

# *Bevill State Community College*



## *Strategic Plan 2007-2010*

*Volume II, 07.01.08*

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## ***INTRODUCTION***

The Bevill State Community College Continuous Improvement Model is based on a clearly defined mission statement supported by specific Institutional Goals and Expected Outcomes. Regular assessment/evaluation of Goals and Expected Outcomes is conducted in accordance with the Planning and Continuous Improvement Calendar and the Assessment Instrument Implementation Procedures. Other evaluations not covered by these documents are conducted as needed.

Evaluation and assessment results are reviewed by supervisory personnel and recommendations are subsequently reflected in the planning/budgeting process, as appropriate. All recommendations for action, including budget requests and Strategic Plan revisions, are reviewed and approved by the college administration. Specific details of the plan follow:

The President of the institution annually reviews the Presidential Priorities and provides applicable input to the Campus Leadership Teams (CLT) and Bevill State's Strategic Planning and Steering Committee. This input is used in conjunction with evaluation results and the Annual Needs Assessment Survey to review existing goals and objectives and to formulate new ones. The Office of Planning, Research, and Institutional Effectiveness (OPRIE) facilitates the Planning and Continuous Improvement Calendar to ensure that all outcome indicator instruments are disseminated, completed, and returned for evaluation. In addition, OPRIE assists in facilitating the Annual Needs Assessment and the Strategic Planning cycle.

The purposes of the Campus Leadership Teams in the budgeting and continuous improvement process are to:

- 1) Review the Mission Statement,
- 2) Review Presidential Priorities,
- 3) Review results of evaluations,
- 4) Evaluate the current Strategic Plan,
- 5) Identify/evaluate/prioritize critical needs of the campus through the Annual Needs Assessment,

- 6) Make recommendations to the administration for meeting the prioritized critical needs of the campus.

The Campus Leadership Teams develop a report of the previous year's accomplishments, recommend any revisions to the current Strategic Plan and/or Mission Statement, and develop the prioritized Campus Annual Needs Request. Campus Leadership Teams provide this information to OPRIE which compiles the recommendations into one document and forwards it to Bevill State's Strategic Planning and Steering Committee. Campus Associate Deans present the prioritized Campus Annual Needs Request to the Strategic Planning and Steering Committee at a Planning Summit. Bevill State's Strategic Planning and Steering Committee then meet by functional area to reconcile college-wide functional area needs with campus recommendations. The Strategic Planning and Steering Committee formulates college-wide preliminary recommendations to the prioritized Annual Needs Request Document, Strategic Plan and Report of Accomplishments which are provided to OPRIE for compilation. The compiled reports are provided to the President's Cabinet for final approval. The President's Cabinet reviews the recommendations of the Planning committees and recommends appropriate changes to the President.

The major steps in the strategic planning process are implemented according to the Planning and Continuous Improvement Calendar. The Bevill State Community College continuous improvement model, referred to as SMACK, provides an overall visual representation of the continuous improvement process. The program was introduced in November of 2006 and the acronym represents the following process.

- *S – Say It*
- *M – Make It Happen*
- *A – Assess It*
- *C – Continue to Improve It*
- *K – Kill Its Ineffectiveness*

The Annual Needs Assessment form provides broad-based input from all college personnel and the results of the needs assessment are used in long range planning to help identify opportunities, threats, strengths, and weaknesses that the institution must address.

Since it is important to document Expected Outcomes, as well as detailed procedures for evaluation and use of results, another companion document is provided as a working document.

This working document (*SMACK* Operational Plan) contains:

- 1) Purpose/Goals/Objectives/*SMACK* Expected Outcomes for all Functional Units
- 2) Program/Department Summary Criteria
- 3) *SMACK* Expected Outcomes Implementation Procedures
- 4) Bevill State Community College *SMACK* Expected Outcomes Report.

## ***PRESIDENTIAL PLANNING PRIORITIES***

- ✓ Economic Development
- ✓ Instructional Program Development
- ✓ Student Recruitment
- ✓ Facilities
- ✓ Introspection & Evaluation
- ✓ Workforce Development
- ✓ Partnership Building

## ***MISSION STATEMENT***

*Learning, Serving, Enriching...*

Bevill State Community College is an accredited, comprehensive, learning-centered institution dedicated to providing quality educational opportunities and services that enrich lives intellectually, culturally, and economically.

## ***VISION STATEMENT***

Bevill State Community College is dedicated to a belief in the dignity, worth, and uniqueness of each individual and a person's right to achieve his or her fullest potential. Based on this belief, the College fosters a visionary, nurturing, and collaborative learning environment that promotes diversity and provides open educational opportunities.

The College values its role as an innovative service organization and is continually anticipating and meeting the educational and economic needs of its local and global communities.

With these fundamental principles affirming the values of learning and service, the College seeks to enrich each life it touches.

## ***COLLEGE GOALS***

**Goal A:** The College will expand and improve the variety, quality, and delivery of instructional programs and learning resources to ensure accessibility and positive learning outcomes.

**Goal B:** The College will expand, strengthen, and improve support services and activities for students to enhance enrollment, retention, and educational goal attainment.

**Goal C:** The College will foster an atmosphere of empowerment in its developmental education programs.

**Goal D:** The College will promote economic development throughout the service area and the State.

**Goal E:** The College will expand and improve the quality, utilization, and size of its facilities while continuing to provide a safe and secure environment in which student and community needs are paramount.

**Goal F:** The College will leverage available financial resources to effectively utilize and develop diverse human and physical resources.

