

## Lamar State College - Orange (LSC-O)

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7.3 The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved. (*Administrative effectiveness*)

Compliance Status: Compliant

### Narrative

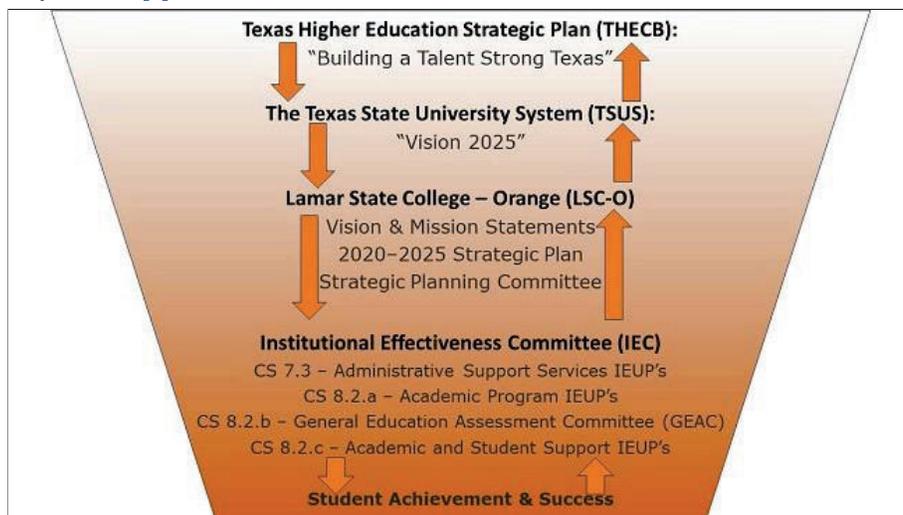
Lamar State College - Orange (LSC-O) identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved and the college affirms compliance with Comprehensive Standard 7.3.

#### Institutional Overview

As detailed in Core Requirement 7.1[1], LSC-O's[2] commitment to Continuous Quality Improvement (CQI) is predicated on the achievement of Student Success[3] and its desire to "be the college of choice serving Southeast Texas and Southwest Louisiana." [4] As memorialized in its statement of purpose, "Lamar State College - Orange transforms lives and communities through the continual pursuit of academic, professional, and personal excellence. We provide new and unique opportunities for growth and success. We are the bridge connecting those we serve to a bright, Orange future." [5]

Graphic 7.3.1 below shows the hierarchical relationship between LSC-O's strategic planning and assessment efforts to the THECB "Building a Talent Strong Texas" Strategic Plan, the TSUS Vision 2025 Strategic Plan, and LSC-O Student Achievement and Success.

#### Graphic 7.3.1 [6]



#### Office of Institutional Effectiveness & Research [7]

The purpose of the Office [8] of Institutional Research & Effectiveness (OIRE) is to provide support [9] for institution-wide planning, assessment, evaluation, and evidence-based improvements [10] in order to enhance student learning and ensure the college is accomplishing its mission. [11]

#### Institutional Effectiveness Committee (IEC) Structure, Purpose, Review and Approval Process

The Institutional Effectiveness Committee (IEC) partners with faculty and staff across all divisions and departments on the development and assessment of student learning outcomes (SLOs), as well as the assessment of administrative, educational, and student support units. The IEC reviews the institution's assessment processes with specific attention to how effectively units are achieving the College's mission and goals and how results from the assessment of institutional goals and priorities inform planning and resource allocations. The IEC also facilitates the process by which departments and programs report progress on institutional initiatives that have received additional funding. The IEC is additionally responsible for maintaining and monitoring the relevant criteria related to SACSCOC standards.

The IEC reports semi-annually to the Executive Vice President Academic and Student Affairs/Provost (EVP/P) and provides an annual IEC Assessment Report to the Provost's Leadership Team for review and approval prior to sending to the President's Cabinet for final review and approval, before being disseminated to all campus stakeholders.

Standing members of the IEC include the Dean of Institutional Effectiveness and Educational Support, Director of Institutional Research and Effectiveness, Accreditation and Assessment Specialist, Dean of Academic, Technical, and Workforce Studies, Dean of Nursing and Health Professions, Associate Dean of Technical Studies, Associate Dean of Workforce Education, Division Directors, Department Chairs, and Program Directors.

