

TEXAS STATE TECHNICAL COLLEGE
HARLINGEN

**STRATEGIC
PLAN
2005-2009**

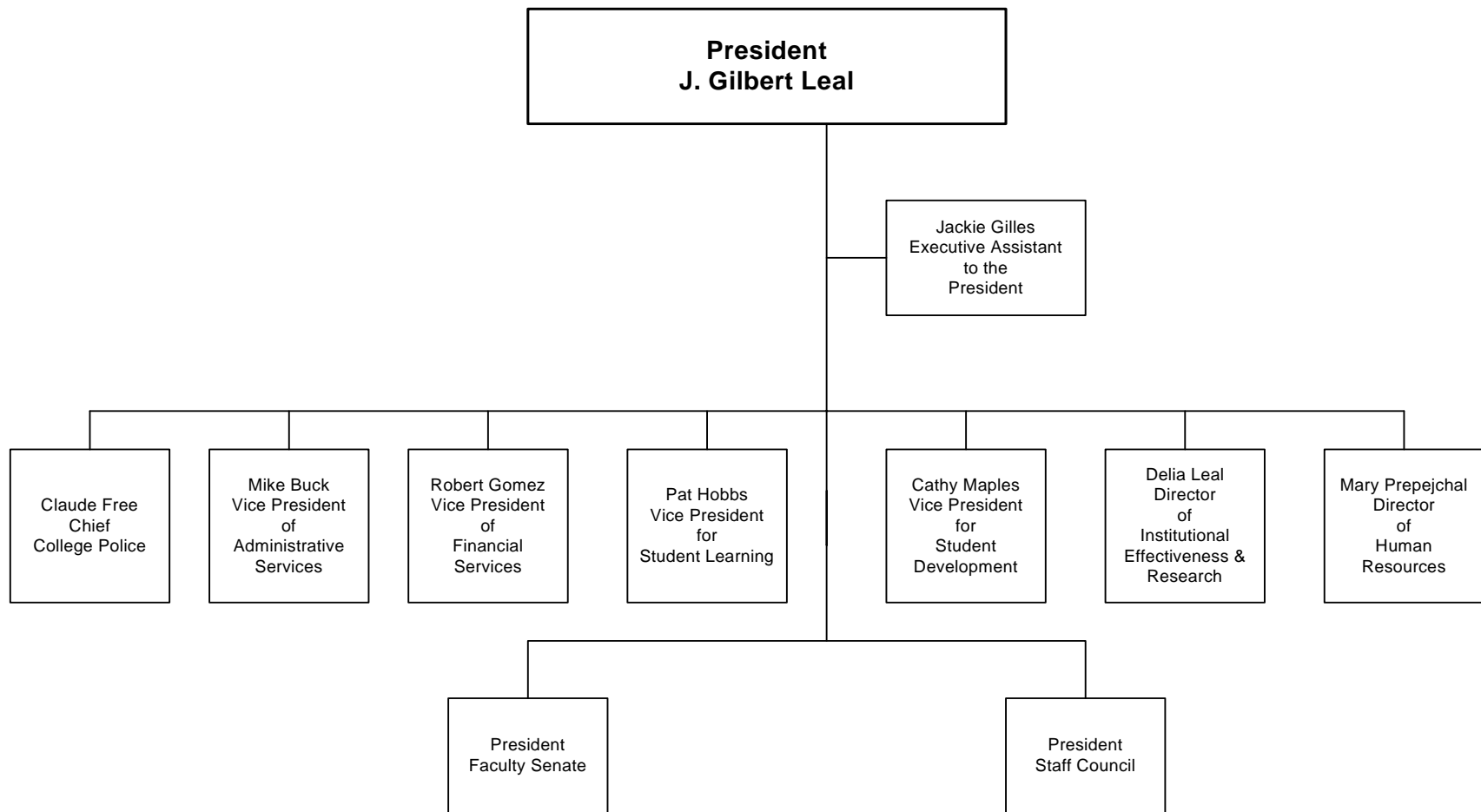
INSTITUTIONAL EFFECTIVENESS & RESEARCH

FY 2006

TABLE OF CONTENTS

Organizational Chart	3
TSTC Harlingen Strategic Goals.....	4-5
Outcome Measures.....	6
Goal 1	7-25
Goal 2	26-32
Goal 3	33-49
Goal 4	50-54
Projected Outcome Measures.....	55-56
History of Outcome Measures.....	57-58
Other Strategic Improvement Initiatives	59
Customer Service Survey Report	60
Explanation of Survey Administration	61
Student Profile	63
Student Satisfaction with TSTC Media	64-65
Student Satisfaction with College Services	66-71

**TEXAS STATE TECHNICAL COLLEGE HARLINGEN
PRESIDENT'S COUNCIL**



**TSTC HARLINGEN
STRATEGIC
GOALS**

TSTC STRATEGIC GOALS

GOAL 01: ENHANCE INSTRUCTION SERVICES

We will increase the value of educational programs by providing access to modern technology. We will implement and track accountability and performance. We will provide educational access. We will increase our retention efforts by providing better support to our students.

GOAL 02: NURTURE THE COLLEGE COMMUNITY

We will enhance the student and employee community. We will establish a comprehensive follow-up process and database for our graduates. We will enhance our relationships with our industry partners. We will enhance relationships with civic/community leaders through increased participation in community events.

GOAL 03: STEWARDSHIP OF RESOURCES

We will improve fiscal management by securing non-traditional funding sources. We will increase HUB vendor purchases. We will develop a Business Continuity Plan. We will increase student satisfaction with bookstore prices. We will upgrade our information technology by improving the ID card system, expanding the wireless network, creating a business center for student access, and expand community access to the Internet. We will increase the salaries of all faculty and staff to insure that they are at competitive levels. Our employees will expand their professional development. Physical Plant will work on lighting, parking, and safety. We will work on reconstruction of streets and sidewalks, invest in roof repairs, and proceed with the demolition of warehouses. The fire alarm system will be upgraded. The condition of the dorms will be improved.

GOAL 04: ENHANCE THE COLLEGE IMAGE/REPUTATION

TSTC will focus on distinctive competencies to distinguish the college. It will cultivate regional, global and leadership opportunities. TSTC will develop a program review cycle for all divisions and will maintain a 90% satisfaction level for customer service ratings.

OUTCOME MEASURES

STRATEGIC GOAL 1

Enhance Instruction Services

Goal 1: Enhance Instructional Services

Objective A.1a: Increase the Value of Educational Programs (Student Learning VP) – Use technology to increase access to and ensure modern/relevant technology.

***Vision:** The Instructional Technology Team envisions that TSTC Harlingen classrooms of the future will be designed and equipped according to ideal IT specifications so that faculty can utilize instructional multi-media. Existing classrooms will be brought up to standards according to an expansion plan based on a needs survey and available funding.*

Measurable Objective:

1. *Increase the number of existing classrooms converted to ideal IT specifications annually according to expansion plan.*
 2. *All newly constructed classrooms will conform to established IT specifications.*
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Goal 1: Enhance Instructional Services

Objective A.1b: Increase the Value of Educational Programs (Student Learning VP) – Use technology to increase access to and ensure modern/relevant technology.

***Vision:** In order to facilitate faculty developing multi-media productions into their instructional materials and students completing multi-media projects, a fully equipped multi-media production studio at the Instructional Media Center is needed. It is the vision of the IMC to procure multi-media equipment to properly equip a physical location already identified at the IMC.*

Measurable Objective: *Beginning Fall 2007, produce a minimum of two multi-media productions annually.*

Goal 1: Enhance Instructional Services

Objective A.1c: Increase the Value of Educational Programs (Student Learning VP) – Use technology to increase access to and ensure modern/relevant technology.

***Vision:** Paper/Pencil end of course surveys are labor-intensive. The college will develop or purchase an online version of end-of-course surveys.*

Measurable Objective:

One hundred percent of college credit courses will be evaluated using an online course evaluation software.

Goal 1: Enhance Instructional Services

Objective A.1d: Increase the Value of Educational Programs (Student Learning VP) – Use technology to increase access to and ensure modern/relevant technology.

***Vision:** It is the vision of TSTC Harlingen that the college will research strategies to eliminate the need to equip and maintain computer laboratories by requiring all students to acquire a laptop as part of the admission process that will be plugged into networked stations in classrooms and laboratories.*

Measurable Objective:

By 2009, pilot test providing laptops to all students in one technical program or division.

