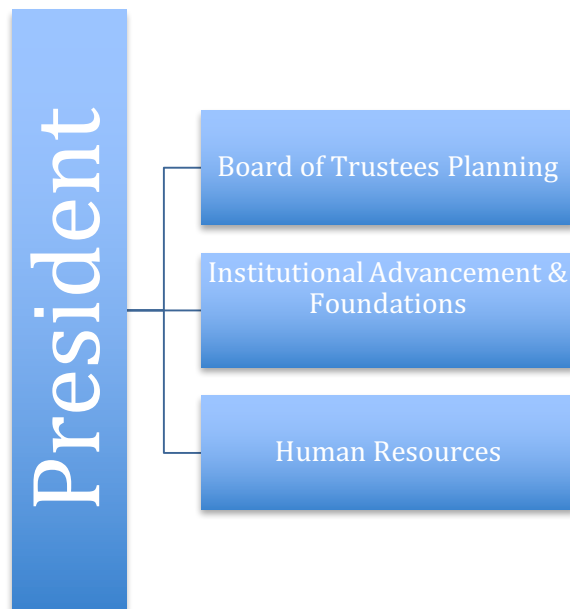


# Institutional Effectiveness Planning Unit Structure

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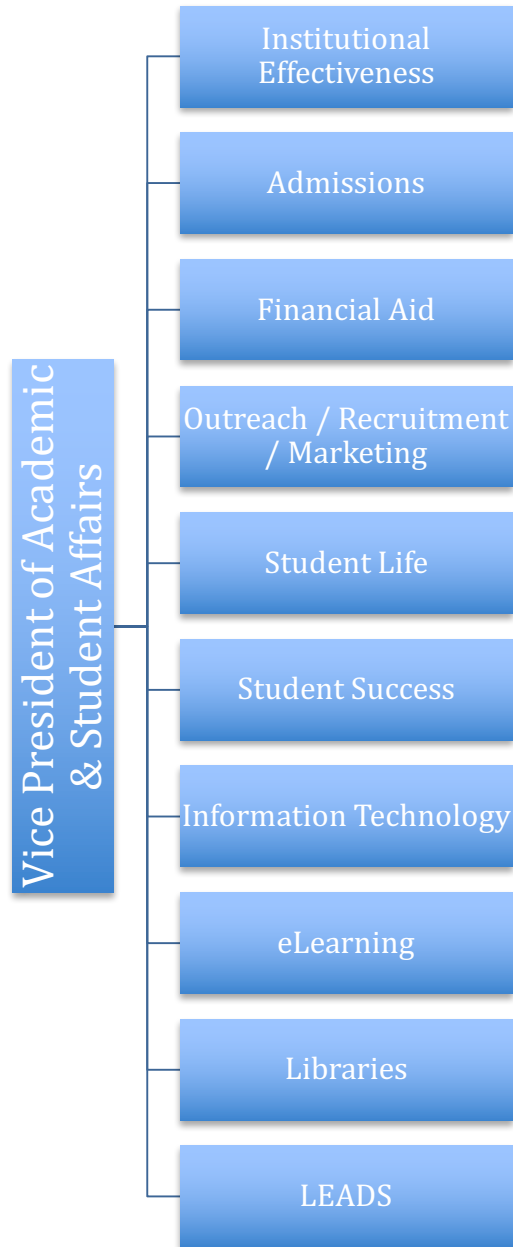
The Institutional Effectiveness (IE) Planning Structure is established to provide oversight and guidance on district-wide as well as campus based planning activities. The district-wide planning focuses on issues such as program outcomes, student learning outcomes, student success, and outreach to the communities and students. The campus based planning activities focus on day-to-day functional issues as identified on each campus within the established supervisory structure on each campus. It is not intended for the IE Planning Structure to inhibit the freedom on each campus to identify planning needs and address them accordingly.