#### Systematic Review of Institutional Goals and Outcomes consistent with LSC-O's mission

Institutional Effectiveness (IE) at LSC-O works as the ongoing, cyclical process by which the institution, its divisions, its degree and certificate programs, and its administrative units gather, analyze, and use data to ascertain how well the college is accomplishing its mission. Outcomes-based assessment results are used to make continuous quality improvements throughout the institution.

#### Administrative Effectiveness of Support Services

As noted in LSC-O's IE Handbook [12], IE is an acronym for Institutional Effectiveness, refers to "an ongoing, comprehensive, and integrated research-based planning and evaluation process that (a) focuses on institutional quality and effectiveness and (b) incorporates a systematic

review of institutional goals and outcomes consistent with its mission.” (SACSCOC Resource Manual, 2018, p. 56). It is a continuous process of planning, assessing, reviewing results, and using results for ongoing improvement. [IE Handbook]

LSC-O’s Institutional Effectiveness (IE) Model provides a visual representation of the college’s continuous quality improvement (CQI) process that is adhered to annually. **Graphic 7.3.a**[13] portrays LSC-O’s current Institutional Effectiveness Model.



**Graphic 7.3.a**[13]: Lamar State College - Orange Institutional Effectiveness Model

As shown in the Institutional Effectiveness (IE) Model, LSC-O’s mission is at its heart of the model. The IE Model is further segmented into five broad components including: 1.) Goal Setting, 2.) Defining of Outcomes, 3.) Development of Measures and Strategies, 4.) Collecting and Analyzing Results, and 5.) Using Results for Continuous Quality Improvement (CQI). The LSC-O mission is at the center of both the IE Model and the institution’s activities as the guiding statement describing where the institution would like to see itself, and its core values which are the attitudes, standards, and principles which faculty, staff, and administration have determined to be important. The college also embraces the design and implementation of a Quality Enhancement Plan[14] to enhance student learning. Once this cycle is completed, assessment results from the previous year’s data and information propel the following year’s planning and budgeting. The college also utilizes a planning timetable (**Table 7.3.b**) which provides specific dates for carrying out major parts of the IE Model. Examples of how this process has affected institutional improvements are shown below.

**Table 7.3.b Institutional Effectiveness Timetable**

| Target Date    | Institutional Effectiveness Unit Plan (IEUP)  |
|----------------|---|
| July 2022      | Finalize FY19-21 Unit Plans; Follow up on FY22-24 Unit Plans  |
| August 2022    | FY22 Unit Plan assessment results due by 8/31   |
| September 2022 | New fiscal year begins – Administrative and Educational Outcome Assessment Plans are implemented    |
| January 2023   | Review Unit Plan for mid-year progress  |
| March 2023     | Budget Preparation for FY24 expenses  |
| July 2023      | FY23 Unit Plan assessment results due by 7/31   |
| September 2023 | New fiscal year begins – Administrative and Educational Outcome Assessment Plans are implemented    |
| January 2024   | Review Unit Plan for mid-year progress  |
| March 2024     | Budget Preparation for FY25 expenses  |
| May 2024       | Unit Plans for FY25-27 due by 5/31. Plans should be in alignment with the new Campus Strategic Plan |
| July 2024      | FY24 Unit Plan assessment results due by 7/31   |
| September 2024 | New fiscal year begins – Administrative and Educational Outcome Assessment Plans are implemented    |
| January 2025   | Review Unit Plan for mid-year progress  |

**Comprehensive Standard 7.3 (Administrative effectiveness)**

At Lamar State College - Orange (LSC-O), the IE process consists of the assessment of both operational and learning effectiveness. To assess the operational effectiveness, all LSC-O departments are engaged[15] in the Administrative Planning process, which consists of developing[16] the assessment plans[17], implementing the plans, and collecting data[18] to gauge the extent to which the expected outcomes are achieved, and then using the assessment results for continuous quality improvement. Table 7.3.c documents the Administrative Unit’s participation in the annual LSC-O Institutional Effectiveness Unit Plan process by functional area, responsible person, their respective reporting chain, and three years of data.