Goal 1: Enhance Instructional Services

Objective A.2: Increase the Value of Educational Programs (Student Learning VP) –
Develop new and different types of certificates and degrees.

***Vision:** Considering its legislated mission, the college recognizes its responsibility to offer innovative certificates and degrees of varying lengths which reflect current and emerging technologies and labor market demands.*

Measurable Objective:

Develop and implement in 50% of existing technical programs a Marketable Skills award consisting of 9-14 semester credit hours.

Develop and implement a specialized certificate in 25% of existing technical programs.

Develop and implement a new or revised (e.g., involving a major change to the award) technical program in each of four technical divisions.

Develop and implement two fields of study within the General Education Division.

Goal 1: Enhance Instructional Services

Objective A.3: Increase the Value of Educational Programs (Student Learning VP) – Plan and create a CETL.

***Vision:** The Center for Excellence in Teaching and Learning (CETL) provides leadership, guidance and support for teaching and learning initiatives at Texas State Technical College Harlingen. The CETL is designed for and by technical and academic faculty members to promote excellence in teaching by delivering knowledge and application of instructional strategies, assessment techniques, and other pedagogical advances. Faculty members will access the CETL regularly in positive, coordinated efforts to improve student learning, and thereby enhance overall instructional services. As a resource for TSTC faculty, the CETL will promote an atmosphere of personal and professional development among faculty.*

Measurable Objectives:

- 1. Provide or coordinate a minimum of 80% of requested pedagogically-related faculty professional growth workshops or seminars as determined by the annual faculty professional growth plans. The majority of participants attending the workshops or seminars will indicate satisfaction with instruction received.*
- 2. Provide or coordinate QEP-related workshops or seminars according to the long-term faculty professional growth plan for critical thinking.*
- 3. Develop a CETL website and update at least once a semester.*
- 4. Provide and document instructional consultation services to individual faculty members and departments as needed, with the majority indicating satisfaction with services provided.*
- 5. Support departments in the establishment of instructional activities and curriculum development programs for teaching critical thinking skills and enhancing overall instructional effectiveness, with the majority indicating satisfaction with services provided.*
- 6. Provide new faculty with an instructor certification course including a mentoring component with the majority of participants indicating satisfaction, with the program*

Goal 1: Enhance Instructional Services

Objective A.4a: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** The College recognizes in its QEP that the critical thinking project cannot be successful without a review and modification of existing policies and procedures that may impede success.*

***Measurable Objective:**
Address policies/procedures.*

See Goal 1-Task H: Revise applicable college policies to better foster professional development.

Goal 1: Enhance Instructional Services

Objective A.4b: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** How the college decides to define critical thinking as related to the Quality Enhancement Plan will form the basis of the entire project. This activity must be completed at the start of the project as part of pre-Year 1 activities.*

***Measurable Objective:**
Develop CT definition.*

See Goal 3-Task A: Develop TSTC Harlingen definition of critical thinking.

See Goal 1-Task C: Establish TSTC specific definition of critical thinking (to allow faculty/staff to better plan for targeting and isolating competencies).

Goal 1: Enhance Instructional Services

Objective A.4c: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** The College recognizes that for faculty to be able to incorporate critical thinking and the innovative teaching strategies that will be required into their instruction, work load requirements will have to be reviewed and likely modified. This study is scheduled to begin in as part of pre-Year 1 QEP activities. The evaluation of faculty workloads is expected to be ongoing throughout the QEP.*

Measurable Objective:

Evaluate faculty work loads.

See Goal 1-Task A: Study faculty loads against QEP expectations to ensure sufficient faculty time for planning/implementation/assessment of CT strategies in courses.

- 1. Create faculty task force to study current loads/develop and recommend changes.*
- 2. Task force recommends options to address faculty time for performing recruiting and advising duties.*
- 3. Revise workloads and policies as appropriate to allow time for professional development and QEP implementation activities.*

See Goal 1-Task K—re-evaluate faculty loads against number of faculty participating in critical thinking initiatives.

Goal 1: Enhance Instructional Services

Objective A.4d: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** As part of the review of faculty workloads, faculty responsibilities for advising and recruiting will be evaluated.*

Measurable Objective:

Address faculty advising/recruiting duties.

See Goal 1-Task A.2: Task force recommends options to address faculty time for performing recruiting and advising duties.

Goal 1: Enhance Instructional Services

Objective A.4e: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** In order to implement critical thinking interventions using innovative teaching strategies, the faculty will need extensive faculty professional development. A long-term professional development plan needs to be prepared, and time allotted for faculty to attend such training as part of their workload.*

Measurable Objective:

Provide faculty time for faculty professional development.

See Goal 1.Task A3: Revise workloads and policies as appropriate to allow time for professional development and QEP implementation activities.

Goal 1: Enhance Instructional Services

Objective A.4f: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** The College recognizes the research that demonstrates resistance by students to changes in coursework requiring them to exhibit higher order thinking skills. The consequences to this resistance may be reflected in the student end of course results for those faculty initiating CT interventions in their classrooms.*

Measurable Objective:

Outline faculty/student accountability in classroom.

See Goal 1-Task B: Develop procedure and corresponding policies to outline both student and faculty accountability in classroom.

Goal 1: Enhance Instructional Services

Objective A.4g: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** Before the QEP is fully implemented throughout all technical programs, two pilot groups will implement critical thinking interventions throughout the curriculum.*

***Measurable Objective:**
Begin pilots for CT in programs.*

See Goal 3-Task Fa: Pilot critical thinking initiatives in five programs.

See Goal 3-Task Fb: Expand CT initiatives to 5 additional programs participating in pilot.

See Goal 3-Task Fc: Expand CT initiatives to all TSTC programs/courses.

Goal 1: Enhance Instructional Services

Objective A.4h: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** The College will adopt an e-portfolio format for both faculty and students. Faculty will use the e-portfolio particularly to store critical thinking artifacts and assessments among other things.*

***Measurable Objective:**
Implement e-portfolios in pilot studies.*

See Goal 1-Task J: Implement e-portfolio among all faculty in pilot study.

See Goal 3-Task F: Expand CT initiatives to all TSTC Programs/courses. All faculty develop e-portfolios, share best practices.

Goal 1: Enhance Instructional Services

Objective A.4i: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** Without a college climate that fosters collaboration and innovation, the Quality Enhancement Plan cannot flourish. The Faculty Senate via the Center for Excellence in Teaching and Learning will plan activities to encourage a spirit of cooperation, understanding, and excitement among academic and technical faculty. Learning Communities will be encouraged to get academic and technical faculty teaching in groups of two and three.*

Measurable Objective:

Bridge gap between technical and academic faculty via learning communities, collaboration, and attitude.

See Goal 1 Task E: Develop/implement activities to build faculty/staff community through informal gatherings.

See Goal 1 Task G: Partner with Faculty Senate to promote new teaching initiatives/provide forum for faculty feedback regarding QEP progress.

See Goal 1 Task I: Continue communication and activities with faculty/staff relevant to attainment of QEP objectives.

Goal 1: Enhance Instructional Services

Objective A.4j: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** Before the pilot programs can begin designing critical thinking interventions into the curriculum, a standard procedure for accomplishing this task must be designed. Consultant advice, input from the Curriculum Coordinator and the Director of CETL, along with pilot program faculty participation will be used to design the standards.*

Measurable Objective:

Develop formal CT standards for implementation in courses.

See Goal 3 Task B1: Implement a Faculty Task Force to design formal CT initiatives requirements and standards in program/courses.

Goal 1: Enhance Instructional Services

Objective A.4k: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** As part of the review of policies and procedures related to QEP success, the faculty evaluation process and forms (faculty evaluation and student end of course) will be studied by a faculty task force. Recommendations will be compiled and shared with IAC, President's Council, H.R. and ultimately TSTC Systems which mandates the current three-year cycle of faculty evaluation.*

Measurable Objective:

Revise faculty evaluation process.

See Goal 1-Task H Revise applicable college policies to better foster professional development. (See strategies)

See Goal 3 Task B2: Implement Faculty Task Force to study potential barriers to QEP success, including the faculty evaluation process. (September 05-August 06)

Goal 1: Enhance Instructional Services

Objective A.4l: Increase the Value of Educational Programs (Student Learning VP) – Plan and implement QEP outcomes.

***Vision:** It is the college's intent to provide incentives to faculty who volunteer to participate in pilot programs and on task forces, as well as faculty in general who want to design and implement innovations in teaching.*

Measurable Objective:

Provide faculty incentives.

