SOUTH TEXAS COLLEGE

Comprehensive Operational Plan
FY 2019-2020

Status Report
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ACADEMIC AFFAIRS

Proposed Instructional Programs

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
Business, Public Safety & Technology	
1) Immigration and Litigation Occupational Skills Award	1) Completed
2) AAS –Automotive Collision Repair & Refinishing	2) In Progress
3) AAS – Law Enforcement – Specialization: Criminal Investigator	3) Cancelled
4) AAS – Restaurant Management	4) In Progress
5) AAS – Meeting & Event Planning	5) In Progress
6) AAS – Hotel Management	6) Carry-over
7) AAS & Certificate Geospatial Engineering Technology	7) In Progress
8) Police Leadership Occupational Skills Award	8) Completed
9) AAS & Certificate – Cybersecurity	9) In Progress
10) Electrical Line worker Occupational Skills Award	10) Carry-over
11) Security and Loss Prevention Specialist Occupational Skills Award	11) Completed
Liberal Arts & Social Sciences	1) In Progress
1) AA - Dance	

Projected Faculty Needs

FY 2019-2020 Status Report

Fall Semester

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
Overall 1) 10 New Positions - Salary Expenditure $550,000	1) **In Progress**
Pecan Campus 2) 3 New Positions - Salary Expenditure $165,000	2) **On Hold**
Technology Campus 3) 1 New Position - Salary Expenditure $55,000	3) **On Hold**
Mid Valley Campus 4) 3 New Position - Salary Expenditure $165,000	4) **On Hold**
Starr County Campus 5) 1 New Position - Salary Expenditure $55,000	5) **On Hold**
Nursing and Allied Health Campus 6) 2 New Positions - Salary Expenditure $110,000	6) **Completed**

Division of Business, Public Safety & Technology

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) The following degrees will go through the Program Development Review Process	1) **Completed**
a) AAS Automotive Collision Repair & Refinishing	a. **In Progress**
b) AAS Hotel Management	b. **Carry-over**
c) AAS Law Enforcement – Specialization: Criminal Investigator	c. **Cancelled**
d) AAS Meeting & Event Planning	d. **In Progress**
e) AAS Restaurant Management	e. **In Progress**
f) AAS & Certificate Cybersecurity	f. **In Progress**
g) AAS & Certificate Engineering Technology	g. **In Progress**
h) Electrical Lineworker Occupational Skills Award	h. **Carry-over**
i) Immigration and Litigation Occupational Skills Award	i. **Completed**
j) Police Leadership Occupational Skills Award	j. **Completed**
k) Security and Loss Prevention Specialist Occupational Skills Award	k. **Completed**
2) In collaboration with Dual Credit Programs host a CATE Directors meeting during Spring semester to inform them of the Technology programs and assess their needs	2) **Carry-over**
3) Host at least 2 Advisory Committee meetings during the academic year	3) **Carry-over**
4) Collaborate with MSB Division to develop and convert Advanced Manufacturing and Diesel to Competency Based and offer courses in Fall 2020	4) **In Progress**

FY 2019 - 2020	Status
5) Participate in IT Sector activities	5) **Completed**
6) Continue to encourage all programs to participate in various events, expos and college fairs throughout the academic year	6) **Completed**
7) Coordinate an "STC Talks" to present and post on YouTube	7) **Cancelled**
8) Develop/Update Handbook of Operating Procedures	8) **In Progress**
9) Implement Risk Assessment Mitigation Strategies	9) **In Progress**
10) Support and prepare for the SACSCOC reaffirmation	10) **Completed**
11) Support the Guided Pathway Action Plan	11) **Completed**
12) Collect and analyze assessment data from PLOs, CLOs, and assessments and develop an action plan to enhance the curriculum	12) **Completed**
13) Review existing programs to monitor enrollment, graduation, and placement; create an action plan for low performing programs	13) **Carry-over**
14) As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	14) **In Progress**

Division of Liberal Arts and Social Sciences

FY 2019-2020 Status Report
(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

HUMANITIES

FY 2019 - 2020	Status
1) Sign Language Interpreters will complete NEFA certification	1) Completed
2) Increase the number of NEFA certified faculty in all Humanities disciplines	2) Completed
3) Collaborate with the Advising Department to include "hand-off" points for all continuing students	3) In Progress
4) Partner with Continuing Ed Department to develop and host an ASL CEU conference	4) On Hold
5) Students majoring in Humanities Area program will be referred to faculty advisors and student success specialist for advising	5) In Progress
6) Implement affordable/OER texts/materials in select courses in the Humanities Area Departments	6) Completed
7) Research the potential demand for classes in other foreign languages (Chinese, Arabic, French, etc.)	7) Carry-over
8) Research the potential demand for a Pre-Law degree track	8) On Hold
9) Develop departmental standards for assignments, activities, and grading break-down, preserving academic freedom while offering more specific guidelines to faculty not familiar with college level instruction (English completed)	9) In Progress
10) Implement Dual Enrollment Teaching Academy in collaboration with DCP	10) Completed
11) Assess granting College Success credit for eligible students	11) On hold
12) Collaborate with the Office of University Relations, Transfer, and Articulation towards the signing of (8) 2+2 style articulations in History, Philosophy, World Languages, Mexican American Studies, and English (at least 2 with different universities)	12) In Progress
13) Have at least one course each in English, History, Philosophy, and Spanish to be QM certified	13) Completed

FY 2019 - 2020	Status
14) Develop/Update Handbook of Operating Procedures	**14) In Progress**
15) Implement Risk Assessment Mitigation Strategies	**15) In Progress**
16) Support and prepare for the SACSCOC reaffirmation	**16) Completed**
17) Support the Guided Pathway Action Plan	**17) Completed**
18) Collect and analyze assessment data from PLOs, CLOs, and assessments and develop an action plan to enhance the curriculum	**18) In Progress**
19) Review existing programs to monitor enrollment, graduation, and placement; create an action plan for low performing programs	**19) Completed**
20) As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	**20) Completed**
21) At least 50% of the developmental education students will be enrolled in co-requisite model	**21) Completed**

FINE AND PERFORMING ARTS

FY 2019 - 2020	Status
1) The following degrees will go through the Program Development Review Process a. AA Dance	1) **Completed**
2) Partner with Cont. Ed Department to develop and host a conference that includes area high school art teachers and offer CPU credits	2) **Carry-over**
3) Continue to maintain high visibility across the college and the community through music concerts, art exhibitions, and drama productions	3) **Completed**
4) Music and Drama departments will continue to host visiting guest artists to lead master classes or direct a production as a means to develop outreach opportunities for community members and students	4) **Completed**
5) Develop a plan to create a scholarship for Drama students	5) **Carry-over**
6) Art Department will host a total of 6 quality art exhibitions and increase attendance by improving PR materials	6) **On Hold**
7) Explore the possibility of creating a BFA in Music Education by partnering with the Education Department	7) **Carry-over**
8) Partner with DCP to develop a Pre-College program in Music, to be followed with similar programs in Art and Drama	8) **Carry-over**
9) Begin the self-study towards accreditation with the National Association of Schools of Music	9) **Completed**
10) Organize and produce Drama Department's 10th Anniversary Season	10) **Completed**
11) Art Faculty will visit local High School Art classes, to promote the arts and highlight the necessity of art in everyday life	11) **On Hold**
12) Music Department will develop at least one summer music workshop for high school students	12) **Completed**
13) The Fine and Performing Arts area will assess the need to host a STEAM conference	13) **On Hold**
14) Art Department will sponsor a juried exhibition of local area high school students' art work to be presented in the gallery of building B of the Art Department on the Pecan Campus	14) **On Hold**
15) Drama Department will increase season subscriptions and attendance to theatre productions by strengthening media presence and community & inter-departmental relationships	15) **On Hold**

FY 2019 - 2020	Status
16) Organize a faculty symposium focused on student success and best teaching practices that include area high school art teachers and offer CPU credits through continuing education	**16) Carry-over**
17) Develop a plan to discuss a Fine Arts Academy with internal stakeholders to provide college-level training and mentoring for high school students interested in the fine arts to be implemented 2018-2019	**17) In Progress**
18) Continue to maintain a high level of direct recruitment activities from all areas of the fine and performing arts with the area high schools including collaboration with Dual Credit Programs	**18) In Progress**
19) Create a fine arts scholarship to assist those students who maintain a high GPA but lack the necessary funds to continue their education	**19) Carry-over**
20) Develop/Update Handbook of Operating Procedures	**20) In Progress**
21) Implement Risk Assessment Mitigation Strategies	**21) In Progress**
22) Support and prepare for the SACSCOC reaffirmation	**22) Completed**
23) Support the Guided Pathway Action Plan	**23) Completed**
24) Collect and analyze assessment data from PLOs, CLOs, and assessments and develop an action plan to enhance the curriculum	**24) In Progress**
25) Review existing programs to monitor enrollment, graduation, and placement; create an action plan for low performing programs	**25) Completed**
26) As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	**26) Completed**

SOCIAL AND BEHAVIORAL SCIENCES

FY 2019 - 2020	Status
1) Explore the possibility of becoming NAEYC (National Association for the Education of Young Children) accreditation (child development program)	1) Completed
2) Host four conferences organized to provide CEUs for child care community	2) Carry-over
3) Offer four outreach events (Turkey Trot, Sexuality Conference, Role Model Panel, Literary Presentations)	3) Carry-over
4) Host Communication Arts festival	4) Carry-over
5) Two more departments will adopt cost effective, interactive textbooks	5) Completed
6) Increase the number of faculty who participate in Innovative Based Learning	6) Cancelled
7) Continue to provide training for faculty on Literacy Based Learning.	7) Cancelled
8) Explore ways to become a national commercial fitness testing center	8) Carry-over
9) Create and produce stoles for high major programs such as Criminal Justice, Psychology, Education, and Kinesiology	9) Carry-over
10) Explore grant funding for success programs such as Ascender, Reading Week, and Student Motivation conferences such as the one organized by Catch the Next	10) Carry-over
11) Assess the needs for renovations for the Mid Valley Child Development Center	11) Carry-over
12) Develop/Update Handbook of Operating Procedures	12) In Progress
13) Implement Risk Assessment Mitigation Strategies	13) Completed
14) Support and prepare for the SACSCOC reaffirmation	14) Completed
15) Support the Guided Pathway Action Plan	15) Completed
16) Collect and analyze assessment data from PLOs, CLOs, and assessments and develop an action plan to enhance the curriculum	16) In Progress
17) Review existing programs to monitor enrollment, graduation, and placement; create an action plan for low performing programs	17) Completed
18) As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	18) Completed
19) At least 50% of the developmental education students enrolled in co-requisite model	19) Completed

Division of Math, Science, and Bachelor Programs

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

MATHEMATICS AND SCIENCES

FY 2019 - 2020	Status
1) Promote faculty credentials and accomplishments	1) Completed
2) Host (1) STEM Summit	2) Completed
3) Develop STEM Connection Newsletter and publish at least one issue in FY	3) Completed
4) Assess the need to establish an Engineering, Chemistry & Physics Department by splitting the Physical Science Department	4) Completed
5) Expand Competency Based course offerings in Math and Science	5) In Progress
6) Develop Competency Based developmental mathematics courses	6) Completed
7) Restructure Math 100 and Math 200 curriculum to align with recent ACGM guidelines for STEM and non-stem majors to prepare students for stem majors	7) Completed
8) Math division will promote alternative math pathways for students in Math 100	8) Completed
9) Expand the offerings of STEM courses at La Joya Higher Education Center	9) Completed
10) Additional 30% of online CS/CIS courses will undergo Quality Matters (QM) internal Peer Reviews	10) Completed
11) Evaluate the need to establish a Competency Based Center to support faculty, provide teaching material (OER) and Academic Coaching training	11) In-Progress
12) Collaborate and assist all instructional Divisions to create and develop Competency Based programs courses	12) In-Progress
13) Develop/Update Handbook of Operating Procedures	13) Completed
14) Implement Risk Assessment Mitigation Strategies	14) Completed

FY 2019 - 2020	Status
15) Support and prepare for the SACSCOC reaffirmation	15) Completed
16) Support the Guided Pathway Action Plan	16) Completed
17) Collect and analyze assessment data from PLOs, CLOs, and assessments and develop an action plan to enhance the curriculum	17) In Progress
18) Review existing programs to monitor enrollment, graduation, and placement; create an action plan for low performing programs	18) Completed
19) As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	19) Completed
20) At least 50% of the developmental education students enrolled in co-requisite model	20) Completed

