER Budget
	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.	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 and requirements. The communication plan will include print, web and email, as well as inclusion in all recruitment presentations (both dual enrollment and FTIC). In addition, Outreach will incorporate developmental studies and placement testing curriculum in all new student orientation and welcome center activities. 1. Ensure adequate staffing and Testing Centers during peak enrollment periods in order to facilitate the enrollment process.	Focus Reports	OIRE analyze data from Fall to Fall and Spring to Spring for DE and FTIC students.	No additional resources necessary.
	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.	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. admissions will meet regularly with Testing Officer. 1. Ensure representation from the Division of Student Services & Development on College-Wide Committees	College Wide Committee Memberships/ THECB, Developmental Plan	All respective divisions/ ITS, OIRE, Testing	Release time for participation. Normal operating budget.
	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.	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 year. FINANCIAL AID - The application fee for the Emergency Loan should be the same for both \$30.00 for each. The Emergency Loan will be awarded for 1/2 of the student's tuition. The student will be required to apply under the Installment Plan in order to pay for the second half of the payment. Students will be charged only \$30.00. All students who apply for an Emergency Loan are given information advising them of the importance of repaying their loan and the consequences of defaulting. Telemarketers are being utilized to contact students when the Emergency Loans are due. 1. Monitor student participation in Credit Smart Program.	Workshop Schedules and sign-in sheets/Pull of focus reports from Business Office on students receiving Emergency Loans/Banner System	Outreach Dept. and Financial Aid Dept./Business Office/ Admissions and Records	Freddie Mac and HACU instruction resources and SS computer labs.

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	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.	<p>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 center.</p> <p>Outreach will increase the amount of FTIC registering at One-Stop Shops and via online registration opportunities in the district.</p> <p>1. Initiate student perception survey for all new students. Monitor student perceptions of their role at STC.</p>	<p>Departmental data.</p> <p>Data will be migrated to banner.</p>	<p>Request Focus Reports</p> <p>OIRE analyze data from Fall to Fall and Spring to Spring for DE and FTIC students.</p>	No additional resources necessary.
	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.	<p>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 report to the Advising Center for priority registration. Admissions and Records will send out postcards, post signs, and telemarketing about early registration.</p> <p>1. Track, review, and revise enrollment initiatives each term.</p>	<p>Pre-registration schedule for Student Success Students and curriculum additions to reflect Priority Registration/Focus Reports</p>	<p>Division of Developmental Studies and Admissions and Registrar's Offices / PR / Outreach</p>	<p>Enrollment Reports, Advising Activity Reports./Normal Operating Budget</p>
	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.	<p>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 transition C&A staff members to this program. FINANCIAL AID - Place award letters on line. Students are able to accept and reject their awards. Develop a Financial Aid e-mail account so students are able to communicate with Financial Aid. Admissions and Records will meet with ITS staff and will attend Banner trainings. Produce ad hoc reports. Will purchase desktops and will have training sessions.</p> <p>1. Monitor and evaluate progress of ERP implementation.</p>	<p>Committee assignment sign-in forms Banner System. Training manuals/ OAR Budget/</p>	<p>All respective divisions/Admissions and Records. ITS, OIRE, OAR</p>	<p>Release time for participation. Normal Operating Budget for Admissions</p>
	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.	<p>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.</p> <p>The Office of Student Life will develop and implement surveys to determine student needs.</p> <p>1. Ensure departmental review of data for all decisions</p>	<p>Department data collected from surveys</p>	<p>OIRE</p>	<p>No additional resources needed.</p>