**Goal G:** The College will serve and be recognized as an essential component in the development of community and civic engagement, while strengthening its unique role in community leadership and local partnership structure while improving the quality of life in the community.

**Goal H:** The College will continue its strong commitment to an ongoing, broad-based, systematic process of introspection, assessment, and evaluation that results in improved effectiveness of the College in all areas.

**Goal I:** The College will continue its commitment to the investment, implementation, and management of technology to support its mission and goals.

**Goal J:** The College will continue its commitment to the enhancement of the image of BSCC in the College district and state.

**Goal K:** The College will commit to and embrace a one-college concept in theory and in practice, while recognizing the uniqueness of each campus.

## ***STRATEGIC PLAN (3 Year Plan)***

### ***INSTITUTIONAL GOALS/STRATEGIES/INDICATORS***

The following goals represent input from personnel throughout the College, and they are founded in priorities established by former President Harold Wade and supported by Interim President Neal Morrison. Functions drive planning and not locations; plans guide academics, student services, facilities and finance, staffing, technology, and outreach and innovation. Taken together with the following goals, we can advance the strategic direction and effectiveness of Beville State Community College with measures and accountability serving as key indices of success.

#### ***Goal A***

The College will expand and improve the variety, quality, and delivery of instructional programs and learning resources to ensure accessibility and positive learning outcomes.

#### **Strategies and Indicators**

##### **A.1 Implement measurable standards of learning in all instructional programs**

- Implementation of student learning outcomes
- After implementation, 95 percent of students who transfer 24-59 credit hours to four-year institutions will obtain a 2.0 or higher grade point average at their transfer institution
- After implementation, 55 percent of students who transfer 24-59 credit hours to four-year institutions will obtain a 3.0 or higher grade point average at their transfer institution
- After implementation, 95 percent of students who transfer 60 or more credit hours to four-year institutions will obtain a 2.0 or higher grade point average at their transfer institution
- After implementation, 55 percent of students who transfer 60 or more credit hours to four-year institutions will obtain a 3.0 or higher grade point average at their transfer institution
- Graduates taking the NCLEX will pass a rate equal to or greater than the state and national pass rates on their first attempt

##### **A.2 Provide quality innovative delivery systems utilizing instructional technology**

- Implementation of one or more online Associate Degree programs
- Implementation of virtual simulation technology for instructional delivery in mining and health science programs over the next three years
- Expansion of IITS courses across fiber optic network into area high schools for dual enrollment over the next three years
- Implementation of Tegrity or equivalent software over the next three years
- Implementation of an additional IITS classroom on each campus over the next three years
- Tech Ready Classrooms will increase from the previous year.
- Implement a plan to incorporate information technology into the curriculum

- A.3 Provide workforce development through career technical programs, business and industry training, and short-term skills training that facilitates entry and advancement into current and expanding high skill, high wage industries
- Through program viability standards, removal of programs that no longer meet the needs of area business and industry
  - Implementation of an Automotive Technology Program on the Sumiton Campus within the next two years
  - Implementation of a Nursing Assistant course at the Pickens County Educational Center within the next three years
  - Over the next three years, the number of career technical graduates employed in-field will increase by five percent annually
  - Over the next three years, the employment retention rate will increase by five percent as reported by the Unemployment Insurance database provided by the Department of Postsecondary Education
  - The adult education program will meet or exceed state-mandated standards annually
  - Implementation of an advanced manufacturing program within the next three years
  - Establishment of a collaborative partnership between WIRED, the business and industry community, the College and NASTC to create entrepreneurial opportunities for students within the next two years
  - Over the next three years, Career Readiness Certification rates will increase by 10 percent
  - Over the next two years, WorkKeys post testing will increase by 10 percent
  - Career interest inventory will be incorporated into college orientation, within the next two years
- A.4 Provide accredited/certified instructional programs
- Attainment of NATEF certification for Automotive Technology Program within the next year
  - Attainment of NATEF certification for Diesel Mechanics Technology Program within the next three years
  - Attainment of PAHRA certification for the Air Conditioning/Refrigeration Program on the Sumiton Campus within the next year
  - Maintenance of program accreditation/certification status of all career technical and health science programs
- A.5 Provide lifelong learning opportunities through continuing education
- Over the next three years, enrollment in continuing education courses will increase five percent annually
  - Over the next three years, continuing education course offerings will increase five percent annually
  - Over the next three years, continuing education courses targeted toward special community populations will increase five percent
- A.6 Provide access to library and learning resources in a contemporary digital landscape
- Over the next year, implementation of E-Books technology
  - Establishment of a Cyber Café on each campus over the next two years
  - Expansion of online research tools

### **Goal B**

The College will expand, strengthen, and improve support services and activities for students to enhance enrollment, retention, and educational goal attainment.