See Goal 3 Task B4: Implement a faculty task force to study faculty incentives.

Goal 1: Enhance Instructional Services

Objective B.1: Accountability/Performance (Student Learning VP) – Fully implement, report, and record outcomes for all learning outcomes assessment plans to complete two cycles of the instructional assessment system; employ and improve college-wide implementation.

***Vision:** The Instructional Division supports the IE&R assessment cycle by requiring all departments within the division to maintain a departmental assessment plan containing outcomes related to the success of the department on measures identified by the college, its accrediting and governing agencies, and the department itself. Improvements needed to meet the criteria of such outcomes, particularly those requiring funding, will be addressed through the college's Unit Action Plan cycle.*

Measurable Objective:

100% of instructional programs, instructional support departments, and economic & workforce departments will record and report outcomes as specified on departmental assessment plans according to the institutional guidelines and timeline.

100% of instructional programs, instructional support departments, and economic & workforce departments will design improvement plans and request appropriate funding to address deficiencies on departmental assessment plan outcomes through the Unit Action Plan cycle administered by the IE&R Department.

Goal 1: Enhance Instructional Services

Objective B.2a: Accountability/Performance (Student Learning VP) – Implement e-portfolios across college according to QEP timeline.

***Vision:** The College recognizes the need to provide faculty and students with an electronic means to archive artifacts and instructional materials used in assessment and in the job application process. An organized process for adopting the e-portfolio determined to meet the needs of the faculty and students and containing the rubric selected to assess student critical thinking artifacts will be designed. In addition, a comprehensive training program will be developed for both faculty and students so that a methodical implementation according to QEP timelines will be accomplished.*

Measurable Objective:

By 2009, 100% of TSTC Harlingen faculty will utilize e-portfolios.

Goal 1: Enhance Instructional Services

Objective B.2b: Accountability/Performance (Student Learning VP) – Implement e-portfolios across college according to QEP timelines.

***Vision:** E-portfolios will be utilized by TSTC Harlingen students to store critical thinking artifacts and accompanying assessments as required by the QEP and to archive program-related projects.*

Measurable Objective:

By 2009, 100% of TSTC Harlingen graduates will have developed an e-portfolio as specified in the Quality Enhancement Plan.

Goal 1: Enhance Instructional Services

Objective B.3: Accountability/Performance (Institutional Effectiveness & Research Director) – Ensure accountability to all performance standards, by units programs (for CB, LBB, Carl Perkins, etc.) annually through the IS, including Closing the Gaps targets.

***Vision:** To have all units meeting or exceeding performance benchmarks on IS and applicable measures from all regulations.*

Measurable Objectives:

All performance standards meet, exceeded, or have a plan to come into compliance, with all accountability standards.

Goal 1: Enhance Instructional Services

Objective C.1: Provide Educational Access (Student Learning VP) – Manage enrollment to meet Closing the Gaps objectives.

***Vision:** TSTC Harlingen recognizes the need to meet Closing the Gaps objectives as part of a state-wide effort to address the shortfalls of a qualified workforce in the year 2015.*

Measurable Objectives:

Closing the Gap Targets for TSTC Harlingen by 2010,

Achieve a student enrollment of 4690 students, with 19 being Afro-American, 4,080 being Hispanic, and 563 being white.

Award 870 AAS degrees and certificates, with a minimum of 359 being AAS degrees. Of the 870 awards, 4 will be to Afro-American students and 757 will be to Hispanic students. Of the awards, 319 will be in the computer science and engineering areas and 158 will be in the allied health area.

Goal 1: Enhance Instructional Services

Objective C.1: Provide Educational Access (Student Development VP) – Manage enrollment to meet the Closing the Gaps objective.

***Vision:** To exceed Closing the Gaps targets by meeting or exceeding annual three percent enrollment increases throughout 2010.*

Measurable Objectives:

To attain an increase of three percent over our enrollment goal for 2010, which is 4,830.

Goal 1: Enhance Instructional Services

Objective C.2: Provide Educational Access – This objective was combined with 3.D.13.

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Goal 1: Enhance Instructional Services

Objective C.3: Provide Educational Access (Student Learning VP) – Conduct needs assessment for development of a night and weekend college.

***Vision:** The College recognizes the need to provide access to technology education to those students holding full-time employment during daytime hours. Due to the excessive length of full certificate and degree programs when offered in the evenings and on weekends resulting in very small cohorts reaching graduation, the college will investigate the feasibility of offering shorter versions of technical certificates and degrees, referred to as Marketable Skills Awards consisting of 9-14 semester credit hours.*

Measurable Objective:

50% of new Marketable Skills Awards will be offered as night and weekend college programs.

Goal 1: Enhance Instructional Services

Objective C.4a: Provide Educational Access (Student Learning VP) – Expand distance learning.

***Vision:** TSTC Harlingen recognizes the many advantages to the incorporation of web-based instruction within courses. As students in all age groups gain computer access and sophisticated computer skills, student expectation that web-based instruction be provided continues to increase. The college further recognizes that web-based courses increase student access to technical education that may otherwise not be available to certain populations of students. Because of the difficulty in delivering the laboratory portion of technical courses online, it is the vision of TSTC Harlingen that the number of courses delivered with a minimum web component increase dramatically over the next four years.*

Measurable Objectives:

By 2009:

1. 50% of each department's courses will have a web presence.
2. 15% of each department's courses will be web-enhanced.
3. 10% of each department's courses will be web-centric.

Goal 1: Enhance Instructional Services

Objective C.4b: Provide Educational Access (Student Learning VP) – Expand distance learning.

***Vision:** Due to the high cost of constructing and equipping new interactive videoconferencing teaching studios, the college seeks to increase distance learning offerings by maximizing the usage of existing studios through evening and weekend scheduling and completing current ITV expansion projects.*

Measurable Objective:

Increase enrollment of students receiving instruction via interactive videoconferencing by 10% annually.

Goal 1: Enhance Instructional Services

Objective C.5: Provide Educational Access (Student Learning VP) – Expand dual enrollment (high school) opportunities.

***Vision:** The College recognizes the potential to increase enrollment by offering high school students a variety of dual enrollment options. Options will be explored and implemented in coordination with department chairs and in accordance with all accrediting and governing agency guidelines.*

Measurable Objectives:

1. *Develop and implement one new partnership agreement with a secondary institution annually.*
 2. *Increase dual enrollment by 10% over the 2004-5 baseline annually.*
 3. *Identify and implement two new dual enrollment courses at an ISD campus annually.*
 4. *Develop and implement one new College Connections (on-campus dual enrollment) course in each technical division annually.*
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Goal 1: Enhance Instructional Services

Objective D.1a: Retention (Student Learning VP) – Upgrade Freshman Seminar course.

***Vision:** TSTC Harlingen is committed to assisting first time in college technical program students with a foundation in learning strategies to support continued program enrollment until graduation.*

Measurable Objective:

Using 2005 graduation rates as a baseline, the graduation rate in 2009 by students completing the student success course will increase by 20%.

Goal 1: Enhance Instructional Services

Objective D.1b: Retention (Student Learning VP) – Upgrade Freshman Seminar course.

***Vision:** The Student Success Office is committed to implementing components of the college-wide Quality Enhancement Plan to assist students in developing critical thinking skills.*

Measurable Objective:

2. Seventy-five percent of students completing the revised student success course will increase their critical thinking skills above an established baseline on a course-based critical thinking assessment instrument.

Goal 1: Enhance Instructional Services

Objective D.2: Retention (Student Learning VP) – Increase effectiveness of existing educational support services.

***Vision:** The Student Success Office is committed to incorporating all Title V programs, including tutorial and supplemental instruction services, and to researching and implementing innovative student success strategies toward the constant improvement of student success at TSTC.*

Measurable Objective:

Passing rates for students receiving educational support services will increase over an established baseline.

Goal 1: Enhance Instructional Services

Objective D.3: Retention (Student Development VP) – Improve Advising & Counseling Services; Streamline Enrollment Process.

***Vision:** An Advisement Center will be created which will improve out advisement to students. Orientation will help students so they don't feel like they are getting the run around. Registration will be more effective.*

***Measurable Objectives:** To meet or exceed student ratings for Admissions and Financial Aid, Registration, Effective Campus Support Services, and Academic Advising/Counseling.*

Goal 1: Enhance Instructional Services

Objective D.4: Retention (Student Learning VP) – Develop and provide full advisement program for EA students.

