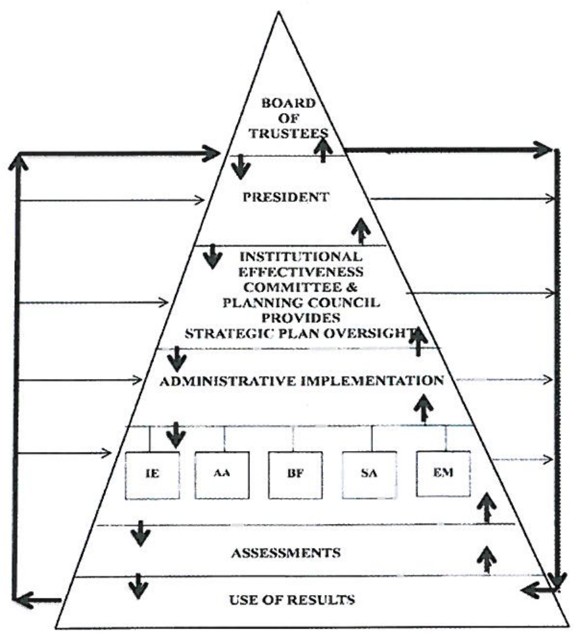
3.3.1.2 Administrative support services

The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes and provides evidence of improvement based on analysis of the results in the area of administrative support services.

The College utilizes a *Planning Structure* that is inclusive and evaluative at the appropriate levels. Moreover, the Planning Structure embodies assessment and evaluative efforts with the use of results to drive the planning processes. Following is a model of the Planning Structure:

Texas College
Planning Structure



The College utilizes a codified process for its institutional effectiveness planning cycle. The planning cycle is comprehensive and inclusive of the necessary components for institutional planning, while maintaining the College mission as the central focus (see Implementation Model: Institutional Effectiveness Flow Chart). The administrative areas under the leadership of the vice presidents of the College engage in the planning process with the use of the institution's *Strategic Plan* as the roadmap for planning. Specifically, at the beginning of each school year, the vice presidents of the administrative areas, planning with the president of the College convene as an administrative cabinet to establish the working direction of the institution, using the *"Strategic Priorities,"* of the Strategic Plan. From the meeting, a determination is made in the selection of priorities that will allow for a collaborative administrative focus in addressing the strategic direction for the year.

During the Fall Opening School Institute the vice presidents and the president lead discussions with all faculty, staff, and administration on the selected strategic goals to be addressed for the annual period per the Strategic Plan. The Institute includes an annual assessment with the college community coming together at the start of each school year for a two-day period. The Institute provides for the re-acquaintance and discussion of the priority areas of the Strategic Plan.

The administrative areas under the leadership of the vice presidents of the College engage in the planning process with the use of the institution's *Strategic Plan* as the roadmap for planning. Specifically, at the beginning of each school year, the vice presidents of the administrative areas, planning with the president of the College, convene as an administrative cabinet to establish the working direction of the institution, using the *"Strategic Priorities,"* of the Strategic Plan. From the meeting, a determination is made in the selection of priorities that will allow for a collaborative administrative focus in addressing the strategic direction for the year. The vice presidents subsequently meet with their respective units to share the priority direction(s) and have discussions to get input about strategies, expected outcomes, assessment measures, individual and resource supports that may prove beneficial to achieving their goals.