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	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.	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 to ensure that all staff receives appropriate Banner training. 1. Monitor and evaluate progress of staff participation in ERP training.	n/a	n/a	No additional resources necessary.
	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.	Testing Officer will create training sessions for the TC staff to have all staff prepared for the processing of live data entry on BANNER. 1. Monitor and evaluate progress of ERP implementation.	BANNER;	Banner; ACCUPLACER; Quick THEA; IA-PLUS; OAR	Normal Operating Budget
	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.	A task force will be created and will request involvement from the Financial Aid Office, Business Office, Admissions and Records, Advising, ITS, and Instruction. 1. Monitor student uncollectibles each term.	Focus Reports/Banner System	Financial Aid/Admissions and Records/Advising/Instruction/ITS	No additional resources required
	1.2 Promote college-readiness for all students.					
	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.	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 progress policy. Students will be encouraged to apply early in order to pay tuition and retain student. 1. Monitor all Division activities at area ISDs. Initiate additional activities in order to ensure enrollment targets.	One-Stop-Shop semester schedules. Banner System and ITS Support	Outreach Department/ITS/ Banner Trainers and Consultants/ Admissions/ Business Office	Release time for participation from primary duties
	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.	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. 1. Evaluate student enrollment trends.	Focus Reports	OIRE analyze data from Fall to Fall and Spring to Spring for DE and FTIC students.	No additional resources necessary.
	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.	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. 1. Evaluate student enrollment trends.	ACCUPLACER score retrieval system; National Evaluations System (NES) score retrieval system; IA-PLUS; ITS	College Board; NES; Outreach Center; ITS; OAR	ACCUPLACER Operating Budget/Normal Operating Budget
	1.2.2a	Students will better understand college expectations due to the development, implementation, and evaluation of a comprehensive student orientation program.	The Office of Student Life will continue to maintain and expand its web site. All documents and forms will be available through the web. 1. Monitor the utilization and effectiveness of all Division Web sites.	Departmental data	ITS	No additional resources needed.

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	1.2.2b	Students will better understand college expectations due to the development, implementation, and evaluation of a comprehensive student orientation program.	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. 1. Track student use of websites and participation in orientation.	College-Wide Committee assignment sign-in forms	All respective divisions	Presentation Materials: Brochures and Software
	1.2.2c	Students will better understand college expectations due to the development, implementation, and evaluation of a comprehensive student orientation program.	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 initiatives, including a boiler plate student services script and welcome center, will be developed to ensure that all new and transfer students are aware of the importance of orientation. 1. Increase the number of FTIC and transfer students attending/participating in new student orientation.	Departmental data. Data will be migrated to banner.	OIRE analyze data.	No additional resources necessary.
	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.	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. 1. Track student testing attempts and student success on exams. Monitor student success rates on TSI and completion of developmental studies.	ACCUPLACER score retrieval system; National Evaluations System (NES) score retrieval system; IA-PLUS; ITS	College Board; NES; Outreach Center; ITS; OAR	ACCUPLACER Operating Budget/Normal Operating Budget
	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.	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 operation in the fall semester and the C&A department will establish a mini computer lab within the Counseling Center to increase student access to the New Student On-line Orientation Program. 1. Monitor the utilization and effectiveness of all Division Web sites.	On-line Workshop student completion data report and student Website hit rate.	Distance Learning Department and Outreach Department	Horizon Wimba software annual user dues.
	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.	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 to have students' test scores readily available for placement purposes and registration. 1. Monitor the number of students testing throughout the enrollment period.	TC Testing Specialists; ACCUPLACER; Quick THEA	College Board; NES	ACCUPLACER Operating Budget/Normal Operating Budget
	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.	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 administer the Quick THEA to those student in the highest level class rosters to implement thier new curriculum. 1. Track student testing attempts and student success on exams. Monitor student success rates on TSI and completion of developmental studies.	NES test booklets (Quick THEA)	TC Testing Specialists; Developmental Studies Division	Developmental Studies Budget; Normal Operating Budget