**Table 7.3.c**

| Institutional Effectiveness Unit Plans (IEUP) |                    |            |         |         |         |
|---|--------------------|------------|---------|---------|---------|
| Administrative Support Services - 7.3         |                    |            |         |         |         |
| Functional Area                               | Responsible Person | Supervisor | FY 2022 | FY 2023 | FY 2024 |
|   |                    |            |         |         |         |

|  |   |                    |                        |                      |                        |
|--|---|--------------------|------------------------|----------------------|------------------------|
| Executive Vice President / Provost   | Dr. Wendy Elmore  | Dr. Thomas Johnson | Completed[19]          | Completed[20]        | Mid-Year Completed[21] |
| Vice President for Finance & Operations  | Mary Wickland   | Dr. Thomas Johnson | Completed[22]          | Completed[18]        | Mid-Year Completed[23] |
| Executive Director of College Affairs  | Patty Collins   | Dr. Thomas Johnson | Completed[24]          | Position reorganized |                        |
| Dean of Institutional Effectiveness and Educational Support (title change in FY23)                           | Patty Collins   | Dr. Wendy Elmore   | Position did not exist | Completed[25]        | Mid-Year Completed[26] |
| Assistant VP Finance & Operations (title change in FY23, formerly Controller)                                | Jamie Oltz  | Mary Wickland      | Completed[27]          | Completed[28]        | Mid-Year Completed[29] |
| Director of Accounting (Reorganization, position eliminated in FY 2023)                                      | Jamie Oltz / Jamie Due (20, 21 & 22) / Carissa Saenz                | Jamie Oltz         | Completed[30]          | Completed[31]        | Position reorganized   |
| Director of Accreditation and SACSCOC Reporting  | Andy Preslar  | Wendy Elmore       | Completed[32]          | Position reorganized |                        |
| Director of Accreditation, and SACSCOC Reporting   | David Mosley (Part-time)  | Patty Collins      | Position did not exist | Completed[33]        | Mid-Year Completed[34] |
| Director of Business & Student Operations (title change in FY23 formerly Director of Finance)                | Carissa Saenz (Carissa Saenz 20, 21, & 22)                          | Jamie Oltz         | Completed[35]          | Completed[36]        | Mid-Year Completed[37] |
| Director of Human Resources  | Lora Rives / Beth Knape   | Mary Wickland      | Completed[38]          | Completed[39]        | Mid-Year Completed[40] |
| Director of Information Services (IT)  | Linda Burnett / Lisa Sedtal   | Samir Ghorayeb     | Completed[41]          | Completed[42]        | Mid-Year Completed[43] |
| Director of Physical Plant   | Charles Mitchell  | Jamie Oltz         | Completed[44]          | Completed[45]        | Mid-Year Completed[46] |
| Director of Print & Design Services  | Cindy Wyles   | Jamie Oltz         | Completed[47]          | Completed[48]        | Mid-Year Completed[49] |
| Director of Marketing Communications (title change FY23 formerly Director of Public Relations & Development) | Amy Moore (20, 21) / Emily Mellen (22-23) Daniel McLemore (current) | Dr. Thomas Johnson | Completed[50]          | Completed[51]        | Mid-Year Completed[52] |
| Director of Purchasing & Contracts / Purchasing Coordinator  | Cheryl Byley / Maria Garcia / Jessica Jaeger                        | Mary Wickland      | Completed[53]          | Completed[54]        | Mid-Year Completed[55] |
| Director of Institutional Research & Effectiveness (title change in FY23, formerly Coordinator)              | Nathan Campos   | Patty Collins      | Completed[56]          | Completed[57]        | Mid-Year Completed[58] |
| Manager of Brown Estate (includes Gator Café in FY 20, 21 and 24)  | Cynthia Hernandez   | Jamie Oltz         | Completed[59]          | Completed[60]        | Mid-Year Completed[61] |
| Manager of Gator Café  | Vacant  | Cynthia Hernandez  | -----                  | Completed[62]        | Inc'd in Brown Est.    |

### Linking Planning to Budgeting

The Office of Institutional Research & Effectiveness (OIRE) is responsible for managing the dissemination[63], training[64] (IEUP Training Workshop 5-18-2023[65], IEUP Training Workshop 6-15-2023[66], IEUP Training Workshop 1-9-2024[67]), review[68], and approval of the Institutional Effectiveness Unit Plans[69] (IEUP) on an annual basis to document institution-wide planning, assessment, evaluation, and evidence-based improvements to enhance student learning and ensure the college is accomplishing its mission.