#### **Strategies and Indicators**

- B.1 Develop and implement recruiting activities to ensure that the College student population reflects that of the service area
  - Over the next three years, the number of current high school graduates enrolling at Beville State from area high schools will increase by 5 percent
  - Over the next three years, the enrollment of nontraditional will increase by 5 percent
  - Over the next three years, the enrollment in career technical programs will increase by 5 percent
  - Over the next three years, the minority enrollment will increase by 5 percent
- B.2 Provide financial and administrative support to encourage student development
  - Over the next three years, student organization and student development activities budgets will increase by 5 percent.
- B.3 Provide comprehensive support services to improve student persistence and academic achievement
  - Over the next three years, graduation rates will increase by 5 percent
  - Over the next three years, retention rates will increase by 5 percent
  - At least 75 percent of the students placed in college-level math and English classes as a result of assessment/counseling will successfully complete these courses
- B.4 Standardize services to students college-wide
  - Within three years, students will have opportunities for tutoring and career and educational counseling, on all campuses and instructional sites
- B.5 Strengthen advising process to ensure students complete their desired educational goal
  - Implementation of centralized advising and career guidance/life coaching to aid students in retention and persistence
  - At least 90 percent of the respondents to the Graduate Alumni Questionnaire, the Graduating Student Survey, and the Evaluation of Library and Support Services survey will express satisfaction with the academic advisement process
  - Over the next three years, transfer rates to four-year institutions will increase by 5 percent following the implementation of centralized advising and career guidance/life coaching
- B.6 Offer a flexible class schedule to enhance enrollment, retention, and educational goal attainment.
  - Within the next year, complete a feasibility study for alternative school/work week scheduling.

### ***Goal C***

The College will foster an atmosphere of empowerment in its developmental education programs.

#### **Strategies and Indicators**

- C.1 Provide intervention strategies to assist students in acquiring basic learning skills to achieve academic progress
  - Over the next year, implementation of a policy to require completion of developmental reading course(s) for students based on placement scores
  - Over the next three years, the percentage of students enrolled in developmental courses who successfully advance to the next level will increase by three percent
  - Pilot the development of learning communities over the next three years
- C.2 Develop a formalized college-wide method of tracking developmental students
  - Implementation of college-wide tracking system of developmental students into college-level courses within the next year
  - Over the next three years, the percentage of developmental students who pass college-level ENG 101 and MTH 100 or higher will increase by three percent
- C.3 Standardize developmental curriculum and course advancement measures
  - Utilization of standard instructional delivery on all campuses within the next year
  - Implementation of standard pre- and post-testing within the next year
  - Over the next three years, expand the use of technology in developmental education courses
- C.4 Remove educational barriers that prevent educational opportunities to students
  - Implementation of Study Skills course within the next year
  - Consistently schedule full-time faculty to teach developmental courses

### ***Goal D***

The College will promote economic development throughout the service area and the State.

#### **Strategies and Indicators**

- D.1 Recognize economic development trends
  - Over the next three years, conduct an environmental scan to effectively forecast future workforce development needs
  - Conduct an evaluation and develop a plan for the effective utilization of Business Development Center over the next three years
- D.2 Provide services to advance economic growth in the service area
  - Implementation of rapid response training for business and industry and new short-term certificates that meet changing needs

### ***Goal E***

The College will expand and improve the quality, utilization, and size of its facilities while continuing to provide a safe and secure environment in which student and community needs are paramount.

## Strategies and Indicators

- E.1 Secure adequate funding for College facilities and grounds
  - Over the next year, increase in physical plant bond issue funds for construction
  - Over the next three years, increase the number of construction grants received by the College in conjunction with state and federal officials and private sources
- E.2 Renovate and restore existing College facilities and grounds
  - Over the next three years, develop and implement a plan to renovate facilities to comply with federal and state regulations (ADA)
  - Over the next three years, develop and implement a plan to renovate/repair campus infrastructure
  - Over the next three years, develop and implement a plan to renovate/repair campus buildings
- E.3 Provide quality living environments for students on all campuses
  - Over the next three years, develop and implement a plan to renovate/repair student housing facilities
- E.4 Ensure security of all campus buildings
  - Over the next three years, installation of card swipe and/or punch-pad locks on all campus facilities
  - Over the next three years, installation of comprehensive security camera and monitor system at all campus facilities
  - Over the next two years, expansion of police department coverage to peak daytime class hours and evening hours
  - Over the next year, expansion of police department coverage to all evening campus major events
  - Over the next year, development of a comprehensive safety plan
  - Over the next year, development of a police department/security webpage
  - Over the next year, development of a comprehensive security plan for childcare facilities college wide
  - Over the next year, implementation of drug testing for child development personnel and students
  - Over the next year, implementation of background searches for child development and health science personnel and students
- E.5 Expand the College physical plant through construction or acquisition of new facilities
  - Over the next two years, construction of a new Math and Science building on the Jasper Campus
  - Over the next year, establishment of an Instructional Site in Mount Olive
  - Over the next year, completion of the new Health Science building and installation of multimedia packaged lecture hall on the Hamilton Campus
  - Over the next year, implementation of the landscaping and parking project on the Hamilton Campus
  - Over the next three years, expansion of building J to house Child Development Center with adequate kitchen and restroom facilities on the Hamilton Campus
  - Over the next year, construction of a Retaining Wall on the Sumiton Campus

- Over the next year, continue the ongoing renovation project in the main building on the Fayette Campus
  - Over the next year, completion of the Allied Health Sciences Building on the Fayette Campus
  - Over the next year, completion of the Pickens County Educational Center
  - Over the next two years, secure a location to reopen the Automotive Technology program on the Sumiton Campus
  - Over the next year, development of a strategy for the utilization of the Fayette Academy building as a site for career technical programs and adult education
- E.6 Utilize College facilities in a manner that ensures the most efficient use of space, utilities, and maintenance and security personnel
- Over the next two years, develop and implement a Space Utilization Plan for scheduling of classes

### ***Goal F***

The College will leverage available financial resources to effectively utilize and develop diverse human and physical resources.