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	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.	<p>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 student life, as well as facilitating communication with instruction.</p> <p>Outreach will include registration alternatives on all registration marketing deliverables including print and electronic media. Outreach will educate students, parents and counselors about the benefits of registering and applying for FAFSA early and online.</p> <p>1. Monitor and ensure on-line access to Student Services.</p>	<p>Departmental data.</p> <p>Data will be migrated to banner.</p>	<p>OIRE analyze data.</p> <p>ITS request JAGMAIL usage reports.</p> <p>PR/Mktng develop postcard copy that includes registration alternatives</p>	No additional resources necessary.
	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.	<p>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 Testing Specialist to administer such exams in a timely manner. This will require additional assistance in the administering of such examinations.</p> <p>1. Monitor utilization of student services by distance learning students.</p>	Distance Learning Curriculum/Syllabus; IA Plus	TC Testing Specialists; Distance Learning Faculty; OAR	Distance Learning Budget/Normal Operating Budget
	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.	<p>Admissions will work closely with ITS to establish Web for Admissions and Web for Students via Banner.</p> <p>1. Monitor the implementation of ERP.</p>		ITS	Normal operating budget
	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.	<p>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 Class Day through Census Date each semester.</p> <p>1. Monitor the number of high school students tested during the enrollment period</p>	ACCUPLACER; Quick THEA	TC Testing Specialists; Outreach Center; Hidalgo/Starr County High School Counselors	ACCUPLACER Budget/Normal Operating Budget
	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.	<p>Outreach will collaborate with developmental studies and public school information to begin offering developmental courses to HS students.</p> <p>1. Monitor developmental studies enrollment and high school student exams.</p>	Focus Reports	<p>OIRE analyze data.</p> <p>Public School Relations develops MOU.</p>	No additional resources necessary.

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	1.3	<i>Promote shared responsibility among faculty, staff, and students to set and achieve high expectations.</i>				
	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).	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 Counseling Center will collaborate with the Division of Developmental Studies to implement the probation database system to improve tracking and provide more intrusive counseling for students under the Student Probation Program this fall semester. 1. Monitor student participation in advising program.	SIS will provide data on screens 651, 652, and 656. The Counseling Dept. will implement the Dev. Studies Database to help track past interventions and referrals.	ITS, OIRE, Developmental Studies Division	Server upgrade for Developmental Studies Division. Postcards and Postage to inform students of advising and counseling sessions.
	1.3.2a	Students will adhere to all College rules and regulations by developing and implementing an effective College communication plan.	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. 1. Monitor student understanding of College rules and regulations.	Focus reports	PR & Marketing. Enrollment Task Force, Administrative Staff, SS&D	No additional resources needed.
	1.3.2b	Students will adhere to all College rules and regulations by developing and implementing an effective College communication plan.	The Office of Student Life will increase programs at each campus center and expand operating hours to evenings and possibly weekends. 1. Monitor student services programs offered at each campus/center	Department data collected from surveys	Site Coordinators	Additional salary for full-time and part-time staff.
	1.3.2c	Students will adhere to all College rules and regulations by developing and implementing an effective College communication plan.	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 year to benefit student organizations (Leadership Conference, Leadership Academy and Extreme Workshops). 1. Monitor student participation in student organizations.	Department data	N/A	No additional resources needed. \$5000.00 MADISSAR Grant
	1.3.2d	Students will adhere to all College rules and regulations by developing and implementing an effective College communication plan.	The Office of Counseling and Advising will purchase web-based programs to enhance the appearance and functionality of our departmental WebPages. 1. Monitor utilization of Division websites.	Website hit rates. C&A Student Surveys. ACTSOS	Distance Learning Department and Outreach Department, OIRE	Horizon Wimba software, Survey Monkey software