BACHELOR PROGRAMS

FY 2019 - 2020	Status
1) Work with consultant who will provide guidance in developing CBE Certificate	1) **Cancelled**
2) Collaborate with Distance Learning to develop online version of CBE faculty and student certificate	2) **Carry-over**
3) Establish a Competency-Based Center to support faculty, provide training and teaching material (OER), training for Academic Coaching, and program development support	3) **Carry-over**
4) Create a Data Dashboard for all CB programs in collaboration with RAS and reporting team	4) **In-progress**
5) Establish 2+2 Articulation Agreements for the bachelor programs with Central Texas College, Del Mar College, Texas State Technical College, and Coastal Bend College	5) **In-Progress**
6) Update the Bachelor Degree Annual Report	6) **Completed**
7) Collaborate with RAS to implement a survey for graduates' job placement information	7) **Completed**
8) Lead the establishment of the Texas Community College Baccalaureate Consortium (TCCBC) at the state level	8) **Carry-over**
9) Hold 1 Competency-Based Education Advisory Committee meeting per semester	9) **Completed**
10) Collaborate with NAH to establish a BSN Advisory Committee	10) **Completed**
11) Collaborate with Distance Learning to develop online orientation for all BAT & BAS students	11) **Completed**
12) Collaborate with Distance Learning and OPOD to develop an online CBE training for faculty & students	12) **In Progress**
13) Develop/Update Handbook of Operating Procedures	13) **Completed**
14) Implement Risk Assessment Mitigation Strategies	14) **Completed**
15) Support and prepare for the SACSCOC reaffirmation	15) **Completed**
16) Support the Guided Pathway Action Plan	16) **Completed**
17) Collect and analyze assessment data from PLOs, CLOs, and assessments and develop an action plan to enhance the curriculum	17) **In Progress**
18) Review existing programs to monitor enrollment, graduation, and placement; create an action plan for low performing programs	18) **Completed**

FY 2019 - 2020	Status
19) As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	**19) Completed**

Division of Nursing and Allied Health

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

NURSING AND ALLIED HEALTH

FY 2019 - 2020	Status
1) Host at least two meetings with the Advisory committee members per semester	1) **Carry-over**
2) Collaborate with RAS to follow up on program graduates	2) **Completed**
3) Research the process to become the first certified Healthcare Simulation Center in South Texas	3) **Carry-over**
4) Designate Nursing & Allied Health to be the Regional Center for Simulation Excellence in South Texas	4) **Carry-over**
5) Designate Nursing & Allied Health to be the Center for Certification and Recertification for Healthcare Practitioners	5) **Carry-over**
6) Collaborate with Dual Enrollment to create a Healthcare Academy including pathways for Patient Care Assisting, Medical Assisting Technology, Emergency Medical Technician, and Pharmacy Technology.	6) **Completed**
7) Collaborate with Continuing Education to develop comprehensive CE offerings, that are designed by Nursing and Allied Health programs, for licensed professionals in allied health fields.	7) **In Progress**
8) Expand Paramedic to RN AAS to Starr County via Collaborate	8) **Completed**
9) Implement progressive pathway from Patient Care to LVN to ADN Pathway in Mid-Valley and Starr County Campus	9) **Carry-over**
10) Recruit new experiential location sites to include a greater variety of clinical experience	10) **Carry-over**
11) Continue to market allied health programs through PR, face-to-face, high school career fairs, and online advising	11) **Carry-over**
12) Conduct a Total Program Evaluation for PCA, VN, and ADN	12) **Carry-over**
13) Review NAH organizational structure for one assistant dean to support Allied Health and one assistant dean to support Nursing program	13) **Cancelled**

FY 2019 - 2020	Status
14) Develop/Update Handbook of Operating Procedures	**14) In Progress**
15) Implement Risk Assessment Mitigation Strategies	**15) In Progress**
16) Support and prepare for the SACSCOC reaffirmation	**16) Completed**
17) Support the Guided Pathway Action Plan	**17) Completed**
18) Collect and analyze assessment data from PLOs, CLOs, and assessments and develop an action plan to enhance the curriculum	**18) In Progress**
19) Review existing programs to monitor enrollment, graduation, and placement; create an action plan for low performing programs	**19) Completed**
20) As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	**20) Completed**

BACHELOR OF SCIENCE IN NURSING

FY 2019 - 2020	Status
1) Collaborate with Distance Education to identify and discuss faculty and student support services for hybrid online delivery	1) **In Progress**
2) Collaborate with CLE department for student support services for hybrid online students	2) **In Progress**
3) Formulate course syllabus, requirements, and evaluation	3) **Completed**
4) Develop a BSN Program Handbook	4) **Completed**
5) Develop a comprehensive orientation for the students	5) **Completed**
6) Conduct face-to-face and online advising sessions for the program	6) **Carry-over**
7) Establish and recruit BSN Advisory Board Committee	7) **Completed**
8) Hold a meeting with the BSN Advisory Committee twice a year	8) **Carry-over**
9) Admit first cohort of 30 students for the program	9) **Carry-over**
10) Monitor students' progress and completion of courses	10) **Carry-over**
11) Continue to market the program through PR, face-to-face, and online advising	11) **Completed**
12) Continue to collaborate with South Texas Rio Grande Valley Chief Nurse Executives monthly for recruitment of students and evaluation of graduates and curriculum	12) **In Progress**
13) Continue to collaborate with Curriculum department for assessment and evaluation of PLOs	13) **In Progress**
14) Conduct assessment and evaluation of the program based on ACEN requirements	14) **In Progress**
15) Collaborate with RAS to follow up with program graduates	15) **In Progress**
16) Establish new articulation agreements with several universities in-state and out-state for BSN to MSN	16) **In Progress**

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

DISTANCE LEARNING

FY 2019 - 2020	Status

1) Develop the following associate degrees for online delivery:
    a. History
    b. Law Enforcement
    c. Paralegal
	1)
	a. Completed
	b. Completed
	c. Completed

2) Hold 1 Distance Learning Advisory Committee meeting per semester	2) Completed
3) Offer trainings on Blackboard Fundamentals, Blackboard Certification, and Online Teaching Certification	3) Completed
4) Collaborate with IS&P division to research and implement Blackboard Instant Messaging tool/app to increase student engagement and connect with students real-time	4) Completed
5) Collaborate with IT to modify credential database to include all faculty certified to teach online	5) Carry-over
6) Continue to audit online courses and develop strategies to provide recommendations for courses needing to be redesigned on quality matter concepts	6) Carry-over
7) Perform audits of existing programs and evaluate to determine if those courses can be offered online to increase the number of online programs	7) In Progress
8) Promote and offer SPARK Online Academy in collaboration with the Office of Professional Development to online faculty to improve their current online course	8) Completed
9) Implement Blackboard accessibility to be ADA compliant within each course and its content	9) Completed
10) Offer ADA compliant training for online faculty	10) Completed
11) Gather data and develop a list (categorized by division) of online courses that are transitioning to using open education resources (OER)	11) In Progress

FY 2019 - 2020	Status
12) Collaborate with departments to develop online courses based on OER	12) In Progress
13) Collaborate and assist with Competency Based degree programs in online format	13) Completed
14) Develop recruitment strategy to increase active duty military and veteran enrollments in online programs	14) In Progress
15) Review current trainings and update content and titles, if needed	15) Completed
16) Offer First Time Online Blackboard Orientation for students each semester	16) Completed
17) Evaluate and improve student First Time Online Blackboard Orientation based on pass rates and survey	17) Completed
18) Develop and implement a Dean/Chair Dashboard in Blackboard Analytics to improve faculty performance in online courses	18) Completed
19) Develop and implement an in-house web application in collaboration with IS&P Department to track faculty's certifications and course approval forms with distance learning	19) Completed
20) Develop a Competency Based associate degree program in partnership with Business Administration Department (Accounting)	20) Completed
21) Develop/Update Handbook of Operating Procedures	21) Completed
22) Implement Risk Assessment Mitigation Strategies	22) In Progress
23) Support and prepare for the SACSCOC reaffirmation As part of the Academic Continuity Plan, over 90% of all faculty (FTR, Lecturers, Adjunct, and Dual Credit) will become Blackboard Fundamentals certified	23) Completed

MID-VALLEY CAMPUS

FY 2019 - 2020	Status
1) Continue to Increase enrollment by meeting with Deans and program chairs to offer more core courses as well as Technical and Nursing & Allied Health offerings at MVC	1) In Progress
2) Host 1 large event per month to promote enrollment and feature existing programs at MVC	2) Completed
3) Host 5 smaller events per month to promote student success and persistence	3) Completed
4) Represent the College and campus at Chamber and Economic Development Corporation events to promote our campus	4) Completed
5) Improve instruction/support services with increase of facilities after bond construction completed	5) In Progress
6) Evaluate schedules on a semester basis to ensure student needs are being met as well as to enhance enrollment at MVC	6) In Progress
7) Work with all Divisions to ensure adequate support services are available to MVC students such as counseling/advising/technical support/financial aid	7) In Progress
8) Work with credit and non-credit program offerings to ensure needs of local community are being met	8) In Progress
9) Work with Distance Learning and Bachelor Degree Programs to increase offerings at the MVC for students from Texas Southmost College and Texas State Technical College seeking Bachelor-level degrees	9) In Progress
10) Work with other colleges in the area such as TAMUK and OLLU to promote articulation agreements that enhance our enrollment and benefit students	10) Carry-over
11) Promote MVC among Chambers, EDCs, ISDs, and area businesses to attract more training/grant opportunities	11) In Progress
12) Increase Welding Lab and AUMT courses to attract more workforce students to the MVC	12) On Hold
13) Collaborate with Edcouch-Elsa ISD to provide Delta Area Registration Round-Up	13) On Hold
14) Develop/Update Handbook of Operating Procedures	14) Completed
15) Implement Risk Assessment Mitigation Strategies	15) In Progress

STARR COUNTY CAMPUS

FY 2019 - 2020	Status
1) Continue to increase enrollment by comparing previous sections offered	1) **Completed**
2) Increase enrollment by offering new programs on campus	2) **In Progress**
3) Host events on campus to engage community to promote visibility and enrollment	3) **On Hold**
4) Continue to sponsor combined small scale events on campus to engage students	4) **On Hold**
5) Promote awareness by presenting on campus activities and student success at ISD school board meetings	5) **On Hold**
6) Increase Dual Enrollment participation by creating a summit event	6) **On Hold**
7) Host a community-based group meeting at the Starr County Campus to promote awareness and enrollment	7) **On Hold**
8) Target recruiting efforts to focus on Technical Programs and Nursing Allied Health programs	8) **In Progress**
9) Promote new cafeteria contractor to begin Fall 2019 through banners, fliers, and personal contact	9) **Completed**
10) Finalize Starfish cohort of 20 faculty and 200 students to complete annual academic cycle	10) **Completed**
11) Work with NAH Dean to ensure that facilities and bandwidth are met for Paramedic to RN degree	11) **Completed**
12) Develop/Update Handbook of Operational Procedures	12) **In Progress**
13) Implement Risk Assessment Mitigation Strategies	13) **Completed**

HIGHER EDUCATION CENTER – LA JOYA

FY 2019 - 2020	Status
1) Assess technology needs for classes offered at LJTC	1) In Progress
2) Collaborate with IS&P to provide adequate instructional technology for classroom instruction as required	2) In Progress
3) Collaborate with SAEM Division to provide student and enrollment services on a monthly basis	3) Carry-over
4) Continue to collaborate with DCP, D2D, and LJ ISD administration in supporting dual enrollment program offerings	4) Carry-over
5) Focus on recruitment for the following: STEM courses, Criminal Justice, Education, and Welding programs	5) Carry-over
6) Update website to correspond with current courses and programs	6) In Progress
7) Provide office space to house full-time faculty, support staff, and program administrators	7) Completed
8) Host community events to showcase new and existing programs	8) In Progress
9) Host events for graduating high school seniors for the following programs: Criminal Justice, Education, Nursing & Allied Health, and Welding	9) Completed
10) Evaluate existing course and program offerings to ensure needs of community are being met	10) In Progress
11) Provide combined developmental and college level courses to expedite completion of development sequence	11) Carry-over
12) Identify and establish additional certificate and degree programs to meet the needs of changing community and industry	12) Carry-over
13) Enhance partnerships with businesses, Chambers, and EDCs in the Western Hidalgo County community	13) In Progress
14) Enhance partnership with credit-recovery program to offer more opportunities to graduating students	14) In Progress
15) Enhance partnerships with CTE for graduating seniors seeking/completing certificates in Technology Programs	15) In Progress
16) Enhance partnership with J. Carter Early College High School to review and manage Emergency Evacuation Plan	16) In Progress
17) Support new program course offerings	17) Carry-over
18) Update and expand educational technology to support STEM programs	18) Carry-over

FY 2019 - 2020	Status
19) Improve campus signage, including but not limited to, exterior building signage and way-finding signage	**19) Completed**
20) Conduct appropriate recruitment activities to meet the needs of Western Hidalgo County community	**20) Carry-over**
21) Explore expanding parking areas for South Texas College students, staff, and faculty	**21) Carry-over**
22) Develop the program offering brochure/booklet for the next academic year	**22) In Progress**
23) Develop/Update Handbook of Operational Procedures	**23) In Progress**
24) Implement Risk Assessment Mitigation Strategies	**24) In Progress**