The IE Planning Structure is outlined below beginning with the Presidential function and carrying on through administrative cabinet members:



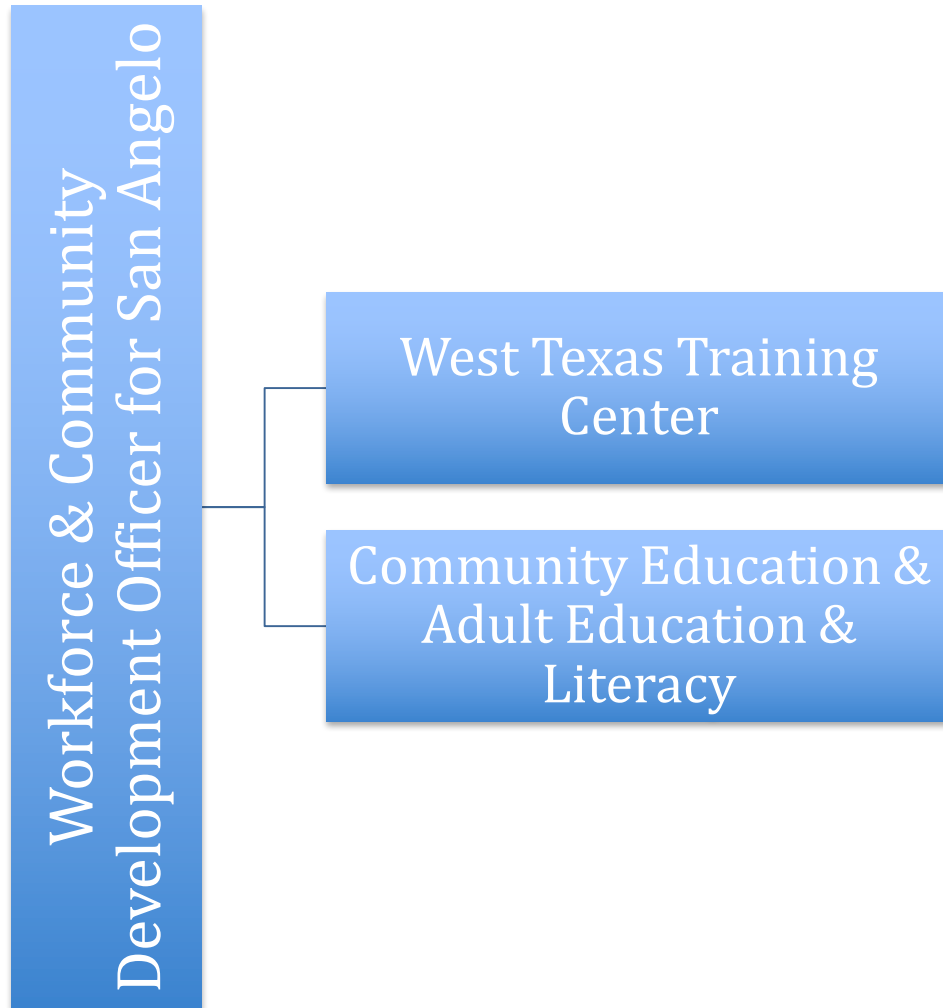
Detail:

1. The President will address all planning related to Board of Trustees activities and global strategic planning for the college district as objectives are identified. Additionally, the President will oversee all planning related to Institutional Advancement and Human Resources.



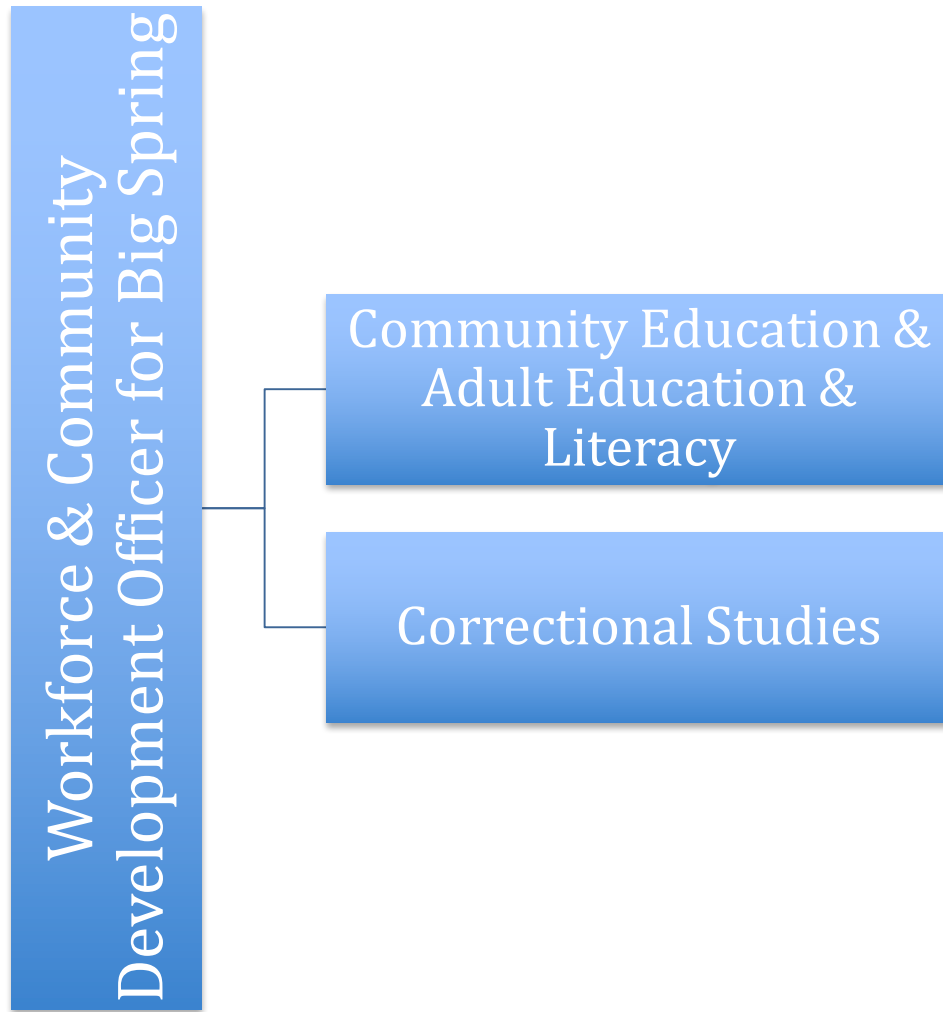
Detail:

1. The VP of Academic & Student Affairs (VPASA) will provide district leadership and guidance for the areas listed above. Individual campus activities will still be conducted within the campus and departmental supervisory structure but will be reviewed and monitored for applicability with district policies, procedures, and guidelines by the VPASA office. The planning units will be approved by the VPASA office for planning purposes only. The VP will communicate issues with cabinet as they are identified.



Detail:

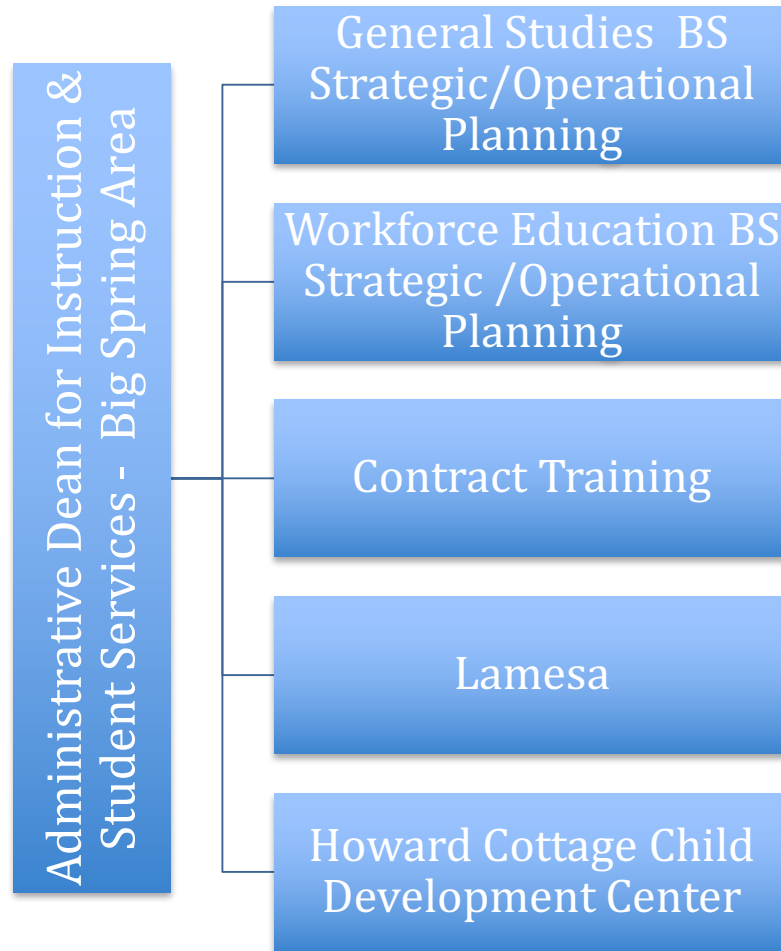
1. The Workforce & Community Development Officer for San Angelo will provide oversight for the West Texas Training Center as well as the Community Education and Adult Education & Literacy planning units for the San Angelo site. The position will also oversee activities regarding marketing campaigns in San Angelo.