***Vision:** TSTC Harlingen recognizes that approximately half of its student enrollment is classified as “non-program” students, the majority of which have a major of External Articulation (EA). In an effort to better serve their advisement needs, the General Education Department plans to develop an advisement program for them over the first biennium of this operational cycle and study the feasibility of opening an advisement center in the second biennium. Because the college mission statement does not allow for a core curriculum to be approved by THECB, articulation agreements will be negotiated between TSTC Harlingen and those colleges and universities to which the majority of EA students transfer.*

Measurable Objectives:

Establish articulation agreements for EA students with all Valley universities.

Develop appropriate fields of study and Marketable Skills Awards (MSAs) for EA students.

Establish advisement center for EA students.

STRATEGIC GOAL 2

Nurture the College Community

Goal 2: Nurture the College Community

Objective A.1: Student Community (Student Development VP) – Foster educational access through innovative programs and services that develop essential life skills in all students.

***Vision:** Students in all technical programs will be involved in the understanding and engagement of Critical Thinking skills through non-instructional activities.*

Measurable Objectives:

To develop life skills in all students by 2009.

Goal 2: Nurture the College Community

Objective A.1d: Student Community (Human Resources Director) – Foster educational success through innovative programs and services that develop essential life skills in all students.

***Vision:** Provide staff training on critical thinking.*

Measurable Objectives:

Provide critical thinking sessions for all employees on a yearly basis.

Goal 2: Nurture the College Community

Objective A.2: Student Community (Student Development VP) – Establish a Wellness Program for students.

***Vision:** Students will be provided an opportunity to participate in a Wellness Program that helps them to improve their health.*

Measurable Objectives:

Thirty percent of the students will participate in a Wellness Program by 2009.

Goal 2: Nurture the College Community

Objective A.3: Student Community (Administrative Services VP) – Enhance services and activities for the dorm community

Vision: Improve services and activities by providing informative, educational, entertaining, and meaningful activities for the dorm community.

Measurable Objectives: Increase services and activities for the dorm community.

Goal 2: Nurture the College Community

Objective A.3: Student Community (Student Development VP) – Enhance services and activities for the dorm community.

Vision: To develop and implement plan to build a stronger dorm community.

Measurable Objectives:

To provide an environment for application of self-directed problem solving life skills and positive behavior/attitudes and increase the satisfaction of dorm students.

Goal 2: Nurture the College Community

Objective A.4: Student Community (Student Development) – Evaluate and implement expanded care of children.

Vision: To expand child care services to part-time students and those in non-traditional hours and programs.

Measurable Objectives:

To Improve Childcare Services by 2009 so that 50% of full time, part time are those in non-traditional hours are assisted.

Goal 2: Nurture the College Community

Objective A.5: Student Community (Student Development VP) – Complete student development learning outcome assessments and make improvements to service and activities as well as formal assessment methodologies.

***Vision:** To demonstrate that TSTC graduates have acquired competencies identified in the Student Development assessment plans as a result of Student Development services and activities.*

Measurable Objectives:

Forty percent of graduates will indicate development of the identified competencies based on year results improvements by 2009.

Goal 2: Nurture the College Community

Objective B.1: Employee Community (College President) – Emphasize leadership development.

***Vision:** To develop current employees for future leadership positions through training and mentoring of these individuals.*

Measurable Objectives:

Create or purchase and implement an ongoing leadership program that will build the management strengths of current employees to prepare them for leadership roles in the future.

Goal 2: Nurture the College Community

Objective B.2: Employee Community (Human Resources Director) – Restructure the employee recognition system.

Vision: To recognize employees for outstanding performance contributions to the college.

Measurable Objectives:

Increase employee recognition campus wide.

Goal 2: Nurture the College Community

Objective B.3: Employee Community (Human Resources Director) – Enhance professional development opportunities.

Vision: Provide all supervisors with professional development opportunities designed to enhance their supervisory and leadership skills.

Measurable Objectives:

Implement a supervisory leadership program for TSTC HARLINGEN.

Goal 2: Nurture the College Community

Objective B.4: Employee Community (Human Resources Director) – Establish a wellness program for employees.

Vision: Establish a wellness program for all TSTC HARLINGEN employees. This program would focus on diet, nutrition, exercise, and employees' overall well-being.

Measurable Objectives:

Administer Wellness Survey

Secure funds to fully implement a Wellness Program

Goal 2: Nurture the College Community

Objective B.4: Employee Community (Student Development VP) – Establish a wellness program for employees.

Vision: To develop a wellness program that enhances the overall health of the participants.

Measurable Objectives:

Provide an array of activities and information sessions that focus on the well-being of the individual.

Goal 2: Nurture the College Community

Objective C.1: Graduates (Student Development VP) – Establish a comprehensive graduate follow-up process and database.

Vision: To have a database of graduates with tracking and follow-up information on all graduates by 2009.

Measurable Objectives:

To establish a graduate follow-up process and database by 2009.

Goal 2: Nurture the College Community

Objective C.1: Graduates (Institutional Effectiveness & Research Director) – Establish comprehensive graduate follow-up process and database.

Vision: A systematic process that collects essential data from recent graduates and employers to truly gauge student success.

Measurable Objectives:

Graduate Follow-up surveys will yield a 70% rate of return by FY 2009; Employer Follow-up survey will yield a 40% rate of return.

Goal 2: Nurture the College Community

Objective D.1: Industry Partners (Student Learning VP) – Develop and enhance synergistic relationships between the college and its industry partners.

***Vision:** The College recognizes its responsibility in the stewardship of resources involving its industry partners, as well as the importance of obtaining their support in a variety of endeavors in return. To ensure the preparation of a marketable graduate to industry, the college will maintain an updated curriculum infused with critical thinking interventions. Throughout this operational cycle, TSTC Harlingen technical programs will seek to identify new partnerships and innovative strategies for increasing collaboration.*

Measurable Objective:

100% of technical programs will develop a curriculum matrix reflecting updated tasks and critical thinking skills with industry input and update annually.

100% of technical programs will develop and provide a minimum of one industrial seminar annually.

50% of technical programs will participate in an industry-related tour during each fiscal year.

Goal 2: Nurture the College Community

Objective E.1: Enhance Relationships with Civic/Community Leaders (College President/President's Assistant) – To enhance relationships with civic and community leaders through increased participation in community events and legislative issues.

***Vision:** To further develop and enrich relationships with civic and community leaders to stimulate greater participation and support from the community*

Measurable Objectives:

Interact with elected officials and community leaders on a regular basis, at least once a quarter.

STRATEGIC GOAL 3

Stewardship of Resources

Goal 3: Stewardship of Resources

Objective A.1: Fiscal Management (Student Learning VP) – Secure non-traditional funding sources.

***Vision:** TSTC Harlingen will be positioned to secure non-traditional funding through the development of an Office of Resource Development dedicated to researching funding possibilities and the writing and submittal of grants and proposals which are in the interest and role and scope of the college.*

Measurable Objective:

Increase the number of external funding grants over the FY 2004 baseline annually.

Goal 3: Stewardship of Resources

Objective A.1 (Part 1): Fiscal Management (Workforce Development Associate VP) – Secure non-traditional funding sources

***Vision:** TSTC will enhance fiscal and program resources through active pursuit of external non-traditional funding sources.*

Measurable Objectives:

1. Increase submittal of grant applications over the bench mark year FY'04.

Goal 3: Stewardship of Resources

Objective A.1 (Part 2): Fiscal Management (Workforce Development Associate VP) – Secure non-traditional funding sources.

***Vision:** TSTC will enhance fiscal and program resources through active pursuit of external, non-traditional funding sources.*

Measurable Objectives:

2. Increase number of partnerships over the bench mark year FY'04.

Goal 3: Stewardship of Resources

Objective A.1 (Part 3): Fiscal Management (Workforce Development Associate VP) –
Secure non-traditional funding sources.

***Vision:** TSTC will enhance fiscal and program resources through active pursuit of external, non-traditional funding sources.*

Measurable Objectives:

- 3. Increase contract training over the bench mark year FY'04.*
-
-

Goal 3: Stewardship of Resources

Objective A.2: Fiscal Management (President's Assistant) – Enhance private giving.

***Vision:** To solicit gifts and donations of money from community businesses, industry, private individuals and foundations to provide additional funding for scholarships for our students*

Measurable Objectives:

Exceed dollars raised each year by at least 5%

Goal 3: Stewardship of Resources

Objective A.3: Fiscal Management (Chief Financial Officer) – Increase HUB vendor purchases.