### **Strategies and Indicators**

- F.1 Expand grant seeking activities
- Over the next three years, increase grant funds received five percent annually
- F.2 Provide comprehensive professional development for College employees
- Conduct at least two professional development activities scheduled with external resources and speakers each year
  - Over the next year, expand customer service related professional development for front-line personnel
- F.3 Develop a formal system of cross-training opportunities to strengthen College functional areas
- Over the next three years, the number of cross-training activities will increase by five percent

### ***Goal G***

The College will serve and be recognized as an essential component in the development of community and civic engagement, while strengthening its unique role in community leadership and local partnership structure while improving the quality of life in the community.

### **Strategies and Indicators**

- G.1 Initiate College alumni association for institutional support
- Implementation of College alumni association with campus based chapters over the next two years
- G.2 Engage in community based events in the College's service area
- Each campus will lead, organize, and/or actively participate in community based events each year

- Students will actively participate in economical, professional, and civic organization within their community
- Students will actively participate in volunteer service learning opportunities with the college community
- Each athletic team will seek to participate in one service project within their local area per year

**Goal H**

The College will continue its strong commitment to an ongoing, broad-based, systematic process of introspection, assessment, and evaluation that results in improved effectiveness of the College in all areas.

**Strategies and Indicators**

**H.1 Implement an effective, accurate and reliable evaluation system**

- Over the next year, purchase and install an effective evaluation software
- At least 90 percent of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that evaluation data are provided to the administration and functional units in the manner that maximizes use of the data in the continuous improvement process

**H.2 Expand institutional research data provided to administrators**

- At least 90 percent of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that information distributed by OPRIE is beneficial to their department
- At least 90 percent of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that OPRIE provides the information that they need from that department

**H.3 Ensure that there is a link between budgeting, planning, evaluation, and institutional research**

- At least 90 percent of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that the strategic planning, evaluation, and institutional research functions are related to the budgetary process
- At least 90 percent of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that there is a clear and viable link between the budgeting process and strategic planning and evaluation

**H.1 Obtain SACS Reaffirmation**

- Successful obtainment of SACS Reaffirmation by 2010

**Goal I**

The College will continue its commitment to the investment, implementation, and management of technology to support its mission and goals.

**Strategies and Indicators**

**I.1 Implement technology-based records management system**

- Implementation of a document imaging system in the records office at all campuses within the next year
- I.2 Provide more online options to streamline processes
  - Implementation of an online student Application for Admission within the next year
  - Implementation of an online Purchase Order system within the next year
  - Implementation of student email system within the next year
- I.3 Ensure the expansion of technology across the College and service area
  - Implementation and distribution of a written technology plan that is distributed to the Strategic Planning and Steering Committee within the next year
  - Completion of the fiber optic network to allow connection to all area high schools within the next year
  - Implementation of a plan for providing network redundancy for network access within the next year
  - Implementation of a secure wireless Internet access for faculty, staff, and students throughout the College within the next year
- I.4 Prevent security breaches including network security, data security and equipment loss
  - Implement security procedures to prevent theft of equipment
  - Obtain clear security audit from an external vendor within the next two years
  - Implementation of encryption software within the next year

**Goal J**

The College will continue its commitment to the enhancement of the image of BSCC in the College district and state.

**Strategies and Indicators**

- J.1 Promote a strong and positive image of the College through marketing efforts
  - Publication of a College marketing plan within the next year with strategies to address each instructional division
  - Expansion of recruiting DVD to include all academic programs within the next two years
- J.2 Maintain College website with up-to-date content and visual appeal for all clientele
  - Publication of procedures for adding new or updated information to website within the next year
  - Implementation of redesigned College website within the next year
  - Employment of Website Coordinator within the next year

**Goal K**

The College will commit to and embrace a *one-college concept* in theory and in practice, while recognizing the uniqueness of each campus.

**Strategies and Indicators**

- K.1 Refine and develop college policies and procedures that promote a one college concept while appreciating the cultural diversity of each campus/instructional site

- Publication of an annual Personnel Handbook
- At least 90 percent of the respondents to the Evaluation of Library and Support Services will agree that the College's policies and procedures promote a one college concept while appreciating the cultural diversity of each campus/instructional site