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	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.	TC Testing Officer along with the Testing Specialists will continue to coordinate and create test dates for the College district-wide. Coordination takes place in determining when Quick THEA will be administered and create the ACCUPLACER test administrations on a yearly basis. All other administration exams will be created by request. 1. Monitor student enrollment patterns.	STC Catalog dates/Board Approved dates	TC Testing Specialists; Outreach Center; Hidalgo/Starr County High School Counselors	Testing Center(s) will require additional Testing Specialist(s) to continue providing test administrations district-wide to continue the assistance of the Uniform Recruitment and Retention Plan.
	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.	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 counseling and student services. 1. Monitor student enrollment patterns.	Focus Reports	OIRE analyze data.	No additional resources necessary.
	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.	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 center. 1. Monitor student participation in orientation.	n/a	n/a	No additional resources necessary.
1.4 Develop quality programs designed to meet regional workforce and economic development priorities.						
	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.	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. 1. Monitor utilization of Division websites.	Website hit rates. C&A Student Surveys. ACTSOS	Distance Learning Department and OIRE	Horizon Wimba software, Survey Monkey software
	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.	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. 1. Monitor and review student graduation rates.	Quick THEA; ACCUPLACER	TC Testing Specialists; Outreach Center; Distance Education	ACCUPLACER Operating Budget/Normal Operating Budget;Distance Education Budget
	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.	The FTIC Advising Plan and the key five recommendation will be implemented this fall will translate to higher retention and graduation rates . 1. Monitor and evaluate the New Student Advising initiatives.college wide. The case management system will provide a platform for the evaluation and assessment of success in college.	Caseload reports and Student Course Completion Reports	OIRE, ITS	Enrollment Reports, Advising Activity Reports.

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1.5 Exceed community and SACS expectations of a Level II baccalaureate degree granting institution.						
	1.5.1a	The Bachelor of Applied Technology will meet enrollment targets for Fall 2005 through implementation of effective recruitment strategies.	The Office of Counseling and Advising will provide academic advising and career counseling during the BAT New Student Orientation program. 1. Monitor student participation and enrollment patterns of BAT program.	Orientation Schedules and sign-in sheets	Outreach Dept.	Welcome Centers and orientation packets and promotional items
	1.5.1b	The Bachelor of Applied Technology will meet enrollment targets for Fall 2005 through implementation of effective recruitment strategies.	Outreach will ensure that departmental documentation reflects new logo and image. 1. Monitor BAT enrollment patterns.	n/a	n/a	No additional resources necessary.
	1.5.1c	The Bachelor of Applied Technology will meet enrollment targets for Fall 2005 through implementation of effective recruitment strategies.	TC Testing Officer along with the Testing Specialists will coordinate 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. 1. Monitor the number of BAT student participation in CAAP testing.	CAAP	TC Testing Specialists; BAT Faculty/Dean;	BAT Operating Budget/Normal Operating Budget
	1.5.2a	The SACS on-site visit for April 2006 will result in no findings or recommendations by collaborative preparation throughout the College.	The Office of Student Life will continue to abide by all college policies and procedures. 1. Ensure Division requirements with all SACS requirements.	Policy Manual	OIRE, Office of Accountability	No additional resources needed.
	1.5.2b	The SACS on-site visit for April 2006 will result in no findings or recommendations by collaborative preparation throughout the College.	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 Applied Technology and BAT advisor. Admissions will Review policies continually and their effect on student success. 1. Ensure Division compliance with all SACS requirements.	SAC's Review Reports / OAR Budget, STC Policy/ Catalog	All respective Student Services Departments / PR, OAR, staff/ BAT Program Chair, C&A	Release time to provide Staff Internal Audits for compliance.
2 South Texas College will serve as the cornerstone for the economic vitality of South Texas.						
2.1 Develop quality workforce education, innovations, and economic development, designed to exceed local industry standards and expectations.						
	2.1.1a	Five new degree, certificate, and marketable skill programs will be developed each year	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) 1. Ensure adequate Student Services to support all programs.	The Advising Office will request focus reports to insure assignments	Outreach Department,	Training Materials for advisors on the SIS.
	2.1.1b	Five new degree, certificate, and marketable skill programs will be developed each year	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 to have students' test scores readily available for placement purposes and registration. 1. Ensure adequate Student Services to support all programs.	TC Testing Specialists; ACCUPLACER; Quick THEA	College Board; NES	ACCUPLACER Operating Budget/Normal Operating Budget