Vision: To Increase HUB purchases in accordance to State goals.

Measurable Objectives:

To reach or exceed statewide HUB goals listed below in each of the six categories where possible; to move toward the goal by 10% annually in categories where meeting the goal is not possible.

Heavy Construction 11.9%
Building Construction 26.1%
Special Trade 57.2%
Professional Services 20.0%
Other Services 33.0%
Commodity Purchasing 12.6%

Goal 3: Stewardship of Resources

Objective A.4: Fiscal Management (Administrative Services VP) – Develop Risk Management Plan (Business Continuity Plan).

Vision: Develop, implement, evaluate, and refine a Business Continuity Plan.

Measurable Objectives:

Completion of Business Continuity Plan by October 2005.

Goal 3: Stewardship of Resources

Objective A.5: Fiscal Management (Chief Financial Officer) – Study mitigation of book cost (increase student satisfaction with bookstore prices), include faculty selection, use (to include supplies).

***Vision:** To assure students of new book prices being competitive with other bookstore sources.*

Measurable Objectives:

To adjust new book prices down by 8% if necessary in order to match competitors' prices.

Goal 3: Stewardship of Resources

Objective B.1: Information Technology/Learning Resources (Chief Financial Officer) – Upgrade ID System

***Vision:** To expand usage of ID card System.*

Measurable Objectives:

To expand usage of ID card as a debit card by at least 5% per year, increase building access control with ID card by adding at least three (3) buildings within the next five (5) years, and test usage in monitoring of student attendance with one division.

Goal 3: Stewardship of Resources

Objective B.2: Information Technology/Learning Resources (Administrative Services VP)

– Wireless Computing: a.) Connect students to [TSTC Harlingen network resources]; b.) Open wireless connectivity (CSBC)* [fixed wireless network]; and, c.) 24/7 [network] facilities for student access – include wiring to dorms and common areas.

***Vision:** TSTC Harlingen wireless network will expand and improve access to network resources and enhance learning for students.*

Measurable Objectives:

Wire dorms and connect to the TSTC Harlingen fixed network; provide Internet resources to dorms via wireless network equipment.

Goal 3: Stewardship of Resources

Objective B.3: Information Technology/Learning Resources (Student Learning VP) –

Create copy/business center for student access.

***Vision:** In view of the rising costs of duplication expenses, the Business Office and the Divisions of Student Services and Instruction will plan and initiate a “Campus Business Center” for students which will be operated as an auxiliary enterprise.*

Measurable Objective:

By Fall 2006, begin operation of a Campus Business Center for student usage.

Goal 3: Stewardship of Resources

Objective B.4: Information Technology/Learning Resources (Administrative Services VP)
– Expand Community Network (revenue stream)

***Vision:** TSTC Harlingen, as Internet Service Provider (ISP), will expand and improve community access to the Internet*

***Measurable Objectives:** TSTC Harlingen will become an ISP and provide Internet access to the community by December, 2005*

Goal 3: Stewardship of Resources

Objective B.4: Information Technology/ Learning Resources (President’s Assistant) –
Expand Community Network (revenue stream).

***Vision:** As a local Internet Service Provider (ISP) TSTC Harlingen will expand and improve community access to the Internet.*

***Measurable Objectives:**
Recognize profits from providing internet services to the community.*

Goal 3: Stewardship of Resources

Objective C.1: Human Resources (College President) – Raise salaries to competitive levels.

***Vision:** Increased salaries of all faculty and staff to ensure salaries are at competitive levels.*

***Measurable Objectives:**
Increase salaries.*

Goal 3: Stewardship of Resources

Objective C.2: Human Resources (Human Resources Director) – Continue to expand and improve employee Professional Development.

***Vision:** Provide a diverse offering of professional development activities to fit the needs of all TSTC HARLINGEN employees.*

Measurable Objectives:

Increase diversity of trainings offered by bringing in guest presenters

Establish on-line topics site

Goal 3: Stewardship of Resources

Objective C.2: Human Resources (Administrative Services VP) – Continue to expand and improve Employee Professional Development

***Vision:** Keep employees current in their field. Take advantage of on-campus opportunities and Distance Learning.*

Measurable Objectives:

8 hours professional development annually to every employee.

Goal 3: Stewardship of Resources

Objective C.2: Human Resources (Student Development VP) – Continue to expand and improve employee Professional Development.

***Vision:** Develop program to expand and improve Professional Development for the Student Development Division.*

Measurable Objectives:

Provide Professional Development program/activities tailored to the Department within the Division of Student Development.

Goal 3: Stewardship of Resources

Objective C.2: Human Resources (Student Learning VP) – Continue to expand and improve employee professional development.

***Vision:** Provide a diverse offering of professional development activities to fit the needs of the faculty and Instructional Division staff.*

Measurable Objective:

Using faculty and staff professional growth plans as needs surveys, coordinate the requested training topics for staff and “soft skill” faculty requests with the Staff Development Officer, coordinate the requested training topics in instructional technology with the Director of Educational Technology, and coordinate the requested training topics in instructional pedagogy with the CETL Director in an effort to accommodate a minimum of 50% of faculty-requested licensure/certification requests and a minimum of 80% of faculty and staff workshop requests.

Goal 3: Stewardship of Resources

Objective C.2: Human Resources (Chief Financial Officer) – Continue to expand and improve employee professional development.

Vision:

Measurable Objective:

Goal 3: Stewardship of Resources

Objective D.1: Physical Plant (Administrative Services VP) – Increase student satisfaction with: a.) lighting; b.) parking; c.) safety.

Vision: To have a college work and study environment that is safe and secure.

Measurable Objectives:

Increased satisfaction of 5% on Noel Levitz survey on lighting, parking, and safety concerns.

Goal 3: Stewardship of Resources

Objective D.2: Physical Plant (Administrative Services VP) – Reconstruct streets

Vision: Upgrading college streets will provide safer and better access to the college campus.

Measurable Objectives:

Repair existing streets prioritizing areas in need of immediate attention.

Goal 3: Stewardship of Resources

Objective D.3: Physical Plant (Administrative Services VP) – Reconstruct sidewalks

Vision: Upgrading sidewalks will provide safer and more adequate access to facilities.

Measurable Objectives:

Construct new sidewalks and repair existing damaged sections, prioritizing areas in need of immediate attention.

Goal 3: Stewardship of Resources

Objective D.4: Physical Plant (Administrative Services VP) – Computer Information Systems Building

Vision: Construct a Computer Information Systems Building to house the Computer Science Technology and Computer Maintenance Technology programs.

Measurable Objectives:

Secure funds and complete the construction of the Computer Information Systems Building.

Goal 3: Stewardship of Resources

Objective D.5: Physical Plant (Administrative Services VP) – Demolition of Warehouses

Vision: Removal of warehouses will improve the image of TSTC and allow for future growth.

Measurable Objectives:

Demolish four warehouses along Loop 499 by August 31, 2010.

Goal 3: Stewardship of Resources

Objective D.6 (Part 1 of 3): Physical Plant (Administrative Services VP) – Roof Repair

Vision: Investment in roofs prolongs the life of a structure and produces a better learning environment

Measurable Objectives:

Repair damaged roofs, prioritizing areas with immediate need – Student Services Building, Service Support Center, and Student Center.

Goal 3: Stewardship of Resources

Objective D.6 (Part 2 of 3): Physical Plant (Administrative Services VP) – Roof Repair

Vision: Investment in roofs prolongs the life of a structure and produces a better learning environment

Measurable Objectives:

Repair damaged roofs, prioritizing areas with immediate need – Student Services Building, Service Support Center, and Student Center.

Goal 3: Stewardship of Resources

Objective D.6 (Part 3 of 3): Physical Plant (Administrative Services VP) – Roof Repair

Vision: Investment in roofs prolongs the life of a structure and produces a better learning environment

Measurable Objectives:

Repair damaged roofs, prioritizing areas with immediate need – Student Services Building, Service Support Center, and Student Center.

Goal 3: Enhance Instructional Services

Objective D.7: Physical Plant – This objective was eliminated.

Purposely Left Blank

Goal 3: Stewardship of Resources

Objective D.8: Physical Plant (Administrative Services VP) – Allied Health Science Building

Vision: Construct the Allied Health Science Building.

Measurable Objectives:

Secure funds, receive approval, construct, and occupy the Allied Health Science Building.