### Resource Allocation

In order to plan accordingly for the upcoming fiscal year, the Administrative Outcome Assessment Plans are submitted to executive leadership including the President, the Executive Vice President/CFO of Finance and Operations and the Executive Vice President/Provost of Academic Affairs. Annual budget hearings are scheduled in which administrative unit managers present their completed Administrative Outcome Assessment Plans for the previous fiscal year and intended outcome plans for the upcoming fiscal year. Division Directors/Department Chairs/Program Directors, the instructional managers, must also submit their previous year's Educational Program Assessment Summary documents and their intended outcome plans for the upcoming fiscal year.

These presentations permit administrative and instructional leaders to present justifications for the next budget cycle. Executive leadership takes the completed plans and intended plans with projected budget impacts into consideration when establishing the following year's budget [70]. This documentation process allows each unit a formal opportunity to present the work they have accomplished and provide further explanation regarding any resource allocation and/or budget adjustment requests needed to support their future plans. Once the annual budget is approved, plans are implemented at the start of the new fiscal year that begins in the fall semester.

LSC-O's wide-ranging and integrated planning, budgeting, assessment, evaluation, and use of results system ensures the college thoroughly reviews its mission, goals and outcomes, gives leverage to continuous improvements in institutional quality, and allows the college to demonstrate that it is effectively accomplishing its mission in regards to administrative support services. Everything that is planned and accomplished by LSC-O is designed to support its mission. By maintaining its relationships with the Board of Regents of the Texas State University System and the Texas Higher Education Coordinating Board and adherence to the IE Model, the college is able to continuously monitor that it is serving its purpose and doing so effectively.

### Conclusion

Because the College identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved, LSC-O affirms compliance with Comprehensive Standard 7.3.

### Evidence

- [ 1 ]  [CR 7.1 Institutional Planning - CCR Narrative](#)
- [ 2 ]  [LSCO Executive Division \(Expanded\) FY23 Org Chart](#)
- [ 3 ]  [CR 8.1 Student Achievement LSCO CCR Report](#)
- [ 4 ]  [lscO-edu-about-strategic-plan-\(Vision\)](#)
- [ 5 ]  [lscO-edu-about-strategic-plan-\(Mission\)](#)
- [ 6 ]  [Heirarchy of THECB-TSUS-LSCO Strategic Plans \(IEC\)](#)
- [ 7 ]  [lscO-edu-about-institutional-research-effectiveness \(1\)](#)
- [ 8 ]  [Institutional Effectiveness & Educational Support](#)
- [ 9 ]  [IEUP Training Fall 2022](#)
- [ 10 ]  [Workshop Email and Calendar appts](#)
- [ 11 ]  [Vision\\_Mission Statement\\_Strategic Plan\\_Lamar State College Orange \(LSCO Website as of 11-12-2023\) Page 1](#)
- [ 12 ]  [IE Handbook - 2022-2024](#)
- [ 13 ]  [Institutional Effectiveness Cycle Graphic \(smaller\)](#)
- [ 14 ]  [QEP Executive Summary](#)
- [ 15 ]  [Institutional Effectiveness Administrative Unit Plan \(IEUP\) FY25 - Email - Dean Collins](#)
- [ 16 ]  [Guide to Completing an Administrative \(7.3\) IE Unit Plan\\_11-2022](#)
- [ 17 ]  [IEUP Template \(7.3\) Admin Support Services - FY 2023](#)
- [ 18 ]  [FY 23 VP Finance and Business Operations Unit Plan \(7.3\) SIGNED](#)
- [ 19 ]  [FY 22 EVP Provost Unit Plan \(7.3\) SIGNED](#)
- [ 20 ]  [FY 23 EVP-Provost Unit Plan \(7.3\) SIGNED](#)
- [ 21 ]  [FY 24 EVP-Provost Unit Plan \(7.3\)](#)
- [ 22 ]  [FY 22 VP Finance and Business Operations Unit Plan \(7.3\) SIGNED](#)
- [ 23 ]  [FY 24 EVP Finance - Operations Unit Plan \(7.3\)](#)
- [ 24 ]  [FY 22 College Affairs Administrative Unit Plan \(7.3\) SIGNED](#)
- [ 25 ]  [FY 23 Institutional Effectiveness and Instructional Resources Unit Plan \(7.3\) SIGNED](#)
- [ 26 ]  [FY 24 Dean of IE and ES Unit Plan \(7.3\)](#)
- [ 27 ]  [FY 22 Controller Unit Plan \(7.3\) SIGNED](#)
- [ 28 ]  [FY 23 Controller Unit Plan \(7.3\) SIGNED](#)
- [ 29 ]  [FY 24 AVP Business and Operations Unit Plan \(7.3\)](#)
- [ 30 ]  [FY 22 Accounting Unit Plan \(7.3\) Signed](#)
- [ 31 ]  [FY 23 Accounting Unit Plan \(7.3\) SIGNED](#)
- [ 32 ]  [FY 22 Accreditation and SACSCOC Reporting Unit Plan \(7.3\) Signed](#)
- [ 33 ]  [FY 23 Accreditation and SACSCOC Reporting Unit Plan \(7.3\) SIGNED](#)
- [ 34 ]  [FY 24 Accreditation and SACSCOC Reporting Unit Plan \(7.3\)](#)
- [ 35 ]  [FY 22 Finance Unit Plan \(7.3\) SIGNED](#)
- [ 36 ]  [FY 23 Finance Unit Plan \(7.3\) SIGNED](#)
- [ 37 ]  [FY 24 Business and Student Operations](#)
- [ 38 ]  [FY 22 HR Administrative Unit Plan \(7.3\) SIGNED](#)
- [ 39 ]  [FY 23 Human Resources Unit Plan \(7.3\) SIGNED](#)
- [ 40 ]  [FY 24 Human Resource Unit Plan \(7.3\)](#)
- [ 41 ]  [FY 22 Information Technology \(IT Dept\) Unit Plan \(7.3\) SIGNED](#)
- [ 42 ]  [FY 23 Information Technology Unit Plan \(7.3\) SIGNED](#)
- [ 43 ]  [FY 24 Information Technology Unit Plan \(7.3\)](#)
- [ 44 ]  [FY 22 Physical Plan Unit Plan \(7.3\) SIGNED](#)
- [ 45 ]  [FY 23 Physical Plan Unit Plan \(7.3\) SIGNED](#)
- [ 46 ]  [FY 24 Physical Plant Unit Plan \(7.3\)](#)
- [ 47 ]  [FY 22 Print and Design Services Unit Plan \(7.3\) SIGNED](#)