Academic Advancement

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

ACADEMIC EXCELLENCE PROGRAMS

FY 2019 - 2020	Status
1) Monitor student success through case management, early alerts, and monthly meetings to ensure students remain continuously enrolled in pursuit of an Associate's Degree	1) Completed
2) Increase volunteer opportunities for students by building relationships with local nonprofits	2) Completed
3) Increase scholarship fundraising for the Valley Scholars Program through A Night with the Stars, K-12 Chess Tournament, private donations, and grants	3) In Progress
4) Promote all the Academic Excellence program through events and outreach	4) Completed
5) Collaborate with STC Honor Societies to create an informational booklet outlining benefits and eligibility requirements for each organization	5) In Progress
6) Evaluate Valley Scholars Program fundraising to determine viability of increasing or extending scholarship award	6) Carry-over
7) Enhance collaboration with local high schools to promote the Academic Excellence Programs and increase recruitment	7) Completed
8) Increase community service opportunities for Valley Scholars Program & Phi Theta Kappa	8) On Hold
9) Continue to enhance our internal marketing strategy to increase STC employee donations to the Valley Scholars Program by presenting at division meetings, information tables at events (CWPOD), emails, brochures, etc.	9) In Progress
10) Increase alumni outreach to graduates from the Academic Excellence Programs for data collection on success stories, degrees earned, etc.	10) In Progress
11) Increase Phi Theta Kappa student participation at Mid-Valley and Starr County campuses through information tables, meetings, etc.	11) On Hold

FY 2019 - 2020	Status
12) Continue to collaborate with division deans and department chairs to promote and increase number of Honors classes offered each semester	**12) In Progress**
13) Develop/Update Handbook of Operational Procedures	**13) In Progress**
14) Implement Risk Assessment Mitigation Strategies	**14) In Progress**

ACADEMIC INITIATIVES AND PROJECTS

FY 2019 - 2020	Status
1) Assess grant opportunities that support STC's strategic plan and the mission of Academic Affairs	1) **In Progress**
2) Continue to monitor existing grants to ensure that goals and compliance requirements are met	2) **In Progress**
3) Provide support to review Co-Requisite models created to align with HB2223 requirements to meet the 50% threshold	3) **Completed**
4) Revise the Developmental Education Policy and Procedures Manual as needed	4) **Completed**
5) Expand Starfish to:	5)
a. Chair the college-wide Starfish Committee, and conduct at one least one meeting per semester to assess progress of Starfish activities	a. **Carry Over**
b. Develop an action plan and a management plan	b. **Completed**
c. Provide Starfish training at least once per semester	c. **Completed**
d. Develop video and written tutorials to guide faculty, staff, and students to navigate Starfish	d. **Completed**
e. Collect Starfish survey data and usage to assess effectiveness for continuous improvement	e. **In Progress**
f. Facilitate technical issues	f. **In Progress**
6) Research to learn if there are additional tools that support the existing Early Alert Systems	6) **Completed**
7) Continue to collect and assess data to evaluate the impact of the Early Alert System on student success outcomes and develop continuous improvement strategies	7) **In Progress**
8) Continue to collect data and evaluate the impact of the Degree Progress Report Assignment	8) **Carry-over**
9) Provide ongoing support to the Division by serving on special projects, taskforces, and initiatives	9) **Completed**
10) Provide support to the Developmental Math program to develop new courses or initiatives, such as a NCBO Summer Bridge Program, to help support student needs	10) **Completed**
11) Continue to participate as a QEP Committee member to provide leadership, guidance, and support for the upcoming SACSCOC Reaccreditation	11) **Completed**

FY 2019 - 2020	Status
12) Provide support for Institutional Effectiveness (IE) Planning and Reporting by:	12)
a. Coordinating trainings	a. Completed
b. Reviewing IE Plan and Report for the Academic Affairs Division	b. Completed
c. Assess effectiveness	c. In Progress
13) Develop/Update Handbook of Operational Procedures	13) In Progress
14) Implement Risk Assessment Mitigation Strategies	14) In Progress
15) Support the Guided Pathway Action Plan	15) Completed

HSI GRANT

FY 2019 - 2020	Status
1) Institutionalize the Active Learning Classrooms initiative in conjunction with the FOCUS Academy faculty professional development	1) In Progress
2) Institutionalize the Faculty Advising initiative to continue training, certification and support	2) Completed
3) Continue Emergency Medical Technician course offerings at Starr County to maintain accessibility	3) Carry-over
4) Schedule the Active Learning Classrooms with diverse content areas of eligible faculty for optimized usage	4) In Progress
5) Continue evaluative measures to determine the effectiveness of programming and efforts	5) In Progress
6) Continue inventory monitoring of grant supplies and equipment	6) In Progress
7) Launch Spark Academy to full scale	7) Completed
8) Restructure Faculty Advising designated caseload process	8) Completed
9) Pilot JagAdvise in three academic programs to improve documentation process	9) Cancelled
10) Revise Financial Literacy curriculum and evaluation plan	10) In Progress
11) Attain 25% increase in student financial literacy knowledge	11) Completed
12) Further develop transitional plan and conclude grant activities	12) In Progress

CURRICULUM AND STUDENT LEARNING

FY 2019 - 2020	Status
1) Continue to conduct labor market analysis for all proposed programs for the upcoming academic years to comply with our mission of facilitating the development and ongoing revisions of instructional programs	1) Completed
2) Provide 1-2 trainings annually and develop training videos and additional best practice resources for faculty	2) Completed
3) Develop a new strategy to address core objectives process, reporting and outcomes	3) Completed
4) Offer a program development workshop to provide resource materials for development of proposed instructional programs	4) Completed
5) Provide curriculum revision training for program chairs (per IE Plan)	5) Completed
6) Support the development of new proposed instructional programs that have been approved	6) Completed
7) Conduct a Strategic Course Schedule Analysis to determine effectiveness of implemented strategies and continue the scheduling effectiveness process	7) On Hold
8) Research best practices in Strategic Scheduling Analysis and recommend a process for use by Academic Affairs leadership to ensure efficient and effective course scheduling	8) In Progress
9) Support the planning and implementation of Banner FLAC (Faculty Load & Compensation) for full implementation for Spring 2020	9) Carry-over
10) Collaborate with IS&P to develop a new Dashboard for Classroom Use and Efficiency	10) On Hold
11) Collaborate with SAEM division in the implementation of clear pathways and restriction of courses to students to help them stay on track to degree completion	11) In Progress
12) Research course evaluation software demos and compare the benefits to our existing tool for possible upgrade/improvements	12) Carry-over
13) Monitor High School sites to not go over 50% or more of coursework towards degrees and certificates for Fall 2020	13) Completed

FY 2019 - 2020	Status
14) Chair the TSI Advisory Committee to review and address any new changes to TSI Benchmarks to ensure that institutional practices are aligned with state policies	14) Completed
15) Hold 1 Learning Outcomes Assessment Committee meeting per semester	15) Cancelled
16) Monitor the Program Learning Outcomes Assessment Plan, including a second-year evaluation/assessment of the Plan itself	16) In Progress
17) Monitor the Core Objectives Assessment Plan, and coordinate/oversee implementation of the first year Core Objective improvement strategies	17) In Progress
18) Investigate nationally normed Core Objective Assessment instruments/practices	18) Carry-over
19) Identify enterprise software systems that monitor student learning outcomes assessment and determine whether an enterprise software tool should select a system to be purchased and utilized in place of JagPRIDE	19) Carry-over
20) Conduct an evaluation of the integrated Institutional Effectiveness/Program Review model	20) In Progress
21) End of Course Evaluations	21) Completed
22) Complete the planning, integration, feed/security, and implementation of the Concourse – Syllabus Management System phases and train all faculty	22) Completed
23) Facilitate the Guided Pathway Action Plan	23) Completed
24) Coordinate webpage development to showcase programs of study (meta-majors)	24) In Progress
25) Ensure programs of study are included in 2020-2021 Course Catalog	25) Completed
26) Finalize alignment booklet (from HS endorsements to meta-majors)	26) Completed
27) Develop/Update Handbook of Operational Procedures	27) In Progress
28) Implement Risk Assessment Mitigation Strategies	28) In Progress
29) Support and prepare for the SACSCOC reaffirmation	29) Completed

DUAL CREDIT PROGRAMS

FY 2019 - 2020	Status
1) Full Implementation of the Dual Credit Course Submission Request online portal	1) Completed
2) Collaborate with IS&P to develop a textbook communication system or addendum to the existing Dual Credit portal.	2) Cancelled
3) Complete the NACEP Accreditation application process and become the first in the State of Texas to become accredited	3) Completed
4) Continue collaborating with HR on creating a Dual Credit Faculty application process	4) Carry-Over
5) Coordinate candidate's interviews with program chairs and hiring committees	5) Completed
6) Oversee the development of the 4-year instructional plans for each high school	6) In Progress
7) Meet with ECHS and Traditional HS Directors, Principals and Counselors to plan schedules for the academic school year	7) Completed
8) Develop district-wide Dual Credit scheduling for Fall 2020 implementation	8) Completed

9) Develop CTE Institute – Cohort Based Programs
   a. Cybersecurity
   b. Medical Office Specialist
   c. Patient Care
   d. Medical Assistant
   e. Pharmacy Technology
   f. Emergency Medical Technology
	9) Completed
	a. Cancelled
	b. Cancelled
	c. In Progress
	d. In Progress
	e. Cancelled
	f. In Progress

10) Host targeted events for Superintendents, Leadership Teams, and CTE Programs to disseminate essential information during the academic year	10) Completed
11) Expand opportunities for ISD partners to host events at our STC sites for Dual Credit student engagement	11) In Progress
12) Conduct surveys with partnering school districts Administration and Counselors; Dual Credit Students; and Dual Credit Faculty to improve the current program operations	12) Completed
13) Conduct meetings with Program chairs to discuss DCF processes, updates, and approval	13) Carry-over

FY 2019 - 2020	Status
14) Collaborate with IS&P to develop and pilot the online process for "non-S" Section form to comply with Policy 3232	**14) Cancelled**
15) Establish a communication plan and marketing content for Dual Credit Programs within the community	**15) Carry-over**
16) Partner with LASS Fine & Performing Arts to develop a Pre-College program in Music, to be followed with similar programs in Art and Drama	**16) Carry-over**
17) Develop/Update Handbook of Operational Procedures	**17) Completed**
18) Implement Risk Assessment Mitigation Strategies	**18) In Progress**
19) Support and prepare for the SACSCOC reaffirmation	**19) Completed**
20) Support the Guided Pathway Action Plan	**20) Completed**

ACADEMIES & HIGH SCHOOL PROJECTS

FY 2019 - 2020	Status

1) Implement the following Academy Programs
    a. DEPA – Dual Enrollment Pharmacy Academy
    b. DETA – Dual Enrollment Teaching Academy
	1)
	a. Completed
	b. Completed

2) Explore the development of expanding the Academies College Tours to three days in order to increase student engagement	2) Completed
3) Expand the TexPREP Program career speaker series to promote awareness and the significance for middle and high school aged students to earn higher educational degrees	3) Cancelled
4) Develop online registration opportunities for students to self-register for courses offered through the Academies Program	4) Completed
5) Expand course offering for the Academy Programs participants by providing the selection of concentrations within their fields of study	5) Completed
6) Expand on internship opportunities for all student cohorts	6) Carry-over
7) Coordinate with partnering school districts to identify students' field of interest by collecting endorsement data and evaluate the programs offered through the Academies	7) Carry-over
8) Collaborate with Student Activities to increase Academy Program on-campus involvement through the creation of clubs focused on volunteering and extracurricular activities	8) Completed
9) Continue dialogue with the University of Texas-Rio Grande Valley School of Medical to form seminars for the DEMSA Program participants	9) Carry-over
10) Establish a summer STEM Program specific for rising 9th and 10th grade students interested in pursuing the Academy Programs to support recruitment and retention	10) Carry-over
11) Explore the development of expanding the Academy Program workshop sessions to off-site businesses to enhance career awareness	11) Carry-over
12) Continue to meet with the Starr County school districts administration to Actively promote the Dual Enrollment Engineering Academy and Dual Enrollment Medical Science Academy being offered at Starr County Campus	12) Carry-over
13) Collaborate with RAS to develop a tracking system for students who graduate from the Academy Programs to gather data on job placement and enrollment in graduate programs	13) Carry-over
14) Expand Supplemental Instruction tutoring services for Academies students in upper level courses	14) Cancelled

DUAL CREDIT PATHWAYS

FY 2019 - 2020	Status
1) Update program materials to include new state goals and requirements	1) Completed
2) Hold informational presentations for all ECHS campuses to introduce and support new ECHS Blueprint changes	2) Completed
3) Implement and help train schools on the use of Starfish for purpose of helping students stay on track towards completion	3) In Progress
4) Continue to work closely with the ISD Partners to ensure that all students are on track to complete their degree plans	4) Completed
5) Continue to work with RAS to submit ECHS pipeline enrollment data and graduate data for the support of the annual Dual Credit Report	5) Completed
6) Support the annual Dual Credit Leadership Meeting	6) Completed
7) Host student and ECHS counselor workshops or informational presentations, once a semester, to provide consistent and uniform STC success knowledge	7) Completed
8) Ensure that all ECHS submit a certified 9th and 12th grade cohort list (by October 31st) for each ECHS and code with ECHS attribute	8) In Progress
9) Continue to work with SAEM division (director of traditional enrollment) to provide ECHS data of "non-completers" to assist in recruitment process	9) In Progress
10) Collaborate with Region One and TEA to be part of the planning session for the agenda items for the South Texas Early College Consortium (STECC)	10) Completed
11) Communicate to all ECHS students and ECHS counselors, that student have open access to IHE campuses and resources such as computers/library services/tutoring as required by TEA ECHS Blueprint; plan will include campus learning tours and presentations customized to meet the needs of ECHS partners	11) Completed
12) Collaborate with IS&P to create processes that manage and distribute sensitive student data to key ECHS stakeholders; data will include student enrollment status, progress and academic standing	12) Completed
13) Make ECHS orientation available to all new ECHS administration and staff such as counselors	13) Completed