Goal 3: Stewardship of Resources

Objective D.9: Physical Plant (Administrative Services VP) – Fire Alarm Upgrade

Vision: To have all the fire alarm systems working properly and keep up with the future changes of the National Fire Protection Association Code 72.

Measurable Objectives:

TSTC will strive to maintain the best fire alarm equipment and provide a safe working environment for students, employees, and visitors.

Goal 3: Stewardship of Resources

Objective D.10: Physical Plant (Administrative Services VP) – Vehicle Replacement

Vision: Provide each division with appropriate vehicles according to operation to comply with state regulations.

Measurable Objectives:

Replacement of \$50,000 worth of vehicles each year for ten years.

Goal 3: Stewardship of Resources

Objective D.11: Physical Plant (College President) – Cultural/Arts Center (multi-purpose bldg).

Vision: Build a multi-purpose cultural arts center on TSTC campus.

Measurable Objectives:

Completed cultural arts center.

Goal 3: Stewardship of Resources

Objective D.12: Physical Plant (College President) – Land.

Vision: Acquire land to ensure the college will always be able to accommodate growth.

Measurable Objectives:

Purchase land.

NOTE: This is a combination of 1.C.2 and 3.D.13.

Goal 3: Stewardship of Resources

Objective D.13: Physical Plant (Student Learning VP) – Improve utilization of facilities through a study of course sections and overall course scheduling.

***Vision:** The College seeks to maximize its existing facilities in view of enormous costs for new construction and in THECB facility utilization requirements and to provide courses at times that are convenient and beneficial for student attendance.*

Measurable Objective:

Maximize course offerings college-wide to accommodate both student satisfaction and facility utilization by achieving the national norm on item # on the Noel Levitz Student Satisfaction Survey and THECB standard for facility utilization at the end of the operational cycle.

Goal 3: Stewardship of Resources

Objective D.14: Physical Plant (Administrative Services VP) – Dorm Improvements

***Vision:** Replace carpet, install frost-free refrigerators and furniture.*

Measurable Objectives:

- 1. Every year at least four units are furnished with new living room and dining area furniture as budget allows.*
- 2. Each semester a unit(s) is kept vacant to replace carpet if space is available.*
- 3. Each semester furniture is replaced for the neediest units.*

Goal 3: Stewardship of Resources

Objective D.15: Physical Plant (Administrative Services VP) – Develop Master Plan Update

Vision: Develop Facilities Master Plan to guide construction for next ten years.

Measurable Objectives:

Developed Master Plan by January 2006

Goal 3: Stewardship of Resources

Objective D.16: Physical Plant (Administrative Services VP) – Improve College Signage

Vision: Develop and implement a college signage program to address all signs.

Measurable Objectives:

Improve college signage and reduce customer complaints regarding signs.

Goal 3: Stewardship of Resources

Objective D.17: Physical Plant (Chief Financial Officer) – Expand dining area/patio of Student Center.

Vision: To provide needed enclosed space for dining and student activities.

Measurable Objectives:

Increase seating capacity in dining area by at least 25%.

Goal 3: Stewardship of Resources

Objective D.18: Physical Plant (Administrative Services VP) – Automotive/Diesel Technology Building

***Vision:** Expand current facility and add Diesel Mechanics Program.*

Measurable Objectives:

Secure funds and construct Automotive/Diesel Technology Program.

STRATEGIC GOAL 4

Enhance the College Image/Reputation

Goal 4: Enhance the College Image/Reputation

Objective A.1: Focus on Distinctive Competencies to Distinguish College (College President/President's Assistant) – Marketing the College.

Vision: The State of Texas will see TSTC as the leader for producing top quality technical graduates that contribute to the economic success of the state and provide the necessary incentive that will bring new business and industry to the state.

Measurable Objectives:

To be measured by continual increases in student enrollment and favorable treatment by the Texas legislature each biennium with funding.

Goal 4: Enhance the College Image/Reputation

Objective B.1: Cultivate Regional, Global & Leadership Opportunities (College President/Workforce Development Associate VP) – Increase international involvement.

Vision: Provide the TSTC community with international experiences through student and faculty exchanges and cultural activities with foreign institutions.

Measurable Objectives:

Sign one agreement with a Mexican institution and provide two international activities.

Goal 4: Enhance the College Image/Reputation

Objective B.2 (Part 1): Cultivate Regional, Global, & Leadership Opportunities (Student Learning VP/Workforce Development Associate VP) – Develop a plan with documented measures for accountability for all workforce training credit activity.

Vision: TSTC Workforce Training will be the training resource of choice for Texas business and industry.

Measurable Objectives:

1. Increase the number of students served by 5% per year.
-
-

Goal 4: Enhance the College Image/Reputation

Objective B.2 (Part 2): Cultivate Regional, Global, & Leadership Opportunities (Student Learning VP/Workforce Development Associate VP) – Develop a plan with documented measures for accountability for all workforce training credit activity.

Vision: TSTC Workforce Training will be the training resource of choice for Texas business and industry.

Measurable Objectives:

2. Increase funded and non-funded Student Contact Hours by 5%.
-
-

Goal 4: Enhance the College Image/Reputation

Objective B.2 (Part 3): Cultivate Regional, Global, & Leadership Opportunities (Student Learning VP/Workforce Development Associate VP) – Develop a plan with documented measures for accountability for all workforce training credit activity.

Vision: TSTC Workforce Training will be the training resource of choice for Texas business and industry.

Measurable Objectives:

3. Expand outreach to business and industry.

Goal 4: Enhance the College Image/Reputation

Objective B.2 (Part 4): Cultivate Regional, Global, & Leadership Opportunities (Workforce Development Associate VP) – Develop a plan with documented measures for accountability for all workforce training credit activity.

Vision: TSTC Workforce Training will be the training resource of choice for Texas business and industry.

Measurable Objectives:

4. Achieve & maintain 80% end of course satisfaction rating.

Goal 4: Enhance the College Image/Reputation

Objective C.1: Institutional Effectiveness (Institutional Effectiveness & Research Director) – Develop a program review cycle for the following divisions: a.) Business Services; b.) Administrative Services; c.) Student Development; d.) President’s Division; e.) Auxiliary Services; and, f.) Instructional Support.

Vision: An efficient and effective internal review process, which is peer driven, and applicable to all non-teaching units.

Measurable Objectives:

All processes and forms in place by Summer 2006; One-third of all non-teaching units reviewed by Summer 2007.

Goal 4: Enhance the College Image/Reputation

Objective D.1: Customer Service (President's Assistant) – Maintain 90% satisfaction level for customer service ratings.

***Vision:** The TSTC Harlingen College Community will promote a culture at the college that emphasizes courteous, professional communication and outstanding service to all customers, both internal and external, at all times.*

Measurable Objectives:

- 1. Maintain 90% satisfaction level for customer service ratings on surveys.*
- 2. Enhance service excellence by encouraging participation in training and promotional events.*
- 3. Monitor relevant surveys.*
- 4. Promptly responding to reasonable suggestions from students and employees.*
- 5. Make recommendations to appropriate administrators.*
- 6. Reward service excellence.*

PROJECTED OUTCOME MEASURES

PROJECTED OUTCOMES FOR FIVE-YEAR PLANNING HORIZON

NOTE: The data relating to graduation rates in the following table is based on analysis of student cohorts as defined in the Outcome Measure title. Students are tracked for three years to determine the percent of each cohort that graduate within that time frame.

TSTC HARLINGEN

KEY OUTCOME MEASURES	2005	2006	2007	2008	2009
Percent of first-time, degree-seeking students graduated within three years with either an AAS degree or a certificate.	28.5%	30.5%	32.5%	34.5%	36.5%
Percent of first-time, full-time, degree-seeking students graduated with an AAS degree within three years.	10.9%	12%	13%	14%	15%
Percent of first-time, full-time, degree-seeking students graduated with a certificate within three years.	17.7%	19%	20%	21%	22%
Number of minority students graduated.	500	510	520	530	541
Administrative cost as a percent of total expenditures.	10%	10%	10%	10%	10%

OTHER OUTCOME MEASURES	2005	2006	2007	2008	2009
Headcount enrollment (annual unduplicated).	6,565	6,696	6,830	6,967	7,106
Fall semester headcount enrollment.	4,565	4,656	4,749	4,844	4,941
Number of associate degrees and certificates awarded.	561	572	583	595	607
Number of minority students enrolled	11,377	11,605	11,837	12,074	12,315
Percent of graduates employed in a field related to their degree or certificate or continuing their education.	85%	85%	85%	85%	85%
Percent of total dollar value of purchases and public works awarded to Historically Underutilized Businesses annually.	20%	20%	20%	20%	20%

HISTORY OF OUTCOME MEASURES

**HISTORY OF OUTCOMES FOR STRATEGIC PLAN 1991-2005
TSTC HARLINGEN**

NOTE: The data in the following table is based on analysis of student cohorts as defined in the Outcome Measure title. Students are tracked for 3 years to determine the percent of each cohort that graduate within that time frame.