K.2 Standardize and improve decision-making and communication across the College

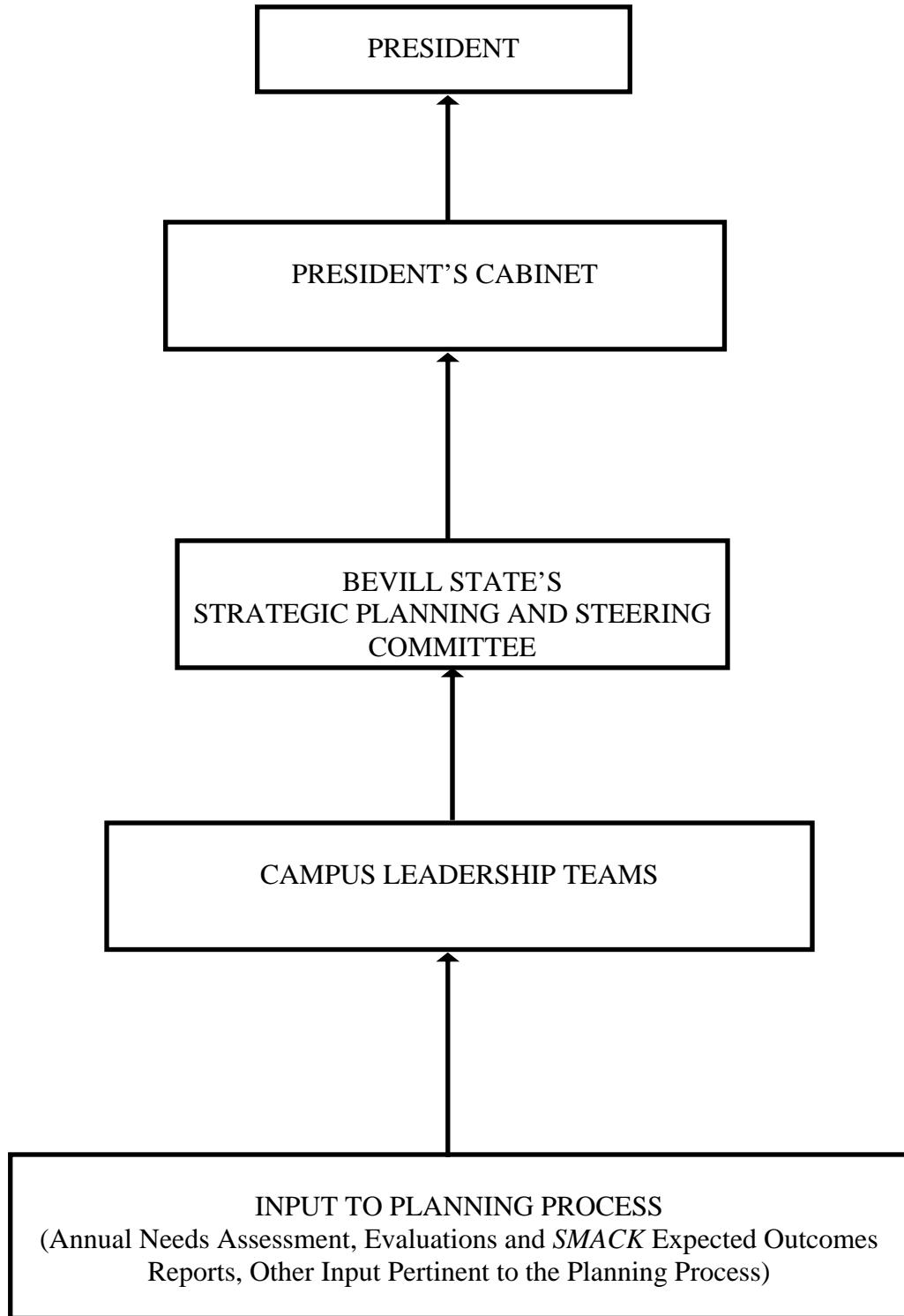
- Continuation of Planning Summits
- "Coffee time" meetings on each campus for faculty and staff with the President and/or senior administrators at least once each semester

**NOTE:** Beville State Community College, as part of the 2007-2008 Strategic Planning/Continuous Improvement Cycle, developed an Action Plan to accompany the existing Strategic Plan. This Action Plan was designed to move the aforementioned Strategies and Indicators from the theoretical to the achievable by providing each a timeline and accountability. The Action Plan also serves as a communication device for the College's stakeholders in that it provides an at-a-glance status on each of the steps the College is taking to attain its strategic goals. See Appendix A for the 2008-2009 edition of the Action Plan.

**SMACK CONTINUOUS IMPROVEMENT  
(MODEL)**



*Institutional Planning Organizational Structure*



## ***Planning and Continuous Improvement Calendar***

The Office of Planning, Research, and Institutional Effectiveness (OPRIE) conducts surveys and evaluations throughout the year in accordance with the Assessment Instrument Implementation Procedures and facilitates the planning process.

### ***The Planning Cycle begins in January each year.***

- 5th week of January OPRIE will distribute the Annual Needs Assessment Form to campus employees. Each functional area supervisor will complete an Annual Needs Assessment Form for each campus. Campus Associate Deans will also distribute the Annual Needs Assessment Form and select students/area residents for broad-based input.
- Early February President' Cabinet will meet to advise the President of any recommendations to revise the mission statement, planning priorities, and/or long range plans. The Committee will also discuss the results of assessment reports and any new information that will be needed during the planning process.
- Immediately following the Strategic Planning Steering Committee meeting (mentioned above) the VP of External Affairs will advise the Campus Leadership Teams (CLTS) of any special considerations affecting planning efforts and distribute the revised Presidential Planning Priorities (when applicable).
- 4th week of February OPRIE will compile the results of the Annual Needs Assessment form and functional area needs (as identified through the Annual Needs Assessment form, Expected Outcomes, curriculum committees or other information provided by functional areas.)
- 2nd week of March The compiled document will be provided to the CLTs. The CLTs in conjunction with Campus Associate Deans will separate the list into
- Recommendations/revisions to the Strategic Plan and Annual Needs Request Document;
  - Local housekeeping items that can be addressed by the Campus, and
  - General complaints.
- Once the list has been separated as described above, CLTs, in conjunction with Campus Associate Deans, will establish and prioritize campus needs.
- Under the direction of the Administrative VP, the CLTs will review
- the results of surveys and evaluations,
  - functional area recommendations,
  - existing Strategic Plan,

- President’s College Planning Priorities,
- Identified campus and functional area needs and
- Any other issues or documents impacting the planning process.