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	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.	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 to have students' test scores readily available for placement purposes and registration. 1. Monitor Instructional satisfaction with the Student Services Division and ensure collaborative environment exists.	TC Testing Specialists; ACCUPLACER; Quick THEA	College Board; NES	ACCUPLACER Operating Budget/Normal Operating Budget
	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.	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. 1. Monitor student enrollment patterns	Departmental data.	OIRE analyze data.	No additional resources necessary.
	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.	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. 1. Monitor student enrollment patterns.	C&A Student Activity Reports	All respective student services Departments	Technology Support and Staffing
	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.	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 examination based on their major/status. 1. Monitor student testing patterns by term.	Testing Center Staff, ACCUPLACER; Quick THEA	College Board; NES; ITS; OAR	ACCUPLACER Operating Budget/Normal Operating Budget
2.2 Actively partner in economic and community development.						
	2.2.1a	STC will respond to community and employer needs by successfully training 3,500 trainees per year through the Partnership.	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. 1. Monitor participation in Credit Smat Program.	Counseling Workshop Schedules and student sign-in sheets and maintain the UTPA Practicum Counseling agreement	Financial Aid, UTPA Guidance and Counseling Dept. L.P.C. Supervisory Certification	Texas State Board of Examiners of Professional Counselors and The Department of Guidance and Counseling at UTPA
	2.2.1b	STC will respond to community and employer needs by successfully training 3,500 trainees per year through the Partnership.	Testing Center Staff will be trained and certified during the Fall 2005 semester and provide all available examinations for certification thereafter each semester. 1. Monitor number of students who utilize Pearson Vie and ISET	Pearson Vue/ISCET training	Pearson Vue/ISCET; Testing Center Staff	Normal Operating Budget
2.3 Demonstrate excellence in fiscal responsibility and accountability to the public and taxpayers.						
	2.3.2	Increased fiscal accountability will be strengthened through the establishment of a functioning and effective Internal Auditor Program by Fall 2005.	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 materials along with the data entry requirements for each instrument used. 1. Monitor fiscal accountability of all division department heads.	TCHOOPS; Quick THEA; ACCUPLACER; CAAP	Testing Center; NES; College Board;	ACCUPLACER Operating Budget; Normal Operating Budget

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	2.3.3	The enrollment audit will produce no findings by maintaining compliance with State reporting requirements.	Continue internal audit process and review state reporting requirements. 1. Monitor efforts to ensure that the enrollment audit will produce no findings by maintaining compliance with State reporting requirements.	THECB, Focus Reports	Office of Accountability	Normal operating budget
	2.3.5a	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	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 Center(s) will increase in exercising fiscal responsibility and ensuring security measures are met in all testing materials, files be maintained confidential. All items ordered will go through an order review process that will include, but not limit to, all professional staff and Chief Student Services Officer. 1. Monitor all division accounts to ensure fiscal accountability	OAR budget		Normal Operating Budget
	2.3.5b	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	The Office of Student Life will develop a new handbook for student organizations and train each organization and advisor regarding all policies and procedures in the handbook. 1. Monitor all division and accounts to ensure fiscal accountability.	Department data	Business Office, Purchasing	No additional resources needed.
	2.3.5c	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	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 Student Life budgets weekly.	Department data, Accounting Dept.	Business Office	No additional resources needed.
	2.3.5d	Fiscal responsibility throughout the College will be increased through implementation of security measures to protect College assets.	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 inventory report. Storage and Financial Aid Lab are locked at all times after hours. Doors are locked at all times and access is limited to financial aid staff only. Will conduct our own inventory review quarterly to make for security purposes. Currently looking into purchasing and imaging system to prevent misplaced files.	ADA Database Equipment Reports/ Purchasing Department/ Fixed Assets Reporting/ ITS	All respective student services departments/Purchasing Department/ Fixed Assets Reporting/ ITS	Technology Support and Staffing
3 South Texas College will foster an environment for the students and community to achieve a better quality of life.						
	3.1	<i>Develop and promote seamless systems and processes from prospective student through successful exit to motivate and assist in timely graduation, transfer or</i>				
	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.	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. 1. Monitor student enrollment patterns.	Departmental data. Data will be migrated to banner	OIRE analyze data.	No additional resources necessary.
	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.	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 to have students' test scores readily available for placement purposes and registration. 1. Monitor student enrollment patterns.	TC Testing Specialists; ACCUPLACER; Quick THEA	College Board; NES	ACCUPLACER Operating Budget/Normal Operating Budget