FY 2019 - 2020	Status
14) Host recognition events of academic achievement for ECHS scholars-top performers	14) **Cancelled**
15) Assist with review and recommendations of student success metrics	15) **Completed**
16) Update 4-year instructional plans for each ECHS	16) **In Progress**
17) Increase student advising count to over 4,000 in upcoming academic school year	17) **Completed**
18) Extend ECHS department services to 7 newly designated TSTEM schools	18) **Completed**

PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT

FY 2019 - 2020	Status
1) Continue to provide in-house Customer Service/Relationship Management workshops with the intent to deliver to all South Texas College staff and faculty	1) Completed
2) Continue to establish a greater presence at each of the 5 South Texas College campus locations	2) Completed
3) Evaluate existing virtual professional development workshops for faculty and staff online and modify as necessary	3) Completed
4) Continue to offer FOCUS Academy opportunities and train faculty	4) Completed
5) Continue to offer new faculty and staff onboarding academies: Jaguar and NFO	5) Completed
6) Continue to offer leadership training – ACTA	6) Completed
7) Support STC Administration and VP's in evaluating PD needs for each division	7) Completed
8) Continue to develop and provide virtual professional development focused on increasing student engagement in online environment	8) Completed
9) Reinstate revised Ambassador's Leadership Academy	9) In Progress
10) Increase number of users and provide ongoing support and training to departments	10) Completed
11) Hold 1 OPOD Advisory Committee meeting per semester	11) Completed
12) Make professional development workshops available to all faculty and staff through online modalities	12) Completed
13) Review and update DELTA Academy to enhance the understanding of Learning Outcomes	13) In Progress
14) Offer customized professional development opportunities for Adjunct and Dual Credit faculty	14) Completed
15) Identify adjunct and dual credit faculty needs by administrating a needs survey	15) In Progress
16) Continue to partner with other departments to offer professional development to faculty and staff	16) Completed
17) Create a needs-based assessment survey for staff and refine and improve professional development offerings based on feedback	17) Completed

FY 2019 - 2020	Status
18) Develop/Update Handbook of Operational Procedures	18) In Progress
19) Implement Risk Assessment Mitigation Strategies	19) In Progress
20) Support and prepare for SACSCOC reaffirmation	20) Completed
21) Support the Guided Pathway Action Plan	21) Completed

PROJECT MANAGEMENT

FY 2019 - 2020	Status
1) Collaborate with Academic Affairs Leadership team to coordinate any special projects/reports/presentations/events for the Division	1) Completed
2) Support the Academic Affairs Division with academic and college-wide projects	2) Completed

3) Develop new academic information booklets
   a. Distance Learning Information Booklet
   b. Nursing and Allied Health Information Booklet
   c. Dual Enrollment Academy Programs Booklet
	3)
	a. In Progress
	b. In Progress
	c. In Progress

4) Collaborate with Academic Programs to update annual academic booklets
   a. Associate Degree Nursing Student Handbook
   b. Bachelor Programs
   c. Faculty Qualifications & Credentials
   d. Nursing & Allied Health Division Student Handbook
   e. Prior Learning Assessment Guidelines and Procedures Manual
   f. Professional & Organizational Development
   g. Regional Center for Public Safety Excellence
   h. RN-to-BSN Prospective Student Guide
   i. Workforce Programs
	4)
	
	a. Completed
	b. Completed
	c. Completed
	d. Completed
	e. Completed
	
	f. Carry-Over
	g. Carry-Over
	h. Completed
	i. Completed

5) Continue to develop Highlights showcasing student and program success	5) Completed
6) Continue to enhance collaboration with other Project Managers across South Texas College	6) Carry-Over
7) Continue to collaborate with Public Relations & Marketing to maintain and update content (Academic Affairs and Academic Advancement) in the College's website	7) In Progress

8) Collaborate and coordinate with Dual Credit Programs on the following
   a. Dual Credit Leadership Meeting
   b. Dual Credit Programs ISD Partnership Workshops, ISD Reports
   c. Superintendents Leadership Meeting
   d. PSJA College for All Conference
	8)
	
	a. Completed
	b. Completed
	
	c. Completed
	d. Completed

9) Support Academic Affairs Division with the development of Education & Workforce Development Committee (EWDC) presentations	9) Completed

FY 2019 - 2020	Status
10) Work with RAS to request, collect, and compile data on behalf of the division	**10) Completed**
11) Coordinate with the Academic Affairs leadership team to update Comprehensive Operational Plan and complete Status Report	**11) In Progress**
12) Continue to assist coordinating faculty and staff recognition process and ceremonies	**12) In Progress**
13) Continue working with SAEM Division on facilitating and processing student grade appeals	**13) Completed**
14) Continue working with FAS Division on staffing plan, pay plan, budget development, and facilities	**14) Completed**
15) Support the planning and implementation of Banner FLAC (Faculty Load & Compensation) for full implementation for Spring 2020	**15) Completed**
16) Develop/Update Handbook of Operating Procedures	**16) In Progress**
17) Implement Risk Assessment Mitigation Strategies	**17) Completed**
18) Support and prepare for the SACSCOC reaffirmation	**18) Completed**

UNIVERSITY RELATIONS, TRANSFER AND ARTICULATION CENTER

FY 2019 – 2020	Status
1) Meet with representatives from Distance Learning to determine how to offer the services of URTAC to online students	1) Carry-over
2) Collaborate with HS counselors and D2D to schedule presentations at the high schools	2) In Progress
3) Develop and implement at least 5-7 new or revised articulation agreements, memorandums of understanding and/or educational alliance agreements	3) Completed
4) Develop articulation agreements with the McAllen campus of Texas A&M University for all programs that are being offered	4) In Progress/ On Hold
5) Implement Transfer University Summit, an event where colleges and universities present to South Texas College faculty and staff on their programs and offerings, especially in regards to support for transfer students	5) Carry-over/ On Hold
6) Develop a program to engage students and their parents in the transfer process to share more information	6) On Hold
7) Work with four-year transfer partners on establishing 3+1 transfer agreements	7) In Progress
8) Work with Texas A&M University – Corpus Christi to establish 2+2 agreements with at least ten programs	8) Carry-over
9) Collaborate with LASS towards the signing of eight 2+2 style articulations in History, Philosophy, World Languages, Mexican American Studies, and English (at least 2 with different universities)	9) In Progress
10) Develop transfer maps for the top 10 transfer universities	10) In Progress
11) Establish an institutional articulation review committee to provide input on processes and advise on new and/or renewed agreements based on current and best practices	11) Completed
12) Develop a plan to establish virtual transfer assistance via teleconferencing equipment in the Transfer Center for students and representatives	12) Completed

FY 2019 – 2020	Status
13) Collaborate with SAEM division to discuss the possibility of establishing transfer resources within the DegreeWorks software	**13) In Progress**
14) Establish office hours on the Starr County Campus	**14) Completed**
15) Use JagAdvise to track center usage	**15) In Progress**
16) Explore the option of Study Away Programs	**16) On Hold**
17) Review Study Abroad Program and establish criteria for participation	**17) On Hold**
18) Develop/Update Handbook of Operational Procedures	**18) In Progress**
19) Implement Risk Assessment Mitigation Strategies	**19) Completed**

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STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT

Student Affairs

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

COUNSELING SERVICES

FY 2019 - 2020	Status
1) Provide comprehensive counseling services to increase student success	1) **In-Progress**
2) Ensure staff receive training on best practices in the emerging field of student mental health counseling	2) **In-Progress**
3) Expand services to help students connect with internal and external services (mental health, physical health, food insecurity, housing, etc.) to help students continue in their educational goals and be successful	3) **In-Progress**
4) Redesign ADA Awareness Day and enhance communication plan for students, parents, and counselors	4) **In-Progress**

COMPREHENSIVE ADVISING

FY 2019 - 2020	Status
1) Analyze staffing needs to maintain adequate advisor to student ratio	1) **In Progress**
2) Enhance Academic Advising Services to ensure best practices are implemented district-wide for all students	2) **In Progress**
3) Continue providing Advising training for high school counselors in collaboration with Dual2Degree Department	3) **In Progress**
4) Provide training and support for College Pathways initiative including Faculty Advisor program expansion	4) **In Progress**
5) Implement appointment-based advisement services using Qless software	5) **Completed**

STUDENT RIGHTS AND RESPONSIBILITIES

FY 2019 - 2020	Status
1) Full Time Student Rights and Title IX Compliance Trainer (Technician)	1) **Canceled**
2) Secure additional funding for:	**2)**
a. Training and Travel	**a. Canceled**
b. Development of national partnerships and become the premier host site in the region	**b. In Progress**
c. Reporting Database/ Software	**c. Completed**
3) Secure funding for dedicated staff for Victims Services	3) **Canceled**

STUDENT ACTIVITIES AND WELLNESS

FY 2019 - 2020	Status
1) Integrate the College Student Government Association and Student Leadership Academy with Nationally recognized associations.	1) **In progress**
2) Expand First Year Connection Events to all campuses and redesign events to meet the needs of adult students and returning students	2) **In progress**
3) Promote voter registration drives to increase student voter participation	3) **In progress**
4) Work with Faculty leaders and PR & Marketing to develop new online SharePoint site to promote student clubs and organizations	4) **Completed**
5) Expand food pantry services to other campuses in district	5) **Completed**
6) Promote student financial literacy knowledge through presentations to students in various locations	6) **Completed**

CAREER AND EMPLOYER SERVICES

FY 2019 - 2020	Status
1) Implement District-wide utilization of "Career Coach" web-based career planning tool	1) Completed-On going
2) Certify all staff as trained Career Coaches to be able to train College faculty and staff on student career coaching	2) In progress
3) Continue implementation of	3)
a. School2College "Career Pathway Program" at for Dual Credit students in Starr and Hidalgo Counties	a. in progress
b. Development and planning of College-Wide Career Discovery Day	b. Completed
c. Implement front-line career exploration services for students during the enrollment process for different types of students (high school, first-time, adult learners, returning)	c. In progress

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

DUAL2DEGREE

FY 2019 - 2020	Status
1) Scale up Self-Service Advisement and Registration Initiative to 20 schools	1) Completed
2) Host Regional/State Dual Enrollment Summit for Higher Ed Institutions	2) Cancelled
3) Develop Dual2Degree Department Logo	3) Cancelled
4) Continue Data Collection of Dual Enrollment Student Success	4) Completed
5) Continue DegreeWorks and Career Coach Student Success Initiatives	5) Completed
6) Streamline reporting system for partner schools	6) In Progress

COLLEGE CONNECTIONS AND ADMISSIONS

FY 2019 - 2020	Status
1) Submit for Coordinator of Recruitment	1) Completed
2) Continue Department involvement in Campus Tours & College/Career Fairs	2) In Progress
3) Continue Data Collection and reporting for FTIC and Seniors enrolled	3) In Progress
4) Expand Adopted Elementary Program	4) Completed
5) Continue streamlining enrollment process by function	5) In Progress

STUDENT FINANCIAL SERVICES

FY 2019 - 2020	Status
1) Hire additional FA Specialist to assist with Pell Calculations (R2TIV)	1) Cancelled
2) Continue streamlining the FASFA application process to increase submissions and support enrollment	2) In Progress
3) Work with Community-based advocacy groups to outreach to underserved neighborhoods to increase FAFSA and TASFA completion	3) On Hold
4) Redesign Veterans services to provide more outreach initiatives and to increase utilization of benefits among the Veteran population	4) On Hold
5) Ensure all operating procedures are updated and in-line with all federal and state regulations	5) In Progress
6) Pilot online submission of financial aid required documentation for students through JagNet student portal	6) Completed
7) Implement Qless appointment system to eliminate financial aid lines and to help students plan better to complete financial aid process	7) In Progress

STUDENT ASSESSMENT SERVICES

FY 2019 - 2020	Status
1) Implement phase III of TSI College Readiness cut scores as per THECB	1) Cancelled
2) Assess, evaluate, and research all current and new testing services and functions	2) In Progress
3) Budget to increase staff to include a Testing Specialist and a Testing Technician to offset the increase number of students based on the five year enrollment projection	3) Cancelled
4) Enhance partnerships with educational and testing entities such as THECB, College Board Pearson Inc., and other testing providers	4) In Progress
5) Expand HiSET testing services to Starr Campus	5) Completed
6) Work with academic departments to provide testing opportunities for students for industry certifications	6) Cancelled
7) Work with IT to ensure all student TSI status are updated on a continual basis	7) In Progress
8) Partner with Center of Learning Excellence to develop interventions for students prior to retaking TSI exam	8) Cancelled
9) Process map testing process for students and identify gaps as well as areas for improvement	9) In Progress