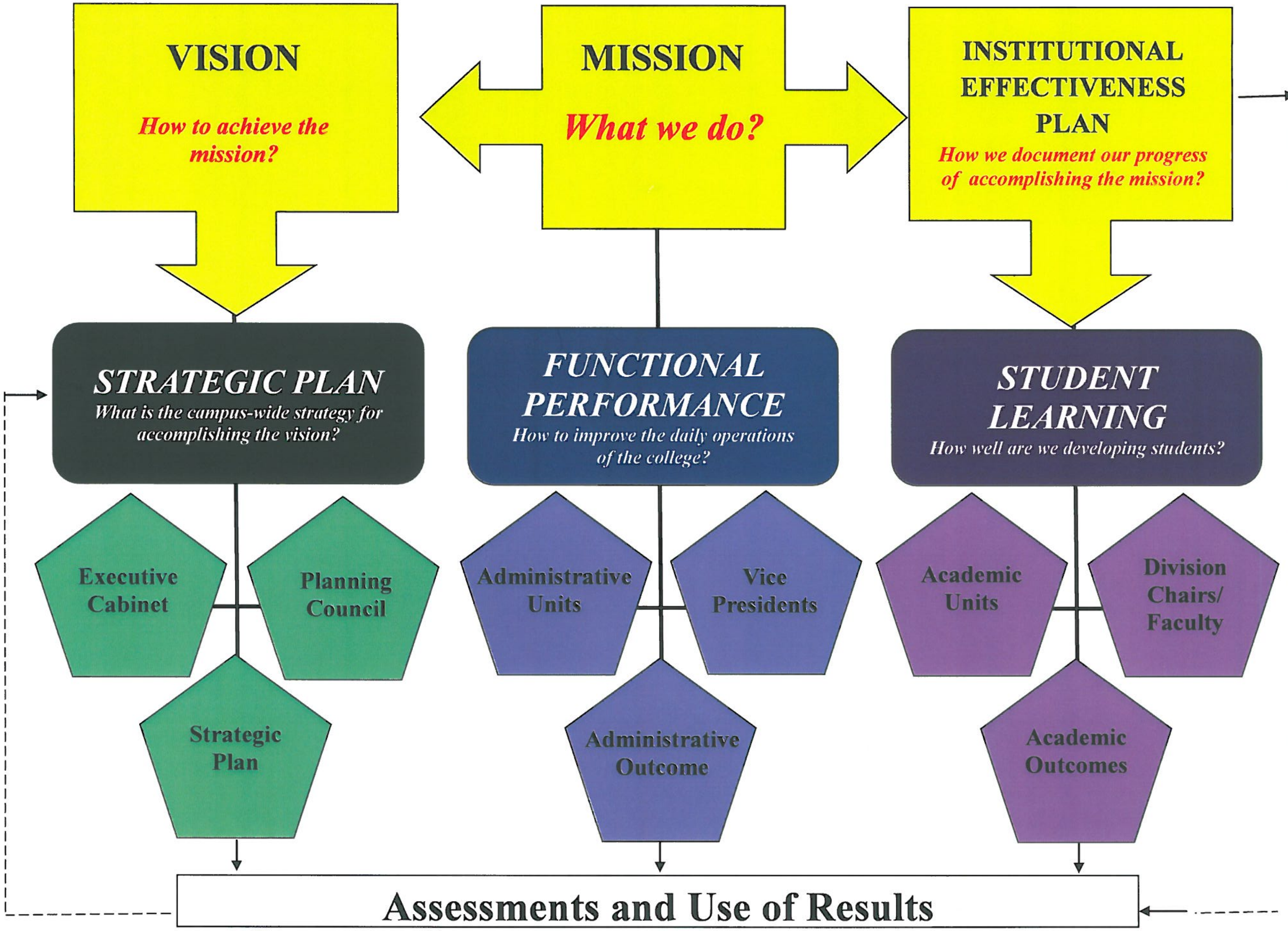
The vice presidents are then responsible for seeing that the assessment is carried out. Once the assessment has been completed, the findings and the use of results are placed into the *Four Column Model* for documentation purposes. The results of the planning are considered the "working plan" of the vice presidents for the school year. As a part of the assessment process, the president and institutional effectiveness officer review the unit goals, program outcomes and means of assessment. At the mid-point of each year, the institutional effectiveness officer then receives a documented mid-term process report of the progress made toward completion of the Plan. The units are expected to use the results for improvement.

Documentation:

- Implementation Model: Institutional Effectiveness Flow Chart
- Administrative Units Four Column Model

Documentation: Implementation Model: Institutional Effectiveness Flow Chart

Institutional Effectiveness Flow Chart



Documentation: Implementation Model:
Institutional Effectiveness Flow Chart

Documentation: Administrative Units
Four Column Model

Assessment of Student Learning Outcomes – AY 2013-2014
Administrative Support Services