OUTCOME MEASURES	2001		2002		2003		2004		2005	
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Percent of first-time, full-time declared major students graduated within three years with either an AAS degree or a certificate	50	39.6	50	35.0	50	32.0	55	25.0	36	28.5
Percent of first-time, full-time, declared major students graduated with an AAS degree within three years	20	14.3	20	15.1	20	16.1	22	11.4	14	10.9
Percent of first-time, full-time, declared major students graduated with a certificate within three years	30	25.1	30	19.3	30	15.7	35	13.1	22	17.7

OTHER PERFORMANCE MEASURES

OUTCOME MEASURES	2001		2002		2003		2004		2005	
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Headcount enrollment (annual unduplicated)	4,800	5,483	4,920	5,463	5,043	5,744	5,169	5,999	5,298	6,565
Number of minority students enrolled (annual)	4,128	N/A	4,230	8,919	4,336	9,705	4,445	9,888	4,777	11,377
Number of associate degrees and certificate awarded	550	501	565	492	580	496	595	537	652	561
Number of minority students graduated	480	444	497	455	510	456	524	480	554	500
Graduates employed or continuing their education as a percentage of all graduates	85	77.6	85	76.8	85	77.3	85	N/A	85	N/A

*N/A indicates data that is not available

**OTHER STRATEGIC
IMPROVEMENT
INITIATIVES**

Customer Service Survey Report

**Texas State Technical College Harlingen
Customer Service Survey Report
Spring 2006**

Survey Administration

In an effort to gather a large enough sample of the TSTC student population that would encompass a representative group of all students, a population density report was completed after the Spring census date for reporting enrollments for the term. The report indicated that the largest concentration of day students were on campus and in class at 10:00 & 10:10 a.m. on Mondays. For evening students, Monday evening 5:30 p.m. courses were surveyed, as the study indicated the largest concentration of evening students were in class at that time. Furthermore, all Saturday students were administered the survey. Census day figures indicated that 2,046 students were counted for courses at the above mentioned times. The survey was administered the week of March 20, 2006.

The Institutional Effectiveness and Research Office received 1,257 completed surveys. The completed surveys represent 61.4% of the census day sample. However, the returned surveys represent 28.2% of the total population of students enrolled in the Spring 2006 semester.

Total number of students identified in sample population:	2,046
Total number of surveys returned:	1,257
Rate of return by sample population:	61.4%
Total number of students enrolled:	4,465
% of total student population surveyed:	28.2%

*** Note: The tables and figures provided allow for comparison of 2004 and 2006 data.**

Section Summaries

The following is a summary of the four sections of the Customer Service Survey. Each section is covered in detail.

Student Profile

Students were asked to respond to a few demographic questions about themselves, including the number of terms they have been enrolled, whether they attend full-time or part-time, and their educational intent. The responses that the students give help the Institutional Effectiveness and Research Office determine the level of satisfaction with services according to how many semesters students have spent on campus, and whether perceptions of services improve based on

the amount of time they have attended TSTC.

Student Satisfaction with TSTC Media

Students were presented with a series of questions that asked them to state their perception and level of satisfaction with the following aspects: (a) TSTC Harlingen web site, (b) Web Advisor, and (c) TSTC publications.

- a. **TSTC Harlingen Web Site:** Students were asked to indicate their level of usage of the TSTC Web site and whether they were *Satisfied*, *Dissatisfied*, or had *No Opinion* with the user friendliness, accuracy of information posted, and design of the Web site.
- b. **Web Advisor:** Students were asked if they have accessed Web Advisor and to indicate if they were *Satisfied*, *Dissatisfied*, or have *No Opinion* with this service. Students were also asked to identify why they have not used the service.
- c. **TSTC Publications:** Students were asked if they read any of the TSTC publications and to rate whether they were *Satisfied*, *Dissatisfied*, or had *No Opinion*.

Student Satisfaction Ratings with College Services

Students were given the opportunity to indicate whether they used 11 distinct college services. Once they responded whether they used the service, they were given four categories to rate each service/department against. Students were asked to respond *Satisfied*, *Dissatisfied*, or *No Opinion* to rate the services/departments:

- Courtesy of staff
- Knowledge of staff
- Helpfulness of staff
- Hours of operation

STUDENT PROFILE

Number of Semesters Enrolled

	2004		2006	
	Count	Percent	Count	Percent
1	308	18.8%	160	12.8%
2	514	31.3%	384	30.8%
3	164	10.0%	159	12.8%
4	198	12.1%	147	11.8%
5	216	13.2%	163	13.1%
6	85	5.2%	72	5.8%
7	38	2.3%	45	3.6%
8	38	2.3%	36	2.9%
9	19	1.2%	19	1.5%
More than 9	62	3.8%	61	4.9%
Total	1642	100.0%	1246	100.0%

Enrollment Status

	2004		2006	
	Count	Percent	Count	Percent
Full-time	1123	67.5%	807	64.8%
Part-time	530	31.9%	439	35.2%
Total		100.0%		100.0%

Educational Intent

	2004		2006	
	Count	Percent	Count	Percent
Graduate with an AAS	712	44.2%	521	42.4%
Graduate with a Certificate	383	23.8%	217	17.7%
Transfer to another college/university	515	32.0%	490	39.9%
Total	1610	100.0%	1228	100.0%

STUDENT SATISFACTION RATINGS WITH TSTC MEDIA

Number of Times Students Access the TSTC Web Site

	2004		2006	
	Count	Percent	Count	Percent
None	346	20.8%	158	12.6%
Less than three times per month	533	32.1%	405	32.3%
At least once a week	443	26.7%	361	28.8%
At least three or four times a week	187	11.3%	193	15.4%
Daily	151	9.1%	136	10.9%
Total	1660	100.0%	1253	100.0%

User-friendliness of Web Site

	2004		2006	
	Count	Percent	Count	Percent
Satisfied	1088	67.5%	896	72.7%
Dissatisfied	96	6.0%	97	7.9%
No Opinion	428	26.6%	239	19.4%
Total	1612	100.0%	1232	100.0%

Accuracy of Information Posted to the Web Site

	2004		2006	
	Count	Percent	Count	Percent
Satisfied	968	60.3%	838	68.2%
Dissatisfied	168	10.5%	119	9.7%
No Opinion	468	29.2%	272	22.1%
Total	1604	100.0%	1229	100.0%

Design of Web Site

	2004		2006	
	Count	Percent	Count	Percent
Satisfied	926	57.8%	815	66.4%
Dissatisfied	155	9.7%	113	9.2%
No Opinion	521	32.5%	300	24.4%
Total	1602	100.0%	1228	100.0%

Have you accessed Web Advisor?

	2004		2006	
	Count	Percent	Count	Percent
Yes	1067	64.2%	1034	82.6%
No	590	35.5%	218	17.4%
Total	1656	100.0%	1252	100.0%

Satisfaction with Web Advisor

	2004		2006	
	Count	Percent	Count	Percent
Satisfied	880	61.0%	837	70.9%
Dissatisfied	127	8.8%	122	10.3%
No Opinion	436	30.2%	222	18.8%
Total	1443	100.0%	1181	100.0%

Reasons for not Accessing Web Advisor

	2004		2006	
	Count	Percent	Count	Percent
I am not aware of what Web Advisor is	250	37.9%	53	15.5%
I don't know how to log in	100	15.2%	64	18.5%
I wasn't aware that I could use this service	--	--	23	6.7%
I don't understand how to use it	98	14.9%	--	--
Hesitant to use Web Advisor	73	11.1%	--	--
Other	138	20.9%	203	59.2%
Total	659	100.0%	343	100.0%

Satisfaction with TSTC Publications	2004		2006	
	Count	Percent	Count	Percent
Mustang Messenger	500	82.4%	387	81.1%
TSTC Course Schedule	931	83.0%	750	84.6%
TSTC Student Handbook	538	84.9%	444	86.4%
TSTC Catalog	542	82.5%	387	85.2%