DEGREE AND CERTIFICATE COMPLETION
STUDENT RECORDS AND REGISTRAR

FY 2019 - 2020	Status
1) Enhance student progression, success and retention by collaborating with academic community.	1) **Completed/ Carry-over**
2) Continuously assess and improve processes and services to facilitate student success and outcomes	2) **Completed**
3) Explore technologies and develop services to connect current and prospective students	3) **On Hold**
4) Implement Banner wait-listing for gateway courses	4) **Completed**
5) Implement Qless appointment software for improved front-line services	5) **Completed**

INDUSTRY TRAINING AND ECONOMIC DEVELOPMENT

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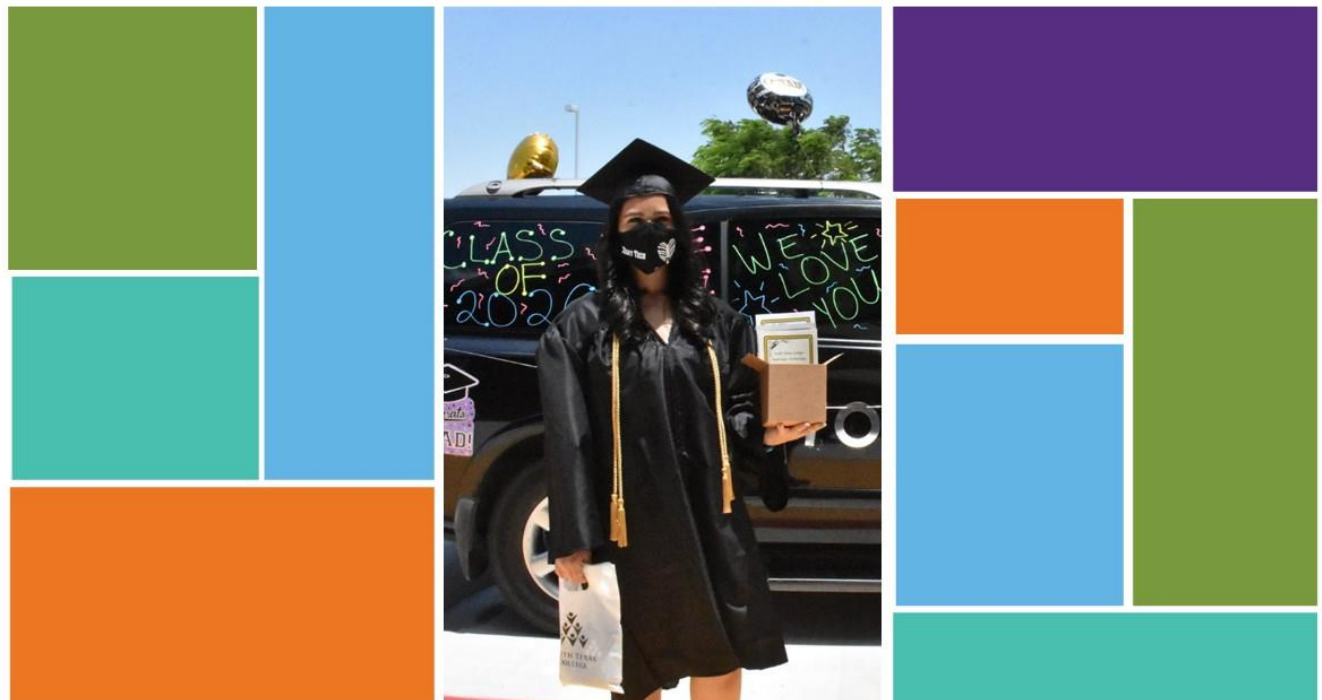
Industry Training and Economic Development

FY 2019-2020 Status Report
(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Renew NAAMREI's Strategic Plan (through 2030)	1) Completed
2) Expand the STC IIES Maquiladora Training Program. Increase enrollment by 25%	2) Cancelled
3) Conduct a workforce asset mapping study	3) In Progress
4) Increase ITED trainee enrollment by 25%	4) In Progress
5) Conduct the annual Robotics and Automation Summer Camp	5) Completed
6) Enroll cohorts 8--10 in the Festo Automation Technology Program/ Implement Program	6) Completed
7) Expand the North American Advanced Manufacturing Research and Education Initiative (NAAMREI) Alliance	7) Carry-over
8) Implement and expand the German education/industry training model.	8) Carry-over
9) Expand the Manufacturing Skills Standards Council Certified Production Technician (CPT) Program	9) Completed
10) Develop partnerships with private industry for entrepreneurial tooling projects	10) In Progress
11) Provide National Institute for Metalworking Skills (NIMS) credentials to trainees	11) Completed
12) Partner with STC Precision Manufacturing Technology Program in the development and delivery of machining training programs	12) In Progress
13) Secure TWC Skills Development Fund Grants 30 & 31	13) Carry-over
14) Continue the City of McAllen NAAMREI Manufacturing Partnership Grant Program	14) In Progress
15) Work with the economic development organizations in Hidalgo and Starr counties to help recruit and retain industry in the region.	15) In Progress
16) Conduct annual NAAMREI Manufacturing Summit	16) Carry Over

FY 2019 - 2020	Status
17) Expand the Maquiladora Technology Training Program	**17) In Progress**
18) Evaluate and modify district-wide Workforce development Plan to meet the community's workforce training needs.	**18) In Progress**
19) Expand school district automation and robotics training program by 25%	**19) In Progress**
20) Expand TWC Skills for Small Business program by 25%	**20) Completed**

CONTINUING, PROFESSIONAL, AND WORKFORCE EDUCATION

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Continuing, Professional, and Workforce Education
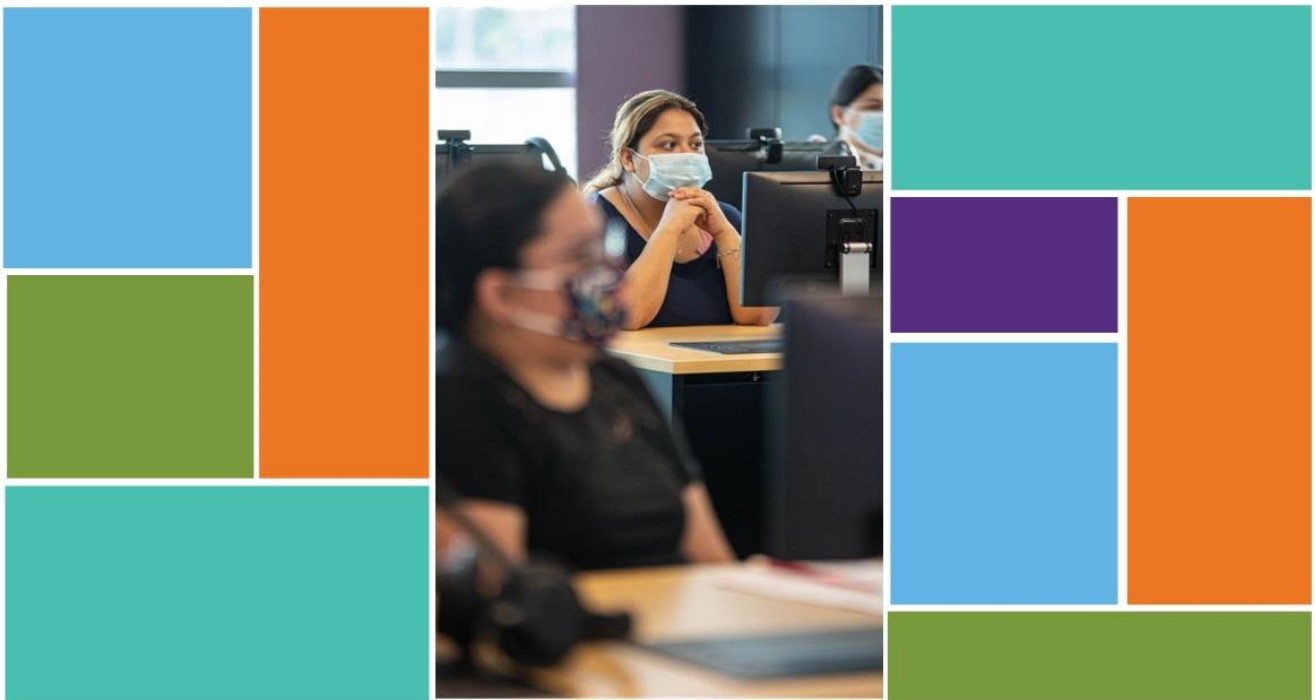
FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Enrollment: 26,993 (10% increase)	1) In Progress
New Programs	
2) Career training programs	2) Completed
3) Professional CEU programs	3) Carry-over
4) Community programs	4) Carry-over
5) Corporate training programs	5) Completed
6) Pell-funded training programs	6) In Progress
New Initiatives	
7) Apply for Skills Development Fund grant.	7) Carry-over
8) Apply for a Self-Sufficiency Fund grant.	8) Carry-over
9) Apply for a Skills for Small Business grant.	9) Completed
10) Identify new agencies that support training for their clients and offer our services.	10) In Progress
11) Explore other grant opportunities.	11) Completed
12) Submit training programs to Eligible Training Provider System.	12) Completed
13) Engage school districts in training programs for students.	13) Completed
14) Engage school districts in training programs for parents, faculty, and staff.	14) Completed
15) Expand Kids and Teens College.	15) Completed
16) Develop new economic development plan with EDCs, chambers of commerce, and municipalities.	16) In Progress
17) Identify employers interested in customized corporate training.	17) Completed
18) Expand Volunteer program.	18) Carry-over

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PUBLIC RELATIONS AND MARKETING

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Public Relations and Marketing

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Develop college-wide integrated communication plan	1) In Progress
2) Expand targeted audiences to include current students, returning students, and proprietary schools into paid advertising efforts	2) Completed
3) Incorporate Over-The-Top advertising into marketing plan	3) Completed
4) Incorporate Snapchat into marketing plan	4) Completed
5) Develop Content Marketing Strategy	5) Carry-over
6) Develop video content to educate prospective students in their journey (How Do I Become, STC in 60 seconds, etc.)	6) In Progress
7) Expand Geofence strategies to include high schools in Mexico and proprietary schools	7) On Hold
8) Update radius communication plans for prospective, current, and returning students	8) In Progress
9) Incorporate GeoFence conversions for Out of Home (billboards)	9) On Hold
10) Develop real-time dashboard for paid marketing	10) Completed
11) Conduct annual student media preference research	11) Completed
12) Update campaign landing pages	12) Completed
13) Expand department-sponsored trainings	13) In Progress
14) Expand SiteImprove services	14) Completed
15) Evaluate staff computers and upgrade as deemed necessary	15) Completed
16) Evaluate emerging advertising opportunities	16) Completed
17) Sunset underperforming advertising strategies	17) Completed
18) Evaluate and expand branding opportunities	18) Completed

FY 2019 - 2020	Status
19) Conduct Intake Pipeline realignment	**19) Carry-over**
20) Expand community relations partnerships	**20) On Hold**
21) Conduct review print collateral and sunset underperforming collateral	**21) In Progress**
22) Incorporate collateral with new branding	**22) Completed**
23) Develop templates and process for Design Conductor for use of templates for fliers, posters and stationery	**23) In Progress**
24) Develop re-vamped major publications (i.e. Viewbook)	**24) On Hold**
25) Evaluate & develop guidelines for displays/postings of collateral, banners, etc.	**25) Carry-over**
26) Evaluate online campus map systems with way-finding and virtual tours.	**26) Cancelled**
27) Develop social media contributor accounts for students/departments	**27) Carry-over**
28) Develop Campaign Calendar for Admithub	**28) Completed**
29) Deploy Admithub Chatbot on Future Student Landing Page	**29) Completed**
30) Implement content marketing piece for adult learners	**30) Completed**