(1) Student Learning Outcomes		(2) Means of Assessment				(3) Results	(4) Use of Results/ Action Plan for Improvement
Administrative Support	***Outcome: What students will KNOW, be able to DO, and VALUE as a result of matriculation.***	*Assessment Tool(s)*	*Assessment Method*	*Criteria (Benchmark Measures)*	*Assessment Period*	***Findings (Analysis & Interpretation of Data)*** *Percentage of students that achieved the passing score.* ***Was the Criteria Met?*** *Additional related findings can also be included.*	***How will the results be used/Plan of Action to address deficiencies when criterion is not met***
Students will be able to:							
Financial Aid	Students will complete the Free Application for Federal Student Aid (FAFSA), correctly and prior to the beginning of the first day of classes.	Number of students submitting their FAFSA prior to the beginning of the first day of classes.	Financial Aid will be assessed on the number of students correctly completing their application prior to the deadline.	At least 80% of students will have their FAFSA completed correctly by the deadline.	Annually	The results indicated that a total of **957** enrolled students received federal financial aid. There were **600** students who completed their federal financial aid application prior to the first day of class and **357** completed after the due date.	To increase the number of students completing FAFSA by the first day of class, the Office of Financial Aid will lead a session during new student orientation that focus on completing the financial aid process. Also the Office will implement a financial aid awareness week.
	Financial Aid Award Letters will be issued with the Verification process completed prior to the beginning of the first day of classes.	Number of students who have completed the verification process prior to the beginning of the first day of classes.	Financial Aid will be assessed based on the number of students who have received their award letter and completed the verification process	At least 80% of students will complete the verification process prior to the deadline.	Annually	The results revealed that **398** of the **957** enrolled students were selected for verification. However, only **212 (53%)** actually completed the verification process prior to the first day of class leaving the other **186** to complete the process after classes began.	The Office of Financial Aid will streamline its communication process with students to include fax, and scan to email in order to expedite the turnaround of the verification process. Also the Office will develop a step-by-step guide that includes information about linking tax information to decrease the number of

							verifications.
Business and Finance	Maintain healthy financial operations, ratios will provide useful information about the institution's financial health, financial performance, and creditworthiness by maintaining a minimum composite score of 2.0	Composite Score	The Office of Business and Finance will be assessed on its financial health and creditworthiness by maintaining a minimum composite score of 2.0 The composite score reflects the overall relative financial health of institutions along a scale from negative 1.0 to positive 3.0. A score greater than or equal to 1.5 indicates the institution is considered financially responsible.	Maintain a minimum composite score of 2.0	Annually	The results indicated that the composite score for the year-end was 2.9 out of a possible 3.0	Even though the College has maintained a composite score of 2.0 or higher for the last three fiscal years showing a steady financial responsibility; the business and finance unit will collaborate with Admission and Recruitment to assist with the recruitment of students to directly impact enrollment growth and maintain a strong fiscal spending policy.
	Improve its annual primary reserve ratio working towards a minimum of 0.40	Annual primary reserve ratio.	The Office of Business and Finance will be assessed on its annual primary reserve ratio. The Annual Primary Reserve Ratio is a ratio that measures the financial strength of the institution by comparing expendable net assets to total expenses	Maintain a minimum annual primary reserve ratio of 0.40	Annually	The results indicated that the primary reserve ratio was 0.2891 (0.3) out of .4 for the year-end. The unit fell below the established goal.	Even though the college fell below established goal of .4; the college will strengthen the fundraising approach by establish additional avenues across the campus to increase the operational cash flow for expenditures of the college.
	Improve its annual viability ratio working towards a minimum of 1.25	Annual viability ratio	The Office of Business and Finance will be assessed by its annual viability ratio. The annual viability ratio is a ratio which determines whether the organization is financially in a better situation than in previous years by measuring total economic return.	A minimum annual viability ratio of 1.25	Annual	The results revealed that the viability ratio was **2** for the year-end which was an improvement and above the standard.	Even though the college viability ratio was above the 1.25 for the year-end; additional outstanding long-term debt will be retired to strengthen the financial health of the college.
Procurement	Improve internal controls of supply and equipment *Orders* by 5% each year with all supplies and equipment being processed through procurement and ordered from an	Orders processed through procurement with proper internal controls.	The Office of Procurement will be assessed on its internal controls of supply and equipment and the number of orders that are processed from an approved requisition and/or purchase order (PO). -Receive copies of approved	Increase in internal control of supplies and equipment by 5% each year with 100% of orders being processed from an approved requisition and/or purchase order	Annually	100% of purchase orders received by procurement followed the internal controls as stablished. -72 of the 87 POs generated were paid and closed with the required documentation. 15 POs are still open pending	Requisitions without a PO must be monitored by creating a report similar to the open PO report. Equipment received directly by requesting department must following internal controls as establish through