STUDENT SATISFACTION WITH COLLEGE SERVICES

Admissions and Records

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	1178	84.0 %	930	85.6%
	Dissatisfied	146	10.4 %	104	9.6%
	No Opinion	78	5.6 %	53	4.9%
Knowledge of Staff	Satisfied	997	74.1 %	831	79.4%
	Dissatisfied	200	14.9 %	121	11.6%
	No Opinion	149	11.1 %	95	9.1%
Helpfulness of Staff	Satisfied	1068	79.9 %	843	79.5%
	Dissatisfied	175	13.1 %	151	14.2%
	No Opinion	93	7.0 %	66	6.2%
Hours of Operation	Satisfied	1054	78.8 %	821	79.1%
	Dissatisfied	123	9.2 %	93	9.0%
	No Opinion	160	12.0 %	124	11.9%

Financial Aid

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	1000	81.9 %	843	85.9%
	Dissatisfied	169	13.8 %	99	10.1%
	No Opinion	52	4.3 %	40	4.1%
Knowledge of Staff	Satisfied	887	75.2 %	758	79.5%
	Dissatisfied	215	18.2 %	130	13.6%
	No Opinion	78	6.6 %	66	6.6%
Helpfulness of Staff	Satisfied	896	76.5 %	762	78.8%
	Dissatisfied	213	18.2 %	156	16.1%
	No Opinion	63	5.4 %	49	5.1%
Hours of Operation	Satisfied	925	79.7 %	771	82.3%
	Dissatisfied	118	10.2 %	74	7.9%

	No Opinion	118	10.2 %	92	9.8%
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Student Receivables (emergency loans and payment plans)

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	431	84.3 %	383	89.9%
	Dissatisfied	49	9.6 %	27	6.3%
	No Opinion	31	6.1 %	16	3.8%
Knowledge of Staff	Satisfied	400	82.1 %	358	86.9%
	Dissatisfied	50	10.3 %	27	6.6%
	No Opinion	37	7.6 %	27	6.6%
Helpfulness of Staff	Satisfied	404	81.9 %	354	83.9%
	Dissatisfied	56	11.4 %	42	10.0%
	No Opinion	33	6.7%	26	6.2%
Hours of Operation	Satisfied	381	79.9 %	344	84.3%
	Dissatisfied	45	9.4 %	22	5.4%
	No Opinion	51	10.7%	42	10.3%

Counseling-Testing (for TASP/THEA/Accuplacer testing)

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	543	85.9 %	486	86.0%
	Dissatisfied	46	7.3 %	40	7.1%
	No Opinion	43	6.8 %	39	6.9%
Knowledge of Staff	Satisfied	495	80.9 %	441	81.4%
	Dissatisfied	64	10.5 %	43	7.9%
	No Opinion	53	8.7 %	58	10.7%
Helpfulness of Staff	Satisfied	518	84.5 %	451	79.7%
	Dissatisfied	48	7.8 %	79	14.0%
	No Opinion	47	7.7 %	36	6.4%
Hours of Operation	Satisfied	483	79.1 %	413	76.6%
	Dissatisfied	57	9.3 %	58	10.8%
	No Opinion	71	11.6 %	68	12.6%

Counseling (for personal counseling, guidance and advising)

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	380	87.0 %	260	86.4%
	Dissatisfied	32	7.3 %	32	10.6%
	No Opinion	25	5.7 %	9	3.0%
Knowledge of Staff	Satisfied	333	80.0 %	236	83.7%
	Dissatisfied	52	12.5 %	35	12.4%
	No Opinion	31	7.5 %	11	3.9%
Helpfulness of Staff	Satisfied	339	83.3 %	230	75.9%
	Dissatisfied	39	9.6 %	58	19.1%
	No Opinion	29	7.1 %	15	5.0%
Hours of Operation	Satisfied	336	82.4 %	227	79.9%
	Dissatisfied	32	7.8 %	27	9.5%
	No Opinion	40	9.8 %	30	10.6%

Cashiers

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	1098	89.3 %	862	87.4%
	Dissatisfied	68	5.5 %	84	8.5%
	No Opinion	63	5.1 %	40	4.1%
Knowledge of Staff	Satisfied	1021	86.4 %	829	86.6%
	Dissatisfied	70	5.9 %	70	7.3%
	No Opinion	91	7.7 %	58	6.1%
Helpfulness of Staff	Satisfied	1044	87.9 %	819	84.6%
	Dissatisfied	74	6.2 %	96	9.9%
	No Opinion	70	5.9 %	53	5.5%
Hours of Operation	Satisfied	997	83.2 %	809	85.0%
	Dissatisfied	85	7.1 %	57	6.0%
	No Opinion	117	9.8 %	86	9.0%

Bookstore

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	1167	87.1 %	1033	91.1%
	Dissatisfied	119	8.9 %	52	4.6%
	No Opinion	54	4.0 %	49	4.3%
Knowledge of Staff	Satisfied	1062	81.0 %	951	86.7%
	Dissatisfied	159	12.1 %	74	6.7%
	No Opinion	90	6.9 %	72	6.6%
Helpfulness of Staff	Satisfied	1116	85.0 %	974	88.3%
	Dissatisfied	133	10.1 %	77	7.0%
	No Opinion	64	4.9 %	52	4.7%
Hours of Operation	Satisfied	1081	81.5 %	920	80.4%
	Dissatisfied	132	9.9 %	127	11.1%
	No Opinion	114	8.6 %	97	8.5%

Library

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	970	90.4 %	848	91.2%
	Dissatisfied	51	4.8 %	39	4.2%
	No Opinion	52	4.8 %	43	4.6%
Knowledge of Staff	Satisfied	936	88.6 %	808	89.6%
	Dissatisfied	54	5.1 %	38	4.2%
	No Opinion	66	6.3 %	56	6.2%
Helpfulness of Staff	Satisfied	936	89.7 %	802	89.0%
	Dissatisfied	51	4.9 %	42	4.7%
	No Opinion	57	5.5 %	57	6.3%
Hours of Operation	Satisfied	944	87.3 %	795	84.9%
	Dissatisfied	69	6.4 %	89	9.5%
	No Opinion	68	6.3%	52	5.6%

Student Activities (campus events, student government, student clubs)

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	336	88.0 %	251	86.9%
	Dissatisfied	18	4.7 %	20	6.9%
	No Opinion	28	7.3 %	18	6.2%
Knowledge of Staff	Satisfied	325	85.1 %	226	82.2%
	Dissatisfied	23	6.0 %	28	10.2%
	No Opinion	34	8.9 %	21	7.6%
Helpfulness of Staff	Satisfied	333	86.5 %	228	82.9%
	Dissatisfied	23	6.0 %	26	9.5%
	No Opinion	29	7.5 %	21	7.6%
Hours of Operation	Satisfied	327	82.8 %	221	80.7%
	Dissatisfied	22	5.6 %	23	8.4%
	No Opinion	46	11.6 %	30	10.9%

Student Intramurals/Fieldhouse

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	383	85.9 %	332	88.8%
	Dissatisfied	34	7.6 %	26	7.0%
	No Opinion	29	6.5 %	16	4.3%
Knowledge of Staff	Satisfied	359	82.7 %	306	85.2%
	Dissatisfied	40	9.2 %	30	8.4%
	No Opinion	35	8.1 %	23	6.4%
Helpfulness of Staff	Satisfied	362	81.9 %	306	83.4%
	Dissatisfied	43	9.7 %	43	11.7%
	No Opinion	37	8.4 %	18	4.9%
Hours of Operation	Satisfied	334	76.6 %	290	81.7%
	Dissatisfied	65	14.9 %	44	12.4%
	No Opinion	37	8.5 %	21	5.9%

Health Services (nurse)

		2004		2006	
		Count	Percent	Count	Percent
Courtesy of Staff	Satisfied	166	83.4 %	170	92.9%
	Dissatisfied	18	9.0 %	9	4.9%
	No Opinion	15	7.5 %	4	2.2%
Knowledge of Staff	Satisfied	162	85.7 %	146	85.9%
	Dissatisfied	12	6.3 %	16	9.4%
	No Opinion	15	7.9 %	8	4.7%
Helpfulness of Staff	Satisfied	158	81.4 %	148	86.0%
	Dissatisfied	20	10.3 %	18	10.5%
	No Opinion	16	8.2 %	6	3.5%
Hours of Operation	Satisfied	156	78.0 %	141	83.4%
	Dissatisfied	23	11.5 %	17	10.1%
	No Opinion	21	10.5 %	11	6.5%