Last week of March	After reviewing all of the abovementioned documents, the CLTs will develop recommendations for the prioritized Campus Annual Needs Request Document, Strategic Plan, and Report of Accomplishments from the campus perspective.
April 1	Campus Associate Deans will provide a marked copy of the Strategic Plan with campus recommendations, Report of Accomplishments, recommendations concerning the Mission Statement, and the prioritized Campus Annual Needs Request Document to OPRIE.
1st week of April	OPRIE will compile all campus recommendations for revision and reports of accomplishments into one unified document
April 10th	OPRIE will send the unified document to the Strategic Planning and Steering Committee.
Late April	Campus Associate Deans will present campus prioritized needs to the Strategic Planning and Steering Committee. The Strategic Planning and Steering Committees will meet by functional area to reconcile college-wide functional area needs with campus recommendations and formulate college-wide preliminary recommendations to the Prioritized Annual Needs Request Document, Strategic Plan and Report of Accomplishments suitable for budget planning purposes.
May 15	Strategic Planning and Steering Committees will provide the recommendations for Revision of the Strategic Plan and Report of Accomplishments, and the Annual Needs Document to OPRIE.
May 22	OPRIE will compile a unified Recommendation for Revision of the Strategic Plan, Report of Accomplishments and the Annual Needs Document and provide it to the VP of External Affairs for President’s Cabinet review/approval.
May 30	OPRIE will provide an approved copy of the Recommendation for Revision of the Strategic Plan, Report of Accomplishments and the Annual Needs Request Document to the Strategic Planning and Steering Committee for distribution to budget managers for budget planning.
1 <sup>st</sup> week of June	Budget managers will begin preparing budget requests as directed by the administration. (Budget requests should include budget action items as identified in the Recommendation for Revision of the Annual Needs Request Document and Strategic Plan.)

3 <sup>rd</sup> week of June	Functional Area Committees will meet to finalize the Annual Needs Document, Strategic Plan recommendations and Report of Accomplishments. The committee will make changes based upon any new accomplishments/needs.
July 1	Functional Area Committees will provide OPRIE the final marked up Annual Needs Document, Strategic Plan and Report of Accomplishments.
3 <sup>rd</sup> week of July	President's Cabinet approves the Annual Needs Document and Strategic Plan/Report of Accomplishments recommendations.
1 <sup>st</sup> week of August	OPRIE publishes the finalized approved copy of the Annual Needs Request Document, Strategic Plan and Report of Accomplishment.
4 <sup>th</sup> week of August	Functional areas will begin the <i>SMACK</i> Expected Outcomes evaluation process for the previous year.  Appropriate staff will identify needs/formulate recommendations for the Institutional Effectiveness evaluation instruments and route the instrument to the appropriate personnel for approval.
Mid December	All necessary signatures must be obtained before the Christmas Holidays.
August - July	Implement Strategic Plan for the new academic year.

## Assessment Instrument Implementation Procedures

INSTRUMENT	DATE ADMINISTERED	ADMINISTERED BY	ADMINISTERED TO	TABULATED BY	REPORTED TO
Admin/Faculty/Staff Survey of Library/Support Services Effectiveness	Spring Term	OPRIE	Full Time College Employees	OPRIE	SPSC; LS; CAD
Associate Degree Nursing Program Evaluation	Spring Term	OPRIE	Nursing Students	OPRIE	HSD
Athletic Program Evaluations	Spring Term	AD; OPRIE	Athletes/Coaches & Full Time College Employees	OPRIE	AD; SPSC; CAD; LS
Budgeting/Planning/Institutional Research Survey	Fall Term	OPRIE	AT & Campus Leadership Team Members	OPRIE	SPSC; CAD; LS
Clinical Facility Evaluation - Nursing	Each Term	OPRIE	Nursing Students	OPRIE	HSD
Clinical Instructor Evaluation - Nursing	Each Term	OPRIE	Nursing Students	OPRIE	HSD
Employees Annual Performance Evaluation	Summer Term	IS	College Employees	N/A	OPS
Employer Follow-Up Form (Health Sciences and Applied Technology/Perkins)	Spring & Summer Term	OAT	Employers of Graduates	Program Mgrs.	HSD; OAT
Evaluation of IITS/WebCT	Each Term	OPRIE	Distance Education (DE) Students/DE Faculty	OPRIE	DLA
Faculty/Staff Evaluations of Administration	April-May	OPRIE	Full Time College Employees	OPRIE	Appropriate Supervisor
Graduate Alumni Questionnaire	May-June	OPRIE	Recent Graduates	OPRIE	SPSC; CAD; LS
Graduating Student Survey	January-December	OPRIE	Graduating Students	OPRIE	SPSC; CAD; LS
Licensed Practical Nursing Program Evaluation	Fall Term	OPRIE	Nursing Students	OPRIE	HSD
Marketing Survey	Each Term	ORPIE	Orientation Students	OPRIE	DOPR; OSS
Nursing 6 Month Follow Up Graduate Evaluation	Fall Term	OPRIE	Nursing Graduates	Program Mgrs.	HSD
Nursing Course Evaluation	Each Term	OPRIE	Nursing Students	OPRIE	HSD
Recruiting Survey	Fall Term	OSS	H/S Counselors & Principals	OSS	OSS
Special Evaluations	As Needed	As Directed	As Directed	OPRIE	As Directed

**AD:** Athletic Director, **SPSC:** Strategic Planning and Steering Committee, **CAD:** Campus Associate Dean, **DLA:** Distance Learning Administrator, **DOPR:** Director of Public Relations, **HSD:** Health Science Division, **IS:** Immediate Supervisor, **LS:** Library Staff, **OPRIE:** Office of Planning, Research, and Institutional Effectiveness; **OPS:** Office of Personnel Services, **OSS:** Office of Student Services, **OAT** Office of Applied Technology