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	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.	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. 1. Monitor graduation rates based on the utilization of services provided by the Division.	Course Completion Reports, College Student Retention Reports, Case Management Reports	OIRE, ITS	Case Management Training through VIDA and Case Management software.
	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.	Secure funding. Recruit mentors and mentees. Train mentors. Supervise program. 1. Monitor student participation in mentoring programs.	Department data	Office of Accountability	\$5000.00 MADISSAR Grant
	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.	Recruit members. Elect Officers. Set calendar of activities.	Department data	N/A	No additional resources needed.
	3.2	<i>Develop and implement quality services in prompt response to student and community needs.</i>				
	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.	On-line Services under the Counseling and Advising Department will be expanded to provide on-line workshops which will be conducted live through Horizon Wimba. Topics will be Successful Studying, Time Management for Students, Violence Prevention, Depression & Anxiety, Compating Test Anxiety, About Wellness and AIDS Awareness. FINANCIAL AID - The Book Check Committee recommended that STC start a process by Summer II 054. Students eligible for a book check would instead have their credit held at the book store one week prior to school starting and the first week of school, two weeks. Check disbursement would resume on the second week of the Fall and Spring semester and on the first day of class during the Summer sessions. Financial Aid will collaborate with the Business office, ITS, and Barnes and Noble to handle the Migration of credit balances from ITS to Barnes and Noble. 1. Monitor Division initiatives to reach pre-college community.	Workshop Schedules and sign-in sheets/ITS/ Business Office/ Barnes and Noble	Distance Learning / ITS/ Business Office/Barnes and Noble	Horizon Wimba software annual user dues.
	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.	Outreach will work collaboratively with instruction to provide hands-on campus activities, tours and presentations for the pre-college age community. 1. Monitor enrollment in pre-college programs.	n/a	n/a	No additional resources necessary.

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	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.	Send out postcards informing students of self service availability 24/7 and open computer labs. 1. Monitor student utilization of self service modules.	focus reports	PR, Outreach, Focus analyst	Normal Operating Budget
	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.	Survey night and weekend students during fall semester. Survey "regular" students during spring semester. 1. Monitor night and weekend students perceptions of services provided by the Division.	Department data	OIRE	No additional resources needed.
	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.	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. 1. Monitor utilization of Division services by Partnership students.	TC Testing Staff Members; Pearson Vue; ISCET; NES; ACCUPLACER	TC Testing	ACCUPLACER Operating Budget; Normal Operating Budget; Pearson Vue/ISCET Operating Budget
3.3 Strengthen the personalized, student-centered environment.						
	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.	The Parent Information Center will be expanded to the on-line student services WebPages and New Student Orientation Program. 1. Monitor participation in Orientation	Parent Orientation Sign-in Sheets	Outreach Department	Parent brochures and Support Materials
	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.	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. 1. Monitor student enrollment patterns by term	Departmental data. Data will be migrated to banner	OIRE analyze data.	No additional resources necessary.
	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	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 current materials. 1. Monitor the enrollment patterns of top 10% High school graduates in STC.	Banner Training Schedules and New Student Orientation and Welcome Center Update Meetings	All respective student services departments	Banner Training Materials and SSD informational Materials