	approved requisition and/or purchase order (PO).		purchase orders or requisitions. -Receive packages addressed to procurement -Contact requester to inspect items. -Reconcile packing slips to the approved requisition. -Forward the signed packing slip to the Business Office staff for prompt payment of the supplies and equipment. -Paid PO will be deleted from the open PO report and will be listed on the close PO list.			receipt of the goods. This process has identified specific areas that do not flow through procurement such purchases by credit card, purchases by physical plant, etc.	procurement to ensure consist reporting
	Improve internal controls of inventory with 100% of new equipment tagged before being released from the Procurement Office	Physical inventory of items received and tagged through the Procurement Office	The Office of Procurement will be assessed on the percentage of new equipment that is tagged prior to being released from the Procurement Office.	100% of new equipment received will be inventory tagged before releasing from the Procurement Office	Annual	Physical Inventory was not conducted this reporting period.	Spreadsheet will be updated each semester and inventory at year end. Maintain spreadsheet of tagged equipment with the final destination in the Procurement Office. -Conduct annual physical inventory of items received and tagged through the Procurement Office.
	Reduce specific supply cost such as paper goods and toner cost by 10% each year by purchasing for the entire campus through Procurement. .	Spreadsheet indicating the total cost of general supplies from procurement each year.	The Office of Procurement will assessed on the reduction of the total cost of general supplies by purchasing those supplies in bulk through procurement	A reduction of the total general supply cost by 10% each year.	Annually	The results indicated there was a decrease of more than 10% with a- total cost of general supplies from procurement was $11,752.51. This was an increase of 11% from $10,477.43 last year. This increase was due to an increase in new faculty who were accustomed to ordering larger quantities of supplies for the entire year instead of ordering for a semester. By providing a list of available supplies, employees ordered more items. - 136 individual office supply requests were processed this academic year.	Procurement must return complete supply requests that do not have approval or complete account numbers for cost allocations. -Supply list must be smaller. -Limits should be set per employee. Provide 50% of the general office supplies and allocate cost when distributed to employees- Purchase common office supplies in large quantity -An approved supply request form listing available supplies are

							presented to the Procurement Office. -Supply items are pulled and picked up or delivered to the employee. -The cost of the supplies is allocated to the employee's department or grant account when submitted to the Business Office weekly.
	Reduce the cost of print and copy services by 10% each year for the College by utilizing a Print Management Services (PMS).	Spreadsheet indicating the cost of print and copy services for the current and previous years.	The Office of Procurement will be assessed on the reduction in cost for print and copy service each year.	A 10% reduction in the cost of print and copy services each year.	Annual	These written requests were approved in advance by the area VP. -Some employees delay in requesting supplies and do not get approval in time to get supplies when needed. Their supply requests must be denied until approval is received from the VP. -Supply request forms do not have an account number to change causing delays in submission to post the change by the Business Office. - The largest supply item requested is paper. We distributed 1,419 ream of paper this term. The largest consumer group was Academic Affairs -The contract for the MPS is set at a monthly fee plus cost for color prints. -The average cost for toners was $11,736.56 compared to 24,766.06 for the entire year last year. Considering the different is the periods, there	-Send information to end users on: 1. How request and replace toner for their desktop machines. 2. Cost of color via black and white copies. 3. Scanning and emailing via printing or copying. -Toner and printer service are provided by ETCS for select printers under contract. -Toner is delivered to TC by ETCS as requested by procurement. -Users must submit a KACE ticket to IT in order to replace toner. -IT will notify procurement of toners needed. -User can pick-up toner from procurement -Repairs can be called in ETCS by end users when that is a sticker on the equipment.