## Assessment Instrument Implementation Procedures

INSTRUMENT	DATE ADMINISTERED	ADMINISTERED BY	ADMINISTERED TO	TABULATED BY	REPORTED TO
Student Evaluation of Instruction	Each Term	OPRIE	Enrolled Students	OPRIE	CAD
Student Evaluation of Services & Library Effectiveness	Spring Term	OPRIE	Enrolled Students	OPRIE	SPSC; CAD; LS

**AD:** Athletic Director, **SPSC:** Strategic Planning and Steering Committee, **CAD:** Campus Associate Dean, **DLA:** Distance Learning Administrator, **DOPR:** Director of Public Relations, **HSD:** Health Science Division, **IS:** Immediate Supervisor, **LS:** Library Staff, **OPRIE:** Office of Planning, Research, and Institutional Effectiveness; **OPS:** Office of Personnel Services, **OSS:** Office of Student Services, **OAT:** Office of Applied Technology

## Appendix A: Action Plan for Institutional Goals 2007 -2010 2008 Review

<b>Strategic Goal A</b>	The College will expand and improve the variety, quality, and delivery of instructional programs and learning recourses to ensure accessibility and positive learning outcomes.		<b>Coordinator</b>	
			Dean of Instruction	
<b>Strategy A.1</b>	Implement measurable standards of learning in all instructional programs.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation of student learning outcomes	Dean Roberts	Fall 2008	In progress
2	95% of students who transfer 24-59 credit hours to four-year institutions will obtain a 2.0 or higher grade point average at their transfer institution.	Dean Dollar	2012	In progress
3	55% of students who transfer 24-59 credit hours to four-year institutions will obtain a 3.0 or higher grade point average at their transfer institutions.	Dean Dollar	2012	In progress
4	95% of students who transfer 60 or more credit hours to four-year institutions will obtain a 2.0 or higher grade point average at their transfer institutions.	Dean Dollar	2012	In progress
5	55% of students who transfer 60 or more credit hours to four-year institutions will obtain a 3.0 or higher grade point average at their transfer institutions.	Dean Dollar	2012	In progress
6	Graduates taking the NCLEX* will pass at a rate equal to or greater than the state and national pass rates on their first attempt.	Dean of Health Sciences	On going	2007 - Accomplished
<b>Strategy A.2</b>	Provide quality innovative delivery systems utilizing instructional technology.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation of one or more online Associate Degree programs.	Division Chair Cummings	2010	In progress
2	Implementation of <span style="color: red;">virtual simulation</span> technology for instructional delivery in mining and health science programs over the next three years.	Interim Dean Fleming and Associate Dean of Health Sciences	2010	In progress - Mining completed

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3	Expansion of IITS courses across fiber optic network into area high schools for dual enrollment over the next three years	Director Arnold	2010	In progress
4	Implementation of Tegrity or equivalent software over the next three years.	Division Chair Cummings	2010	Pending
5	Implementation of an additional IITS classroom on each campus over the next three years.	Director Arnold	2010	In progress
6	Tech Ready Classrooms will increase from the previous year	Director Arnold	2010	In progress
7	Implement a plan to incorporate information technology into the curriculum.	Division Chair Cummings	2010	In progress
<b>Strategy A.3</b>	Provide workforce development through career technical programs, business and industry training, and short-term skills training that facilitates entry and advancement <b>into current and expanding high skill, high wage</b> industries.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Through program viability standards, removal of programs that no longer meet the needs of area business and industry.	Interim Dean Fleming	On going	Accomplished
2	Implementation of an Automotive Technology Program on the Sumiton Campus within the next two years.	Interim Dean Fleming	2009	In progress
3	Implementation of a Nursing Assistant course at the Pickens County Educational Center within the next three years.	Dean of Health Sciences	2010	Accomplished
4	Over the next three years, the number of <b>career technical</b> graduates employed infield will increase by 5% annually.	Interim Dean Fleming	2010	2008 - Accomplished
5	Over the next three years, the employment retention rate will increase by 5% as reported by the Unemployment Insurance database provided by the Department of Postsecondary Education.	Interim Dean Fleming	2010	In progress

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6	The adult education program will meet or exceed state-mandated standards annually.	Interim Dean Fleming		In progress
7	Implementation of an advanced manufacturing program within the next three years.	Interim Dean Fleming	2010	In progress
8	Establishment of a collaborative partnership between WIRED, the business and industry community, the College and NASTC to create entrepreneurial opportunities for students within the next three years.	Interim Dean Fleming	2010	In progress
9	Over the next three years, Career Readiness Certification rates will increase by 10%.	Interim Dean Fleming	2010	Accomplished
10	Over the next two years, WorkKeys post testing will increase by 10%.	Interim Dean Fleming	2009	Accomplished
11	Career interest inventory will be incorporated into college orientation, within the next two years.	SS Administrator Ennis	2009	Pending
<b>Strategy A.4</b> Provide accredited/certified instructional programs.				
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Attainment of NATEF certification for Automotive Technology Program within the next year.	Interim Dean Fleming	2008	In progress
2	Attainment of NATEF certification for Diesel Mechanics Technology Program within the next three years.	Interim Dean Fleming	2010	In progress
3	Attainment of PAHRA certification for the Air Conditioning/Refrigeration Program on the Sumiton Campus within the next year.	Interim Dean Fleming	2008	Accomplished
4	Maintenance of program accreditation/certification status of all <b>career technical</b> and health science programs.	Interim Dean Fleming and Dean of Health Sciences	On going	2008 - Accomplished