RESOURCE DEVELOPMENT, MANAGEMENT AND COMPLIANCE

Resource Development, Management and Compliance

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Goal 1: Strengthen and cultivate relationships to expand partnerships with funding agencies, foundations, the local Workforce Board/Workforce Solutions, Economic Development Corporations, local education agencies, and other organizations.	1) **Completed**
2) Obj. 1.1 - Increase the number of sponsored projects with public and/or private partnerships that support college priorities and needs by at least 6% annually.	2) **Completed**
a. Develop proposals with partnerships aligned to college priorities and needs, including but not limited to workbased learning opportunities/apprenticeships, STEM, CTE, equipment, FTIC student advising, retention, persistence, enrollment, completion, etc.,	a. **Completed**
b. Increase network with other organizations to plan and collaboratively develop proposals.	b. **Carry-over**
c. Host Annual Jobs and Education for Texans (JET) Networking Meeting.	c. **Completed**
3) Goal 2: Provide pre-award support, training and resources to assist in the identification and pursuit of resources for the college.	3) **Completed**
4) Obj. 2.1 – Increase the annual number of submissions of proposals, letters of inquiry, subaward agreements, etc. by at least 4.5%	4) **Completed**
a. Develop and implement a FY20 plan for the identification and pursuit of resources	a. **In Progress**
b. Conduct Fall and Spring Grant Proposal Development Training.	b. **Completed**
c. Provide monthly follow-up for 5 college faculty and staff (new e-Civis users) to research and identify funding opportunities.	c. **In Progress**
5) Obj. 2.2 – Provide resources to support collaborative development of fundable proposals awarded to increase revenue from external sources by at least 6% annually.	5) **Completed**
a. Create a resource document with compensation rates for IAM/CPWE and pertinent sections of the Faculty Handbook to support grant budget development.	a. **In Progress**

b. Develop grant/resource development Research Logs that demonstrate continuous grantseeking aligned to the priorities and needs of the college.	**b. Completed**
c. Develop customized narrative guidance documents, provide technical reviews based on grant evaluation criteria, and offer constructive feedback for the development of strong, fundable proposals.	**c. Completed**
6) Goal 3: Be responsive to feedback and input from internal stakeholders.	**6) Completed**
7) Obj. 3.1 – Host at least 3 Grant Advisory Committee meetings to gather input, feedback, and to engage members in MADISSAR grant reviews.	**7) In-Progress**
a. Engage Grant Advisory Committee in planning to pursue resources, to provide feedback on processes and procedures related to the development, management and/or compliance with awards, and to participate in MADISSAR grant application review and selection process.	**a. Carry-over**
8) Goal 4: Provide post-award support, training, and resources to promote effective management and compliance with funding agency guidelines, regulations, and contracts.	**8) Completed**
9) Obj. 4.1 – Implement the Grant and Contract Compliance Review Process, including Risk Assessment and strategies to monitor and mitigate risk of non-compliance with 100% of grants/contracts that receive Grant Compliance support.	**9) In-Progress**
a. Conduct Risk Assessment for each grant or contract that receives Grant Compliance support.	**a. Completed**
b. Provide training, including Grant Management Training, Financial Manager Training and Subrecipient Monitoring Training.	**b. Completed**
c. Develop and post at least 2 new sections of the Grant Management Handbook to include Record Retention and Property Management in coordination with other college departments.	**c. In Progress**
d. Monitor grants and contracts and mitigate risk of non-compliance.	**d. Completed**
e. Develop a Report to include a summary of all awards that includes Risk Level, number of Status Reviews, Close-out Review and/or Comprehensive Review (if applicable), and any pending concerns or challenges.	**e. In Progress**
10) Obj. 4.2 – Implement the Subrecipient Monitoring Process for grants awarded with a subrecipient, including Risk Assessment and strategies to monitor and mitigate risk of non-compliance among subrecipient(s) of awards to South Texas College.	**10) Completed**
a. Complete Risk Assessment for all subrecipients of grants awarded to South Texas College.	**a. Completed**

FY 2019 - 2020	Status
b. Develop template for Annual Report of Active Grants with Subrecipients.	b. In Progress
11) Goal 5: Engage career and technical education staff in data-driven planning for the Carl Perkins Basic Application, manage Perkins activity, and respond to reporting requirements from THECB.	11) Completed
a. Develop and lead college-wide data-driven planning for CTE.	a. Completed
b. Develop a Management Plan for the Carl D. Perkins Basic Grant	b. Completed
c. Create a CTE/Perkins tab on the department webpage to include a Toolkit for Perkins V	c. Completed

INFORMATION SERVICES, PLANNING, PERFORMANCE & STRATEGIC INITIATIVES

Library and Learning Support Services

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

LIBRARY SERVICES

FY 2019 - 2020	Status
1) Implement and market toolkit (videos, handouts, and activities) to help faculty integrate information literacy into their course curriculum.	1) In Progress
2) Plan makerspace services in collaboration with Learning Commons and Open Labs in accordance with needs assessment	2) Carry-Over
3) Implement two additional integrated library system (ILS) enhancement modules.	3) In Progress
4) Evaluate potential improvements to patron bill payment processes.	4) Carry-Over
5) Evaluate potential solutions for hardware & software asset management system in partnership with IT.	5) In Progress
6) Evaluate potential Office 365 tools and applications	6) In Progress
7) Implement and market OER tools.	7) Carry-over
8) Implement a materials library in the Technology Campus and Mid-Valley libraries.	8) In Progress
9) Evaluate the needs of the Technology Campus Library including the possible relocation, expansion, and merger of the Library, CLE, and Open Labs.	9) On Hold
10) Evaluate and implement new types of programming for students and faculty.	10) Carry-Over
11) Make library systems and applications more resistance and resilient to catastrophic disasters and align these for increased use of cloud environment.	11) Completed

LEARNING COMMONS AND OPEN LABS

FY 2019 - 2020	Status
1) Plan makerspace services in collaboration with Library Services in accordance with needs assessment.	1) In progress
2) Conduct trial of Asset Management System	2) In progress
3) Implement open computer lab services at the Pecan Campus Information Commons in building T, Y, and P.	3) In progress
4) Exploring installation of plexiglass in between computer rows to increase seating capacity while maintaining social distance.	4) In progress
5) Explore new marketing strategies to promote services to faculty and students.	5) In progress
6) Exploring development of virtual labs to support students online.	6) In progress
7) Collaborating with the Library regarding Pecan renovation planning.	7) In progress

CENTERS FOR LEARNING EXCELLENCE

FY 2019 - 2020	Status
1) Purchase skeleton, muscle, and heart models for Pecan campus CLE.	1) Completed
2) Pilot Virtual Tutoring for Math Course sections	2) Completed
3) Deploy Intercampus Tutoring at the Nursing and Allied Health CLE.	3) Completed
4) Create a Writing Center at the Nursing and Allied Health CLE.	4) Completed
5) Assist the National Science Foundation Grant by providing tutors and supplemental CLE services to the S3 Academy.	5) In progress
6) Add a full-time Supplemental Instruction staff member at the Pecan Campus.	6) In progress
7) Deploy Roaming Tutoring at Mid-Valley, Starr, Pecan, and Technology campuses.	7) On hold
8) Embedded Tutoring will expand to the Mid-Valley Campus.	8) On hold

EDUCATIONAL TECHNOLOGY

FY 2019 - 2020	Status
1) Develop and implement a user satisfaction survey for Educational Technologies in consultation with RAS.	1) **On hold**
2) Partner with RAS, Student Services and Academic Affairs to integrate analytic software into Digital Signage program.	2) **On hold**
3) Expand classroom AV system upgrades to transition older classrooms to current standard.	3) **In progress**
4) Develop and expand Wayfinding systems for additional building and campuses	4) **On hold**
5) Create proof-of-concept virtual reality (VR) learning lab.	5) **On hold**

Information Technology

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
New Technology Solutions	
1) Banner Self Service 9-Employee	1) Completed
2) Travel & Expense replacement	2) In progress
3) Electronic disbursements for student books	3) On hold
4) Parking Citation System	4) On hold
5) Employee pay card implementation	5) Completed
6) FLAC for Direct Wage	6) In Progress
7) Self Service Copy Center	7) Completed
8) Streamline reporting system for HS partners	8) In progress
9) JagNet redesign for Faculty & Staff	9) Completed
10) SharePoint & Forms rollout	10) Completed
11) Windows 10 implementation	11) In Progress
12) DFS storage replacement	12) In Progress
13) Update DR & Main Data Center generators	13) In Progress
14) FLAC for Dual Credit Faculty & Adjunct	14) Completed
15) Purchasing contract tracking system	15) In Progress
16) Receiving & Mail Services tracking system	16) On hold
New Initiatives	
1) Research Electronic ID implementation	1) On hold
2) Conduct reporting solution & environment assessment	2) On hold

FY 2019 - 2020	Status
3) Develop Cloud services strategy	3) In Progress
4) Formalize JagNet strategy for faculty & staff	4) Completed
5) Review Banner Mid mod. & e-signature	5) On hold
6) DR collocation site at Tyler Junior College	6) In progress
7) Office 365 rollout (Teams, Power Apps)	7) In progress

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Work with IEA to design improve transfer reports as necessary 2) Work with stakeholders to automate Dual Metrics Report 3) Supported the data summit with data, presentation, faculty activity, and analysis of responses. [Added this because it was not planned the year before but was a significant undertaking.]	1) **In Progress** 2) **On Hold** 3) **Completed**

Institutional Effectiveness and Assessment

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
New Initiatives	
1) 2019-2021 IE Planning	1) Completed
2) 2017-2019 IE Success Stories	2) Carry-over
3) Factbook Dashboard Design	3) On Hold
4) Learning Outcomes IE Integration	4) Completed
5) Data Enterprise Warehouse for Factbook Updates	5) On Hold
6) Compliance Certification Preparation	6) Completed
7) QEP Preparation	7) In Progress

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
New Initiatives 1) Conduct an assessment against a proven information security framework (TAC202, Texas Cyber Security Framework, NIST SP 800) to identify gaps in our program.	1) **Carry-over**
2) Continue developing governance documents that describe the College's information security standards based on business objectives and the recommendations from proven information security frameworks.	2) **In Progress**
3) Implementation of a system security plan to capture critical computer system information together with the results of a risk assessment.	3) **In Progress**
4) Track critical computer systems with a system security plan that is completed and acknowledged by stakeholders.	4) **In Progress**
5) Document information resource risk and security controls based on criticality, impact, and likelihood.	5) **In Progress**
6) Enforce two-factor authentication on critical college applications.	6) **In Progress**

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FINANCE AND ADMINISTRATIVE SERVICES

Accountability, Risk, & Compliance Department

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Process Improvement Review	**1)**
a. Purchase Requisition	**a. Carry-over**
b. Space Management	**b. Completed**
c. Records Retention	**c. Carry-over**
d. Facilities Maintenance Inventory	**d. Carry-over**
e. Payroll	**e. Carry-over**
f. Faculty Assignments	**f. Carry-over**
g. New Employee Onboarding	**g. Carry-over**
h. Overtime	**h. Carry-over**
i. Travel Reimbursement	**i. Carry-over**
j. Request for Proposal	**j. Carry-over**
k. Accounts Receivable	**k. Carry-over**
l. Food Services	**l. Carry-over**
2) Annual Specialty/Operational Assignments	**2)**
a. Secured policy management program with TASB	**a. Completed**
b. Performed Cashier's Study	**b. In Progress**
c. Performed FT Staff Employment Application Process	**c. Completed**
d. Performed Faculty Cost Study Firm research/RFP	**d. Completed**
e. Performed a summary report on SB18	**e. Completed**
f. Performed TASB Action Plan and Power Point	**f. Completed**
g. Performed National Incident Based Reporting System research	**g. Completed**
h. Performed Compliance Assessment on SACS Faculty Credentials	**h. Completed**
i. Performed the role of SACS FAS Coordinator	**i. Completed**
j. Coordinator SACS Job Descriptions process	**j. Completed**
k. Performed a process map on Policy 4212	**k. Completed**
l. Performed a process map on Policy 4904	**l. Completed**
m. HR Database Credentials Procedures	**m. Completed**
n. Revised Policy 6225	**n. Completed**
o. Revised Policy 4400	**o. Completed**
p. Developed FAS Reporting Guidelines	**p. Completed**
q. Performed Overloads Analysis	**q. In Progress**
r. Working on Dual Credit Cost Analysis	**r. Completed**
s. Worked on Regional Center Public Safety Excellence Business Plan	**s. Completed**

t. Developed WFH Procedures	**t. Completed**
u. Developed COVID-19 Daily Pre-Screening form	**u. Completed**
v. Assessment of departmental COVID-19 safety plans	**v. Completed**
w. Performed Covid-19 Research	**w. Completed**
x. Developed COVID-19 Minimum Health Recommended Protocols Matrix	**x. Completed**
y. Revised WFH Procedures	**y. Completed**
z. Developed WFH Time and Effort Report	**z. Completed**
aa. Performed analysis on College Administrator Percentage to Total Employees	**aa. Completed**
bb. Developed COVID-19 Safety Measures and Protocols	**bb. Completed**
cc. Updated College COVID-19 webpage	**cc. Completed**
dd. Developed General College-wide Safety Procedures	**dd. Completed**
ee. Developed Communicable Disease Procedures	**ee. Completed**
ff. Developed HR Internal Protocols for Communicable Diseases	**ff. Completed**
gg. Developed Non-employee and College Property Incident Reporting procedures	**gg. Completed**
hh. Performed WFH Time and Effort Compliance Assessment	**hh. In Progress**
ii. Developed draft Telecommuting Policy	**ii. In Progress**
3) Business Impact Analysis/Continuity Plan – Phase Three: test manual workarounds and refine as needed.	**3) In Progress**
4) Perform a thorough review of existing departmental processes and procedures for effectiveness, efficiency, and relevance and develop updated processes and procedures, as appropriate, in written and process map form.	**4) Completed**
5) Execute college compliance survey	**5) Cancelled**
6) Lean process improvement methodology training for FAS Division	**6) Completed**
7) Develop and implement Policy Management Program.	**7) Cancelled**
8) Propose new programs and initiatives for campus regarding compliance awareness	**8) Completed**
9) Transition the current records management training module to online format and incorporate an assessment to measure comprehension.	**9) Completed**

FY 2019 - 2020	Status
10) Develop a risk assessment 101 training module and issue college-wide.	10) Completed
11) Analyze loss runs and host trainings specific to the results of the data.	11) In Progress
12) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	12) Completed
13) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	13) Completed
14) Review and update, as necessary, Board policies that are owned by the department.	14) Completed
15) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	15) Completed
16) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	16) In Progress
17) Develop and implement a training program focused on customer service for all department's employees.	17) Completed
18) Assess, track, and benchmark key departmental metrics established in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results.	18) Completed