						still was a reduction in cost of this term. - The Procurement Office distribute 193 toner cartridges -End users do not know how to complete a KACE ticket to request toner. - Many users not know how to install the toner in their desktop machines.	
Development	Legacy (scholarship fundraising initiative): Generate general donations with a minimum of $100,000; scholarship endowment awards of a minimum of $20,000 annually; and cash scholarship awards with a minimum of $5,000 annually.	Spreadsheet containing the receipts and expenditures for the general Legacy fund, the Legacy endowment fund, and the cash scholarships awarded.	The Office of Development will be assessed on the total receipts minus expenditures, the amount of scholarship endowment awards, and the amount of cash scholarship awards.	Total receipts (minus expenditures) of $100,000; minimum of endowment awards, $20,000; and minimum of cash scholarship awards $5,000, annually.	Annually	The results indicated that LEGACY (scholarship fundraising initiative) met and exceeded the annual goals by $35,000.00.	Although, Legacy was able to exceed the established goals the committee will continue to operate as the annual fund initiative. The March 2015 goal will be the same as prior years'. The LEGACY – annual fund (fundraising project) will raise amounts in excess of $100, 000 annually that cover the cost of the occasion, as well as achieve amounts if $20, 000 annually for the endowment and $5,000 cash scholarship awards.
	Collect through the UNCF fundraising campaign $90,000 annually through work place support and a public campaign.	Spreadsheet with the receipts for the UNCF campaign	The Office of Development will be assessed on the amount of donations secured for the UNCF fundraising campaign.	$90,000 in funds will be raised annually.	Annually	The results documented that the Annual goal –of $90,000.00 was met.	The college remains obligated to the UNCF campaign and will continue both campaigns i.e., workplace and public. UNCF Campaign- The college will hold annually a campaign to meet the UNCF annual obligation through work place and public fundraising

							campaigns.
	Maintain sponsorship initiatives that address the mission of the college with a minimum of $3 million annually	A spreadsheet indicating sponsorship initiatives and the total amount for each initiative.	The Office of Development will be assessed on the amount of funds generated by sponsorship initiatives each year.	A minimum of $3 million will be generated each year through sponsorship initiatives.	Annually	T-3 Part B-Totals: 2013-2014-$1,082,797.00 ((Supplemental award-$4,071.) SAFRA 2013-2014-$500,000.00 MSEIP – two awards annually each at: 2013-2014-$250,000.00	The college will continue to seek sponsored research initiatives that assist in delivery of the mission of the college and hat meet the annual goal minimally. Sponsored research will achieve annual support through funding supports that amount to $3 mission annually.
Mailroom	Provide timely and accurate mail services campus-wide each year.	Customer Satisfaction surveys.	The mailroom will be assessed on the customer satisfaction with the timeliness and accuracy of the mail services campus-wide	At least 80% of those surveyed will indicate satisfaction with the timeliness and accuracy of the mail service.	Annually	The results indicate that 300 surveys were completed. For both outcomes 1 & 2 indicated that of 159 **(53%) of surveys completed** by faculty, staff and students utilizing the mailroom services were satisfied with the accurate and timely delivery of mail and packages.	For outcomes 1 & 2: Hire additional staff and student workers to assist in mailroom services; extend operation hours on Saturday; updated software.
	Provide quality customer service to all constituents of Texas College.	Customer Satisfaction surveys	The mailroom will be assessed on the quality of customer service provided.	At least 80% of those surveyed will indicate satisfaction with the quality of customer service of the mailroom	Annually	The results indicated that 255 **(85%) of the surveys** indicated satisfaction with the level of customer service provided.	

Food Services	Increase student usage of the Food Service facility by 5% annually.	Records showing the number of students using the food service facility for the current and previous years	Food Services will be assessed on the number of students using the facility each year.	An increase of 5% in the number of students using the facility each year with at least 80% of students indicating satisfaction with the services provided.	Annually	The results for both outcomes 1 & 2 indicated that an average of **70%** of students (both on and off campus) utilizing the dinning services were not satisfied with the food, facility nor customer service.	In an effort to increase the level of usage by the student body and ensure fewer customer complaints are being received, for both outcomes 1 & 2 there have been several additions made to the facility; A food service committee will be established to include staff, management, and students; Staff will be trained or retrained on expected etiquette and standard of customer service; Renovation to the dining facility were done to enhance the appearance and add to the overall experience; and The menu is to be updated to include a variety of foods suggested by the food service committee. This will likely assist the level of service to increase as the staff provides a more excellent customer service.
Security	Provide sufficient security for students, faculty, staff and visitors at campus events each year.	Number of assigned officers to each event for crowd control and patrolling of parking areas	Security will be assessed on the number of security officers at each event responsible for crowd control and patrolling of parking and the perimeter.	A minimum of 3 officers will be assigned to each event.	Annually	The results indicated that there were a total of ___ events scheduled throughout the year. Although on an average, a minimum of 3 (100%) security officers were on duty, this did not allow for sufficient monitoring of crowd control.	Even though the results indicated that 100% of the events were monitored by 3 officers, this did not allow for sufficient monitoring and crowd control. Therefore, a review of the specific duties and responsibilities for the officers was conducted at the end of the semester with the following