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	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.	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 student advising at these three centers. This Training program will immerse faculty within the Advising Center to conduct faculty advising. In addition, all faculty will complete the Faculty Training Manual at the end of the internship period. Within the Division of Student Services and Development our department will provide interdivisional training sessions to promote communication and teamwork. FINANCIAL AID - Hold financial aid yearly traning sessions. Hold financial aid banner training sessions as needed. Update on current federal, state, and local regulations. 1. Implement and evaluate division led cross training modules.	Faculty Advising Training Schedules and Sign-in sheets./ Department of Education/ Coordinating Board/ Institutional Aid	All Instructional Divisions / Financial Aid/ Student Services and Development	NACADA Training Materials; DVD and Manuals
	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.	Staff will train to serve as advisors during peak registration periods. 1. Implement and evaluate division led cross training modules.	Department data	Advising	No additional resources needed.
	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.	Seek additional locations to hold activities that will allow us to have more teams participate. 1. Implement and evaluate division led cross training modules.	Department data	Local Athletic Facilities	No additional resources needed.
	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.	Testing Officer will provide training sessions each semester to update faculty and staff on updates for TSI. 1. Monitor faculty and staff understanding of TSI regulations.	TSI Rules; Testing Center	Testing Center; THECB; Instruction Division	Normal Operting Budget
	3.4 Continuously improve student satisfaction with all aspects of the College.					
	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	The Office of Student Life will improve methods for advertising events and activities. 1. Monitor student satisfaction with parking at STC.	Department data	N/A	No additional resources needed.
	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.	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. 1. Monitor and implement based on student responses to survey.	ACTSSO Data Results and Data Results from the Counseling and Advising Departmental Survey.	OIRE	Annual dues for the Survey Monkey Survey Application

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
4 South Texas College will nurture a culture where collaboration is valued and achievement is recognized.						
4.1 Pursue improved learning and performance through teamwork and collaboration.						
	4.1.3	To improve student learning outcomes, Instruction and Student Services will collaboratively build a model collaborative teaching module.	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. 1. Monitor the utilization of workshops provided.	Workshop Schedules and sign-in sheets	Title V and Division of Developmental Studies	Workshop and Promotional Materials
	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.	Statistics and trends will be reported to ISD personnel bia-annually via counselors' workshop and outreach updates. Outreach will develop strategies to transition qualified high school students to the institution including automatic acceptance letters and pre-populated applications, as well as a call to action plan for all seniors in high school. 1. Monitor and review College Readiness trends. Faciliate meetins as ISDs to distribute data regarding College Readiness.	Departmental data	n/a	No additional resources necessary.
	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.	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 transfer rate, as well as increase THEA passage and decrease enrollment in developmental courses. 1. Monitor the distribution of performance report to each school district on the following institutional performance indicators: TSI College-Readiness, enrollment in developmental courses, successful completion of courses, transfer to four year institutions and job placement upon graduation.	Focus Reports	n/a	No additional resources necessary.
	4.1.6	Strategic initiatives will be developed in collaboration with local high schools to improve the college readiness of high school graduates.	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. 1. Monitor the college readiness rate of FTIC.	Departmental data	n/a	n/a
	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.	Outreach will work with DEMSA coordinator to recruit, enroll and register DEMSA students. Recruiting will occur annual in the Spring. 1. Monitor the collaboration of Outreach and High School programs in order to develop DEMSA and Engineering Academies.	n/a	n/a	n/a
	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.	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 periods. 1. Monitor and expand collaborative efforts to facilitate student success.	Presentation materials will be presented during Priority and Peak Registration Periods	Liberal Arts and Social Sciences Division and Developments	Video Equipment and Promotional Materials