Office of Internal Audits

FY 2019-2020 Status Report
(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) MOU's For Early College High Schools and Dual Credit	1) In Progress
2) Blueprint Expectations for Early College High Schools	2) Cancelled
3) Science and Lab Safety and Storage Compliance	3) In Progress
4) Human Resources Processes	4) In Progress
5) Travel	5) Carry-over
6) Compile and Review SAS 99 Fraud Surveys	6) Completed
7) Assist External Auditor with Annual Financial Audit (Internal Controls)	7) Completed
8) Review Scholarships	8) Cancelled
9) Conduct Accounts Receivable Audit	9) Cancelled
10) Conduct Follow-up reviews	10) In Progress
11) Complete Entity-wide Risk Assessment	11) Completed
12) Develop Risk-based Audit Plan	12) Completed
13) Complete Internal Audit Annual Report	13) In Progress

Business Office

FY 2019-2020 Status Report
(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Implement Employee pay card as alternate payment method for salary disbursements.	1) On Hold
2) Develop online cash handling training.	2) Carry-over
3) Implement electronic approvals for account payable invoices	3) Carry-over
4) Provide students with capability to apply and pay emergency loans online.	4) In Progress
5) Apply for GFOA Budget Certification	5) Carry-over
6) Document and Flowchart Processes in Preparation for changes in ERP System	6) Carry-over
7) Ellucian Ethos Workflow and Analysis	7) On-hold
8) Ellucian Ethos Analytics	8) Cancelled
9) Entrinsik (Informer)	9) Cancelled
10) Implement practices and policies needed to obtain the Government Finance Association (GFOA) Distinguished Budget Presentation Award.	10) Carry-over
11) Complete Student Club Training videos for all forms listed on the Business Office website.	11) In Progress
12) Streamline approval process for investments.	12) Carry-over
13) Maximize return on investments.	13) In Progress
14) Increase Payroll Direct Deposit to 90%.	14) Completed
15) Develop and implement electronic TARF Form 7700 (Time Adjustment Request Form).	15) Completed
16) Develop and implement electronic Overtime Time Request Form 7721.	16) On-Hold

FY 2019 - 2020	Status
17) Upgrade CRC to begin utilizing the Customer Web Access (CWA) feature which allows students to view and pay on their Uncollectible and Emergency Loan accounts on-line.	17) Completed
18) Streamline Travel status reports.	18) In Progress
19) Reduce invoice payment turnaround time.	19) In Progress
20) Implement electronic approvals for all Business Office documents.	20) Carry-over
21) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	21) In Progress
22) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	22) Completed
23) Review and update, as necessary, Board policies that are owned by the department.	23) In Progress
24) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	24) In Progress
25) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	25) In Progress
26) Assess, track, and benchmark key departmental metrics established in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results.	26) In Progress
27) Develop and implement a training program focused on customer service for all department's employees.	27) In Progress

Purchasing and Distribution Services

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Begin the implementation of providing Receiving/Fixed Assets and Mail Services one day a week at the Mid Valley Campus.	1) On-Hold
2) Upgrade the Banner document imaging and electronic signature for Purchasing Documents.	2) On-Hold
3) Expand the Receiving Department office space for Staff to accommodate the growth of the department with additional shelving.	3) Completed
4) Request for additional staff to stay abreast of workload.	4) On-Hold
5) Purchase (3) three evaporators units for the Receiving Warehouse	5) Completed
6) Online Copy Center (copy job) request system	6) In-Progress
7) Begin the implementation of providing Purchasing Department services one day a week at the Mid Valley Campus	7) On-Hold
8) Research and implement the delivery of Request for Proposals (RFP) or Request for Qualifications (RFQ) electronically	8) In-Progress
9) Research the ability to qualify for the Excellence of Procurement Award	9) In-Progress
10) Implement a quarterly Purchasing newsletter with helpful tips for all faculty and staff	10) In-Progress
11) Research for online training programs for the Central Receiving and Mail Services staff	11) In-Progress
12) Purchase of one (1) battery power forklift, two (2) electric pallet jackets, and two (2) evaporator units for the Warehouse	12) Carry-Over
13) Request one (1) cargo delivery truck for Central Receiving	13) Carry-Over
14) Request one (1) delivery van for the Mailroom	14) Carry-Over
15) Begin discussions with IT on a tracking system for all vendor insurance certificates and vendor contracts end dates.	15) Carry-Over

FY 2019 - 2020	Status
16) Begin discussions with IT on a tracking system for all incoming and outgoing packages.	**16) Carry-Over**
17) Develop and implement a professional development plan for all department employees	**17) In-Progress**
18) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	**18) In-Progress**
19) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	**19) In-Progress**
20) Review and update, as necessary, Board policies that are owned by the department.	**20) In-Progress**
21) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	**21) In-Progress**
22) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	**22) In-Progress**
23) Access and benchmark departmental metrics gathered in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results	**23) In-Progress**
24) Develop and implement a training program focused on customer service for all department's employees	**24) In-Progress**

Office of Human Resources

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Develop process mapping for Human Resources process improvement in preparation of conversion to cloud-based enterprise system.	1) Carry-over
2) Develop a fully automated new hire orientation and training program.	2) Carry-over
3) Create an automated self-service of direct deposit updates, address changes, emergency contacts.	3) In progress
4) Conduct a compensation study to ensure College is remaining competitive.	4) On hold
5) Develop analytics and dashboards for metrics tied to personnel efficiency and ability to meet the College's strategic outcomes	5) On hold
6) Incorporating of the Oz principal and lean methodology for all Human Resources functions and processes	6) In progress
7) Implement fully automated personnel actions via enterprise system	7) On hold
8) Automate performance evaluation process.	8) On hold
9) Increase of employee self-service on Jagnet (Direct Deposit, Change of Address, Emergency Contact, Annual Nepotism disclosures, etc.)	9) In progress
10) Implement Salary Planner to automate budget and staffing plan process.	10) Canceled
11) Implement Job Description software (JDXPERT) create exports for PeopleAdmin.	11) On hold
12) Acquire and implement a Learning Management System (LMS).	12) In progress
13) Paperless issuance of all Letters of Appointment and new fiscal year salary notices.	13) Completed
14) Increase payroll accuracy from current 99% to 100%.	14) Canceled
15) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	15) In progress

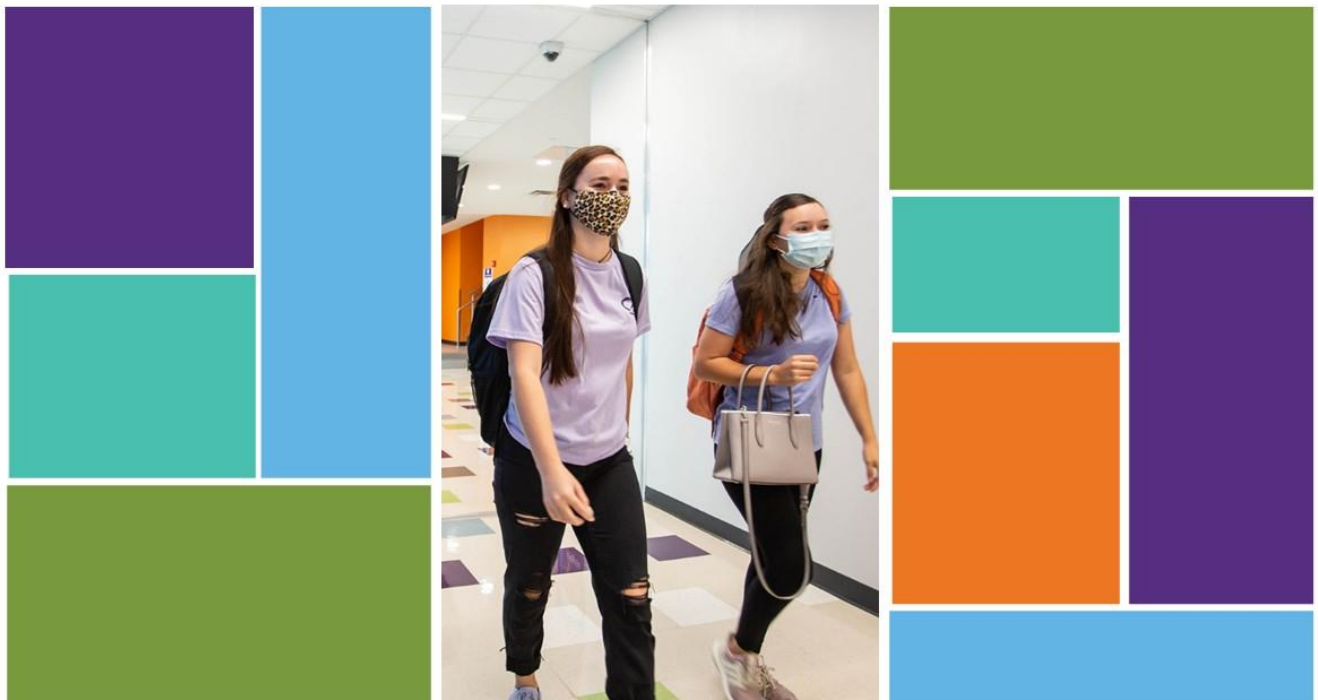| FY 2019 - 2020	Status
16) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	**16) Completed**
17) Review and update, as necessary, Board policies that are owned by the department.	**17) In progress**
18) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	**18) In progress**
19) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	**19) Carry-over**
20) Access and benchmark departmental metrics gathered in FY18 and FY19 and refine processes and procedures as necessary for improving results	**20) In progress**
21) Develop and implement a training program focused on customer service for all department's employees	**21) In progress**

Food Services Department

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Create Food Service Orientation for new food service employees.	1) In Progress
2) Conduct customer service satisfaction survey for all cafeterias	2) In Progress
3) Review delivery service after 1 year of implementation	3) On Hold
4) Create structured training program for new staff members to assist operations	4) On Hold
5) Reduce FY19 deficit by additional $100,000.	5) Cancelled
6) Find another location for second food cart.	6) Completed
7) Increase catering sales by 15%.	7) Completed
8) Work in conjunction with IT to establish payment accessibility from mobile devices.	8) On Hold
9) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	9) On Hold
10) Assess, track, and benchmark key departmental metrics established in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results	10) On Hold
11) Develop and implement a training program focused on customer service for all department's employees.	11) On Hold
12) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	12) On Hold
13) Review and update, as necessary, Board policies that are owned by the department.	13) In Progress
14) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	14) On Hold
15) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	15) On Hold

FACILITIES PLANNING AND CONSTRUCTION

Facilities Planning and Construction

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Hire consultant to update District Wide campus master plan	1) **On Hold**
2) Coordinate design and construction of master planned major Capital Improvement projects	2) **In Progress**
3) Management of College-Wide Capital Improvement Projects	3) **In Progress**
4) Update the Deferred Maintenance Plan	4) **In Progress**
5) Assist in Management of College-Wide Deferred Maintenance Plan Projects	5) **In Progress**
6) Complete Construction, Renovation, and Renewal & Replacement projects as per the project schedule.	6) **In Progress**
7) Automate the Capital Improvement Proposal Process to an Online System.	7) **In Progress**
8) Automate the Space Modification Request Process to an Online System.	8) **In Progress**
9) Automate the Furniture Request Process to an Online System.	9) **In Progress**
10) Complete Faculty and Staff Moves as requested.	10) **In Progress**
11) Develop and install District Wide Interior Directional Signage.	11) **In Progress**
12) Update and installation of District Wide Exterior Building Names.	12) **In Progress**
13) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	13) **In Progress**
14) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	14) **In Progress**
15) Review and update, as necessary, Board policies that are owned by the department.	15) **Completed**

FY 2019 - 2020	Status
16) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	16) **In Progress**
17) Develop and implement a campaign recognizing the importance of serving and valuing students by the department	17) **In Progress**
18) Assess, track, and benchmark key departmental metrics established in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results	18) **In Progress**
19) Develop and implement a training program focused on customer service for all department's employees.	19) **In Progress**

CAPITAL IMPROVEMENT PROJECTS
UNEXPENDED PLANT FUND

FY 2019 – 2020	Status

Pecan Campus

1)	Sand Volleyball Courts	1) **In Progress**
2)	Library Building F Renovation	2) **In Progress**
3)	Student Activities Center Building H Cafeteria Renovation	3) **In Progress**
4)	Building C Renovations	4) **Cancelled**
5)	Information Technology Building M Office and Work Space Renovation	5) **In Progress**
6)	Student Activities Center Building H West Elevation Modifications	6) **On Hold**
7)	Bldg. K 1st Floor Renovations	7) **Carry-over**
8)	Cooling Towers Screen Upgrades	8) **On Hold**
9)	Site Improvements to North Pecan Campus	9) **On Hold**
10)	Park and Ride Portable Renovations and Fence	10) **On Hold**
11)	Business and Science Building G Classroom Renovation	11) **In Progress**
12)	Entry Monument Sign	12) **On Hold**
13)	Digital Marquee Sign in Front of Cooper Center	13) **On Hold**
14)	Restroom Portable Addition	14) **On Hold**
15)	Relocation of Portable Buildings	15) **On Hold**
16)	Add Canopy to South Portables	16) **On Hold**
17)	Add Canopy to West Portables	17) **On Hold**