							implementations. The number of officers to maintain crowd control will be increased to a minimum of 5 officers. The unit will continue to provide security for events however; the number of officers assigned will be increased to the appropriate amount of security officers. Also, the unit will partner with athletics to have coaches assist with crowd control.
	Facilitate at least 4 workshops and seminars to present members of the college community information regarding issues of campus security and personal safety each year.	Number of students who attend safety presentation and the number of presentations made.	Security will be assessed on the number of presentations held each year and the number of students who attend each presentation.	A minimum of 4 presentations will be held each year with at least 80% of the student body attending. Satisfaction surveys will convey at least a 80% satisfaction rate.	Annually	The data showed that there were 4 presentations and a total of 253(30%) of 832 students attended safety presentations. However, 215 (**85%**) indicated satisfaction with the information presented.	In an effort to increase and improve safety awareness within the college community, the unit will partner with the City of Tyler police department and Smith County Constable's office, Precinct 4 to provide additional workshops for the student body.
Institutional Effectiveness	Monitor campus units to ensure all compliance and accreditation standards are adhered to and reports are submitted in an accurate and timely fashion.	Account of all state, federal, and accrediting reporting needs (e.g., THECB, TEA, IPEDS, ICUT, SACSCOC) requests received, due date, individuals involved, and date submitted.	The office of Institutional Effectiveness will be assessed on the timeliness and accuracy of the reports filed to the state and federal agencies.	100% of reports will be submitted by the stated deadline and with 100% accuracy.	Annually	The results indicated that **3** reports were not submitted in a timely fashion.	In an effort to improve the timely submission of reports the schedule for reporting will be prepared and circulated campus wide at opening school institute and reports will be completed at least 1 week in advance.

Residence Life	Offer a diverse range of at least10 programs and activities annually	List of the type and number of events; sign in sheets and surveys will be used to determine the effectiveness of the programs	Residence Life will be assessed on the number of events and the number of students participating in each event. The events will encourage the development of the whole student; enabling the students to broaden their vision of college success and living collaboratively in a learning community.	At least 10 events and activities each semester with at least 80% of the Residence Hall students participating in the events and activities.	Annually	Results indicated that 6 of the 8 programs offered by the Residence Halls had a successful satisfaction rating and that 80% of the Residence Hall students attended all programs offered.	Although, the results indicated 80% of the Residence Hall students attended all programs offered, the Residence Halls staff will increase the amount and quality of the programs provided to enhance the existing programs.
	Conduct residence hall meetings monthly.	Schedule of the hall/floor meetings. Sign in sheets and surveys will be used to determine the success of the programs	Residence life will be assessed on the number of hall meetings scheduled each month and the number of students attending each meeting.	At least 1 regularly scheduled hall meeting each month (total of 8) with 90% attendance.	Annually	The results showed that there were a total of hall meetings held with students attending. The specific hall information is as follows: Daniel Hall had **8** meetings of the required **8. 100 (%)** of **126** students were present each month. Rose Hall had _8__ meetings of the required **100 (%)** of **120** students were present each month Fair Hall met the requirement of **8** monthly hall meetings with a total of **75 (%)** of **115** students were present each month.	A review of the documentation revealed that the scheduled times for hall meetings were not conducive to the needs of the students. Therefore, hall meetings are being scheduled later in the evenings to accommodate students' work and activity schedules. Meeting the requirement to hold monthly meetings is now attached to the staff's performance evaluation. Meetings should be adequately publicized and accurate records of attendance kept.
Health Services	Promote and demonstrate effective communication, remain organized, and be more productive while reducing stress among students.	Sign in sheets Survey Forms, Guest Lecturers Weekly Health and Wellness Services	Health Services will be assessed on the number of clients served, number of surveys collected and the satisfaction rating	At least 70% of students utilizing the health clinic will submit a survey with at least an 80% satisfaction rating	Annually	494 clients served in the Health Clinic 230 (47%) surveys were collected The data reflects that there was an 80-90% satisfaction with Health Services	Maintain the high level of customer service and raise the level of satisfaction ratings. Attract a larger audience of students per program.