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	4.2	<i>Value one another.</i>				
	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.	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. 1. Monitor the efforts by The Counseling and Advising Department to establish employee recognition awards to value faculty and staff academic advisement at South Texas College. FINANCIAL AID - 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.	C&A will schedule three award ceremonies a year. HR task force/ SS&D	Instructional Division/ HR task force/ SS&D	Award certificates and banquet supplies
	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.	Administration will set example by attending and promoting event. 1. Encourage division members to attend. Monitor Division attendance.	n/a	n/a	n/a
	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.	Meet with staff regularly and encourage participation on STC committees. 1. Monitor and address Division work environment to ensure harmonious work environment.	STC Professional Development; Organizational Conferences	STC; TACTP; NES; ACCUPLACER; Pearson Vue; ISCET	ACCUPLACER Operating Budget; Pearson Vue/ISCET Operating Budget; Normal Operating Budget
	4.3	<i>Encourage and provide up-to-date professional development and skill enablement for faculty and staff.</i>				
	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.	Meet with each Division leaders to encourage the utilization of professional development. 1. Monitor Division participation in professional development activities.	Department data	All Departments	No additional resources needed.
	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	Discuss alert notices during staff meetings. 1. Monitor the Division awareness of Alert Notices.	Department data	Office of Professional Development	No additional resources needed.
	4.3.3	Supervisors will better understand personnel issues and processes by attending specific HR training sessions.	Recruit members. Elect Officers. Set calendar of activities. 1. Ensure division employees participate in HR training sessions.	Department data	HR	No additional resources needed.
	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.	Encourage Division leaders to promote both unit specific and HR Orientation sessions. 1. Ensure Division staff attend HR Orientation sessions.	Human Resources	Human Resources; Chief Student Services Officer	Normal Operating Budget

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	4.4	<i>Continuously improve faculty and staff satisfaction with the work environment.</i>				
	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.	The Office of Student Life will take the lead on developing and implementing a "Keep the Campus Beautiful" Campaign throughout the district. 1. Monitor efforts by The Office of Student Life in taking the lead on developing and implementing a "Keep the Campus Beautiful" Campaign throughout the district.	Calendar of Events	All respective Student Services Departments	Professional development and Planning Sessions with SS Departmental Leaders.
	4.4.2	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	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). 1. Monitor Divisional and departmental climate via regular review with leaders.	Staff	Human Resources	Normal Operating Budget
	4.4.2a	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	Each year there will be a planning retreat that will include all Student Life staff. Weekly staff meetings throughout the year.	Department data	N/A	No additional resources needed.
	4.4.2b	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	Meet with staff regularly		OAR	Normal Operating Budget
	4.4.2c	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	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.	n/a	n/a	n/a
	4.4.2d	Employee work quality and employee-supervisor relationships will be nurtured by promoting continuous constructive feedback, both formal and informal.	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 Office Retreat. Attend Conferences with the US Dept of Ed, THECB, and local aid training sessions.	C&A Task Force Membership in the Comprehensive Advising Model/ SS&D	All Instructional Divisions and Student Services Department/SS&D	Informational and promotional materials
	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.	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 Executive Staff, SS&D Staff Meetings. 1. Conduct regular meetings with division leaders and review unit and division climates.	Departmental Monthly Meeting Agendas / Administration	C&A Departments, PASS Program and Developmental Studies Division/Administration	Informational materials
	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.	Outreach will conduct bi-monthly meetings to share best practices and ensure collaboration and communication.	n/a	n/a	n/a

GP	SO	Unit Performance Indicator	Action Plan	Data Sources	Supporting Units	Resources Needed
	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.	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 objectives.	Staff; IA-Plus; OIRE; HR	OIRE; ITS; HR	Normal Operating Budget
	4.4.4	Campus climate will be improved through using the findings from faculty/staff surveys to modify improvement planning for the next biennium.	All staff are expected to participate in planning sessions and weekly meetings. Each staff member is assigned as lead on projects throughout the year. 1. Implement actions based on survey results.	Department data	N/A	No additional resources needed.

GP = Guiding Principle
SO = Strategic Outcome