- [ 48 ]  [FY 23 Print and Design Services Unit Plan \(7.3\) SIGNED](#)
- [ 49 ]  [FY 24 Print and Design Services Unit Plan \(7.3\)](#)
- [ 50 ]  [FY 22 Public Relations Administrative Unit Plan \(7.3\) SIGNED](#)
- [ 51 ]  [FY 23 Public Relations Unit Plan \(7.3\) SIGNED](#)
- [ 52 ]  [FY 24 Marketing Communications Unit Plan \(7.3\)](#)
- [ 53 ]  [FY 22 Purchasing and Contracts Unit Plan \(7.3\) SIGNED](#)
- [ 54 ]  [FY 23 Purchasing and Contracts Unit Plan \(7.3\) SIGNED](#)
- [ 55 ]  [FY 24 Purchasing Unit Plan \(7.3\)](#)
- [ 56 ]  [FY 22 OIRE Unit Plan \(7.3\) SIGNED](#)
- [ 57 ]  [FY 23 Institutional Research Unit Plan \(7.3\) SIGNED](#)
- [ 58 ]  [FY 24 OIRE Unit Plan \(7.3\)](#)
- [ 59 ]  [FY 22 Brown Estate Unit Plan \(7.3\) SIGNED](#)
- [ 60 ]  [FY 23 Brown Estate Unit Plan \(7.3\) SIGNED](#)
- [ 61 ]  [FY 24 Brown Estate - Gator Cafe Unit Plan \(7.3\)](#)
- [ 62 ]  [FY 23 Gator Cafe Unit Plan \(7.3\) SIGNED](#)
- [ 63 ]  [SACSCOC 7.3 8.2.a 8.2.c IE Unit Plan Tracking](#)
- [ 64 ]  [Presentation Unit Plans & Assessment](#)
- [ 65 ]  [IEUP Training Workshop 5-18-2023](#)
- [ 66 ]  [IEUP Training Workshop 6-15-2023](#)
- [ 67 ]  [IEUP Training Workshop 1-9-2024](#)
- [ 68 ]  [IEUP Assistance Science AS 10-23-2023](#)
- [ 69 ]  [Guide to Interpreting the Unit Plan Template](#)
- [ 70 ]  [LSCO Budget Procedures and Guidelines](#)