Pecan Plaza

1)	Kinesiology Renovations	1) **In Progress**
2)	Human Resources Dept. Renovations	2) **Carry-over**

Nursing & Allied Health Campus

1)	East Building A Student Success Center Renovation	1) **Completed**
2)	East Building A Student Services Renovation	2) **In Progress**
3)	NAH West Entry Campus Sign	3) **In Progress**

Technology Campus

1)	Automotive Lab Exhaust System	1) **On Hold**
2)	Shipping and Receiving Bldg D. Office Renovation	2) **Completed**
3)	Emerging Technologies Building A & Advanced Technical Careers B Renovations	3) **In Progress**
4)	Technology Campus Site Improvements	4) **On Hold**
5)	Auto body Training Facility	5) **On Hold**

Mid Valley Campus

1)	Physical Plant Building J Renovation	1) **In Progress**
2)	East Loop Drive	2) **On Hold**
3)	Student Union Building F Renovation	3) **In Progress**
4)	Center for Learning Excellence Building A Conversion of Cafeteria to CLE	4) **In Progress**
5)	Site Drainage Upgrades	5) **In Progress**

Starr County Campus
1) Student Services Building G Renovation
2) Cultural Arts Center Building F Renovation
3) Workforce Center Building D Welding Expansion
4) Renovations of Existing Chiller Plant

1) In Progress
2) On Hold
3) In Progress
4) Cancelled

Regional Center for Public Safety Excellence
1) Target Range (25% STC)
2) Target Range (75% Grant)
3) Canopy for Safety Training Vehicles
4) Canopy for Students/Instructors
5) Portables
6) Fire Training Area
7) Running and Exercise Track
8) Additional Parking Lot

1) In Progress
2) In Progress
3) On Hold
4) On Hold
5) Completed
6) On Hold
7) On Hold
8) On Hold

Higher Education Center - La Joya
1) Building and Wayfinding Signage

1) In Progress

District Wide
1) Land
2) Renovations and Contingencies
3) Outdoor Furniture
4) Facility Signage
5) Removal of Existing Trees
6) Facilities Condition Assessment
7) Automatic Doors Phase IV
8) Campus Master Plan
9) Fence Enclosures

1) In Progress
2) In Progress
3) In Progress
4) In Progress
5) In Progress
6) Cancelled
7) On Hold
8) On Hold
9) On Hold

RENEWALS & REPLACEMENTS-DEFERRED MAINTENANCE

FY 2019 - 2020	Status

Pecan
1)	Arbor Brick Column Repairs and Replacement	1) **Completed**
2)	Building X Data Cabling Infrastructure Replacement	2) **Completed**
3)	Building J Data Cabling Infrastructure Replacement	3) **Completed**
4)	Building A Data Cabling Infrastructure Replacement	4) **On Hold**
5)	Building B Data Cabling Infrastructure Replacement	5) **On Hold**
6)	Building H Data Cabling Infrastructure Replacement	6) **On Hold**
7)	Building M Generator Replacement	7) **In Progress**
8)	Reseeding and Regrading of Athletic Fields	8) **In Progress**

Nursing and Allied Health Campus
1)	West Side Window Waterproofing	1) **Carry-over**
2)	West Side Elevators Refurbishment	2) **In Progress**
3)	Roofing Replacement (East)	3) **In Progress**
4)	Building A Analog to Digital Conversion	4) **In Progress**
5)	Building A Data Cabling Infrastructure Replacement	5) **Carry-over**

Technology Campus
1)	Building B Concrete Floor Repairs	1) **In Progress**

Mid Valley Campus
1)	Resurfacing Parking Lots #3	1) **On Hold**
2)	Resurfacing Parking Lots #7	2) **On Hold**
3)	Resurfacing Northwest Drive	3) **In Progress**
4)	Roofing Replacement (Bldgs. C, D, E, F, G)	4) **In Progress**
5)	Drainage Improvements Phase I	5) **In Progress**

Starr County Campus
1)	Repaint Stucco Buildings	1) **On Hold**
2)	Roofing Replacement (Bldgs. A, B, C, D, E, F, G, H)	2) **In Progress**
3)	Building A Data Cabling Infrastructure Replacement	3) **Carry-over**
4)	Building B Data Cabling Infrastructure Replacement	4) **Carry-over**
5)	Building C Data Cabling Infrastructure Replacement	5) **Carry-over**

District Wide
1)	Marker Boards Replacement	1) **On Hold**
2)	Irrigation System Controls Upgrade	2) **In Progress**
3)	Fire Alarm Panel Replacement/Upgrade	3) **In Progress**
4)	Interior LED Lighting Upgrade	4) **In Progress**
5)	Exterior Walkway LED Lighting Upgrade	5) **In Progress**
6)	Interior Lighting Control Upgrade	6) **In Progress**
7)	Flooring Replacement	7) **On Hold**
8)	Restroom Fixtures Replacement & Upgrade	8) **In Progress**
9)	Water Heater Replacement & Upgrade	9) **In Progress**
10)	HVAC Upgrades	10) **In Progress**
11)	Exterior Lighting Upgrade	11) **In Progress**
12)	Keyless Entry Access Upgrades (IT)	12) **In Progress**

FY 2019 - 2020	Status
13) Renewals and Replacements	**13) In Progress**
14) Door Access Controls Replacement	**14) In Progress**
15) Exterior Walkway LED Lighting Upgrade	**15) In Progress**
16) Repaint Stucco Buildings Phase I	**16) On Hold**
17) Resurface Asphalt Drives	**17) In Progress**
18) Resurface Asphalt Parking Lots	**18) In Progress**
19) Water Pump Stations	**19) On Hold**

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FACILITIES OPERATIONS AND MAINTENANCE

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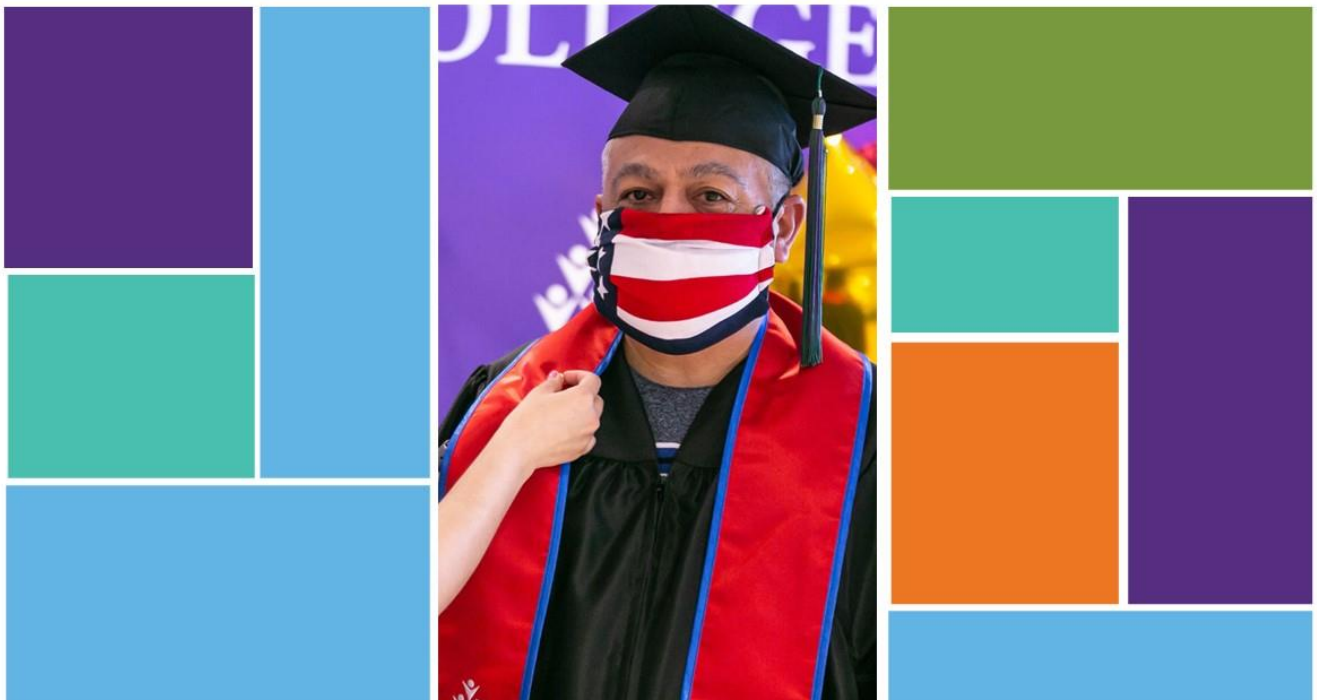
Facilities Operations and Maintenance

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Conduct Annual Safety and Operational Training for all Facilities Operations and Maintenance employees	1) Completed
2) Coordinate the Facilities Operations and Maintenance Inventory Management System Improvement process	2) Completed
3) Acquire replacement maintenance vehicles	3) Completed
4) Approval for Preventative Maintenance (PM) service contract for physical plants	4) Completed
5) Solicit bids for District-Wide Bookstore Services Contract	5) Completed
6) Develop paperless goals and implement objectives	6) In Progress
7) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics	7) In Progress
8) Assess, track, and benchmark key departmental metrics established in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results.	8) In Progress
9) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	9) In Progress
10) Review and update, as necessary, Board policies that are owned by the department.	10) In Progress
11) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	11) In Progress
12) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	12) In Progress
13) Develop and implement a training program focused on customer service for all department's employees.	13) In Progress

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DEPARTMENT OF PUBLIC SAFETY

Department of Public Safety

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Obtain Texas Commission on Law Enforcement (TCOLE) Masters Certifications for 75% of South Texas College police officers	1) In-progress
2) Plan expansion of office space to accommodate additional police staff	2) Cancelled
3) Expand electronic fingerprinting capability to meet Fingerprint Applicant Service of Texas (FAST) requirements	3) On-hold
4) Replace surveillance camera servers that are out of warranty.	4) In-progress
5) Replace a shuttle bus that is at end of life.	5) On-hold
6) Wrap select shuttle buses with new marketing graphics.	6) On-hold
7) Hire an additional shuttle bus driver to enhance service.	7) Cancelled
8) Acquire additional police staff due to increased enrollment and facilities	8) Completed
9) Acquire additional vehicles for staffing increase	9) Completed
10) Replace dispatch surveillance camera monitors that are at end of life.	10) Completed
11) Continue automation of processes to enhance efficiency and effectiveness.	11) In-progress
12) Obtain TLETS authorization to move database to the cloud through government secure software.	12) Canceled
13) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	13) In-progress
14) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	14) Completed
15) Review and update, as necessary, Board policies that are owned by the department.	15) Completed
16) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	16) In-progress

FY 2019 - 2020	Status
17) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	**17) In-progress**
18) Assess, track, and benchmark key departmental metrics established in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results.	**18) In-progress**
19) Develop and implement a training program focused on customer service for all department's employees.	**19) In-progress**

Office of Institutional Equity

FY 2019-2020 Status Report

(Status: *In Progress, Completed, Cancelled, Carry-over, On Hold*)

FY 2019 - 2020	Status
1) Define scope and objectives.	1) In Progress
2) Conduct a needs assessment.	2) On Hold
3) Establish departmental standard operating procedures and guidelines.	3) On Hold
4) Review, update, or establish of policies related to areas of compliance.	4) In Progress
5) Establish College procedures and guidelines to areas of compliance.	5) In Progress
6) Establish departmental goals and objectives that include priorities by category and milestones.	6) Completed
7) Establish Institutional Effectiveness Plan for department.	7) Completed
8) Establish compliance programs as required by law and/or as identified by needs assessment, including but not limited to Affirmative Action Plan, 504 Program, and Equity Study	8) In Progress
9) Work with Office of Human Resources and Office of Counseling and Student Disability Services in researching, developing, and implementing a 504 Program	9) In Progress
10) Work with Office of Human Resources in researching and developing an Equity Study	10) On Hold
11) Evaluate staff needs for department.	11) In Progress
12) Develop employee educational training modules on areas of compliance.	12) In Progress
13) Title IX Audit	13) Carry-over
14) Develop 504 Program and Committee	14) In Progress
15) Finalize reporting structure for Title IX	15) On Hold
16) Establish Accessibility Program and Committee	16) On Hold
17) Incorporate FAS Division initiatives of accountability, key results, performance metrics and expectations, lean processes, process improvements, staff trainings and dashboard metrics.	17) On Hold

FY 2019 - 2020	Status
18) Develop and prepare an annual report detailing the department's major accomplishments, key service levels, and projects in progress.	18) On Hold
19) Review and update, as necessary, Board policies that are owned by the department.	19) In Progress
20) Assess departmental organizational structure and processes and identify areas for efficiency, effectiveness, and productivity improvement.	20) On Hold
21) Develop and implement a campaign recognizing the importance of serving and valuing students by the department.	21) On Hold
22) Assess, track, and benchmark key departmental metrics established in FY 18 and FY 19 and refine processes and procedures, as necessary for improving results.	22) On Hold
23) Develop and implement a training program focused on customer service for all department's employees.	23) In Progress