**Detail:**

1. The Workforce & Community Development Officer for Big Spring will provide oversight for Correctional Studies as well as the workforce training and community education and Adult Education & Literacy(AEL) planning units for the Big Spring site.





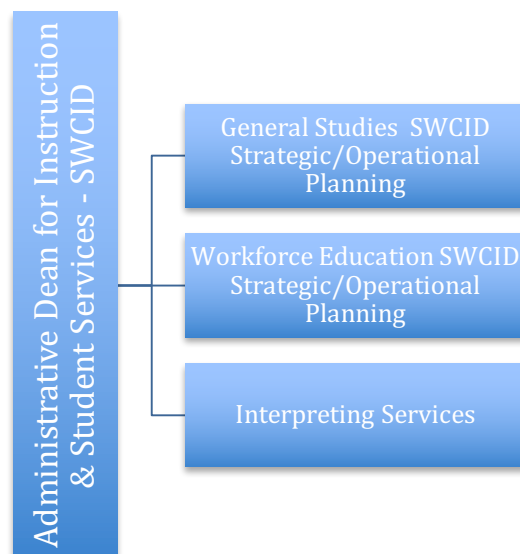
**Detail:**

1. The Administrative Dean for Instruction & Student Services - Big Spring Area will provide oversight and monitoring for planning activities involving day-to-day operations of the Big Spring area sites as well as campus based activities involving instruction and student services. These activities will be related to functions within the site-based structure and will not address district-wide policies, procedures, or processes.



Detail:

1. The Administrative Dean for Instruction & Student Services - San Angelo will provide oversight and monitoring for planning activities involving day-to-day operations of the San Angelo site. These activities will be related to functions within the site-based structure and will not address district-wide policies, procedures, or processes.



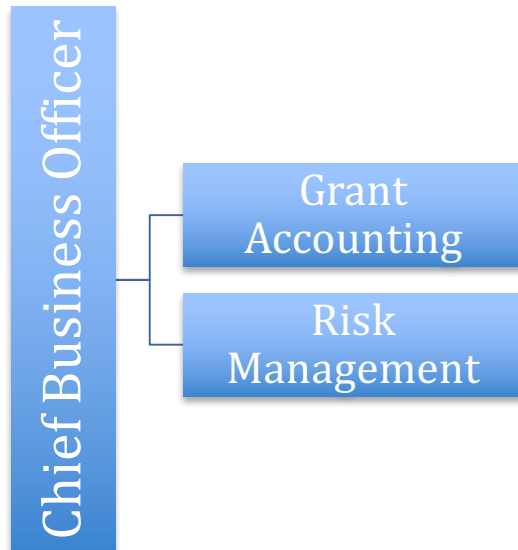
Detail:

1. The Administrative Dean for Instruction & Student Services - SWCID will provide oversight and monitoring for planning activities involving day-to-day operations of SWCID. These activities will be related to functions within the site-based structure and will not address district-wide policies, procedures, or processes.



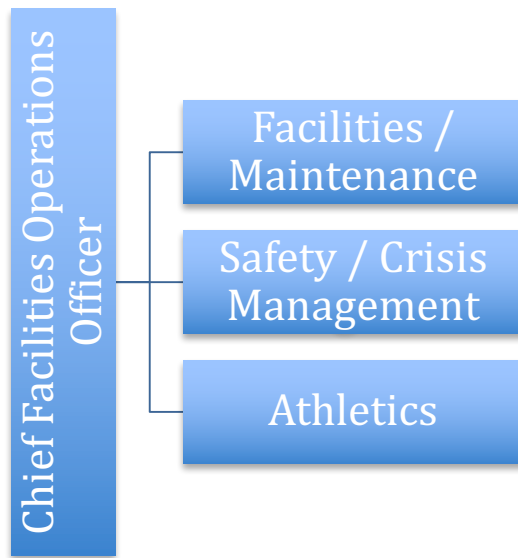
Detail:

1. The Chief Financial Officer (CFO) will be responsible for planning approval for district-wide business services and for issues identified with institutional financial policies and procedures.



Detail:

1. The Chief Business Officer (CBO) is responsible for planning approval for district-wide grant accounting and risk management functions at all Howard College sites. Additionally, the CBO will provide oversight for all institutional business affairs to include but not be limited to purchasing and contract management.



**Detail:**

1. The Facilities Operations Officer (CFOO) is responsible for planning approval for district-wide facility / maintenance, and safety functions at all Howard College sites. Additionally, the CFOO will provide oversight for Athletics.