Comment [U1]: How do you intend to attract more students.

	Schedule at least 4 events annually provided by Health Services on the importance of self-education and prevention of disease.	Schedule of presentations; Sign in Sheets; Survey Forms; Guest Lecturers Weekly Health and Wellness Services	Health Services will be assessed on the number of lectures scheduled each semester and the number of students attending each presentation	At least 2 lectures scheduled annually with at least 70% of students attending with at least an 80% satisfaction rating.	Annually.	Collaborated with Carter Blood Center for a Blood Drive with 14 served. Bone Marrow Drive with 23 served. Champs (HIV-AIDS) program with 94 students served. Campus Health Fair was held with	Health Services will continue to work to enhance the services provided by attending more professional development on College Student Services as well as increase the opportunities to collaborate with other agencies in Smith County. Also, there will be additional advertising and publicity to inform students ahead of time of the events. Student workers will put information flyers on cars and doors in the residence halls. Also, the unit has collaborated with the Food Services to provide minimum snacks to assist students.
Information Technology	Provide at least 6 Jenzabar System training for faculty and staff.	Workshops scheduled, completed satisfaction survey instrument for Jenzabar training	Jenzabar System training will be assessed on the number of workshops provided during the academic year using the schedule of training, agendas and completed surveys.	Provide at least 6 workshops with a satisfaction rating of at least 80%	Annually	The results documents that there were a total of 6 group training workshops for the year and 10 individual sessions with the satisfaction rate of 83%.	Create a structured schedule to include important dates on the academic calendar.
	Provides accurate and timely updates twice a year to the Jenzabar database.	Number of updates deployed.	The Jenzabar system will be assessed on the accuracy and timeliness of the updates to the system within an academic year using the record of updates deployed.	A 100% of Jenzabar updates recommend by Jenzabar will be installed that academic year, within 6 month of its release date and 100% accuracy.	Annually	The college received 2 updates for the Jenzabar system which were implemented at the Mid-year (December and End-of – year (July).	Continue to provide training and include a Jenzabar representative to lead training sessions to ensure participants are able to utilize Jenzabar more effectively. Continue to schedule updates during the campus slow periods to increase the

							effectiveness of updates and doesn't interfere with daily operations of the College.
	Provide a minimum of 6 workshops and training for faculty, staff and students per year.	Number of workshops and training sessions provided. As well as, the number of faculty and staff or students participating.	The technology department will be assessed on the number of workshops and training sessions it provides to students, faculty, and staff using the schedule of workshops and the completed surveys.	At least 6 workshops for faculty, staff and students per year.	Annually	The results indicated a total of 14 training sessions in technology were held for faculty and staff as well as individual and small group training for students. There were a total of 10 small group sessions with an average of 34 faculty and staff attending. Although, there were only 4 student sessions which were very small with 2 or 3 students participating.	To increase customer satisfaction and participation, for both outcomes 1 & 2 the technology department will create a structured schedule with sessions offered twice a month to include dates (also listed on the academic calendar), training topics, and the name of facilitator to provide the training.
	Provide effective service to meet the campus demands for technology.	Satisfaction Surveys	The technology department will be assessed on the level of satisfaction among faculty, staff and students using the schedule of sessions, sign-in sheets and satisfaction surveys.	A minimum of 80% workshops and training sessions schedules was completed with a minimum of 3 faculty, staff, and students attended.	Annually – faculty and staff Students – each semester	The data showed there were a total of 60 participants and the surveys documented on 10% of the participants were satisfied with the training.	To increase customer satisfaction and participation, for both outcomes 1 & 2 the technology department will create a structured schedule with sessions offered twice a month to include dates (also listed on the academic calendar), training topics, and the name of facilitator to provide the training.