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Strategy A.5		Provide lifelong learning opportunities through continuing education.		
Number	Indicators	Coordinator	Due Date	Status
1	Over the next three years, enrollment in continuing education courses will increase 5% annually.	Interim Dean Fleming	On going	In progress
2	Over the next three years, continuing education course offerings will increase 5% annually.	Interim Dean Fleming	On going	In progress
3	Over the next three years, continuing education courses targeted toward special community populations will increase 5%.	Interim Dean Fleming	On going	In progress
Strategy A.6		Provide access to library and learning resources in a contemporary digital landscape.		
Number	Indicators	Coordinator	Due Date	Status
1	Over the next year, implementation of E-Books technology.	Director Webb	2008	In progress for all College-wide libraries
2	Establishment of a Cyber Café on each campus over the next two years.	Director Webb	2009	Recommend Deleting
3	Expansion of online research tools.	Director Webb	On Going	In progress

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<b>Strategic Goal B</b>	The College will expand, strengthen, and improve support services and activities for students to enhance enrollment, retention and educational goal attainment.			<b>Coordinator</b>
				Dean of Instruction
<b>Strategy B.1</b>	Develop and implement recruiting activities to ensure that the College student population reflects that of the service area.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next three years, the number of current high school graduates enrolling at Beville State from area high schools will increase by 5%.	Dean Roberts	2010	Pending
2	Over the next three years, the enrollment of nontraditional will increase by 5%.	Dean Roberts	2010	Pending
3	Over the next three years, the enrollment in career technical programs will increase by 5%.	Interim Dean Fleming	2010	Pending
4	Over the next three years, the minority enrollment will increase by 5%.	Dean Roberts	2010	Pending
<b>Strategy B.2</b>	Provide financial and administrative support to encourage student development.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next three years, student organization and student development activities budgets will increase by 5%.	Dean Roberts	2010	Recommend Deleting
<b>Strategy B.3</b>	Provide comprehensive support services to improve student persistence and academic achievement.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next three years, graduation rates will increase by 5%	Dean Roberts	2010	Pending
2	Over the next three years, retention rates will increase by 5%	Dean Roberts	2010	Pending

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3	At least 75% of the students placed in college-level math and English classes as a result of assessment/counseling will successfully complete these courses	Dean Roberts	On going	Accomplished
<b>Strategy B.4</b>		Standardize services to students college-wide.		
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Within three years, students will have opportunities for tutoring and career and educational counseling on all campuses and instructional sites	Dean Roberts	2010	Pending
<b>Strategy B.5</b>		Strengthen advising process to ensure students complete their desired educational goal.		
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation of centralized advising and career guidance/life coaching to aid students in retention and persistence	Dean Roberts	2010	Pending
2	At least 90% of the respondents to the Graduate Alumni Questionnaire, the Graduating Student Survey, and the Evaluation of Library and Support Services survey will express satisfaction with the academic advisement process	Dean Dollar	On going	Accomplished
3	Over the next three years, transfer rates to four-year institutions will increase by 5% following the implementation of centralized advising and career guidance/life coaching	Dean Dollar	On going	Pending
4	Over the next three years, usage of the STARS program by students will increase by 5% annually.	Dean Dollar	2010	Recommend Deleting
<b>Strategy B.6</b>		Offer a flexible class schedule to enhance enrollment, retention, and educational goal attainment.		
1	Within the next year, complete a feasibility study for alternative school/work week scheduling	President's Cabinet	2010	Pending

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<b>Strategic Goal C</b>	The College will foster an atmosphere of empowerment in its developmental education programs.		<b>Coordinator</b>	
			Dean of Instruction	
<b>Strategy C.1</b>	Provide intervention strategies to assist students in acquiring basic learning skills to achieve academic progress.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next year, implementation of a policy to require completion of developmental reading course(s) for students based on placement scores.	Dean Roberts	2008	Pending
2	Over the next three years, the percentage of students enrolled in developmental courses who successfully advance to the next level will increase by 3%.	Dean Roberts		
3	<b>Pilot the development of</b> learning communities over the next three years.	Dean Roberts	2010	Pending
<b>Strategy C.2</b>	Develop a formalized college-wide method of tracking developmental students.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation of college-wide tracking system of developmental into college-level courses within the next year.	Dean Roberts	2008	In progress
2	Over the next three years, the percentage of developmental students who pass college-level ENG101 and MTH100 or higher will increase by 3%.	Dean Roberts	On Going	In progress

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<b>Strategy C.3</b>	Standardize developmental curriculum and course advancement measures.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Utilization of <b>standard instructional delivery</b> on all campuses within the next year.	Dean Roberts	2008	In progress
2	Implementation of standard pre- and post-testing within the next year.	Dean Roberts	2008	In progress
3	Over the next three years, <b>expand the use of technology</b> in developmental education courses.	Dean Roberts	2010	In progress
<b>Strategy C.4</b>	Remove educational barriers that prevent educational opportunities to students.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	<b>Implementation of Study Skills course within the next year.</b>	Dean Roberts	2008	Pending
2	Consistently schedule full-time faculty to teach developmental courses.	Dean Roberts	2008	Accomplished - SC Pending - HC Accomplished - JC
<b>Strategic Goal D</b>	The College will promote economic development throughout the service area and the State.		<b>Coordinator</b>	
			President Morrison	
<b>Strategy D.1</b>	Recognize economic development trends.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next three years, conduct an environmental scan and market research to effectively forecast future workforce development and educational needs for the BSCC service area.	Director Terry and Associate Director Barnett	2010	Pending
2	Conduct an evaluation and develop a plan for the effective utilization of Business Development Center over the next three years.	Director Ireland	Unspecified	Pending

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<b>Strategy D.2</b> Provide services to advance economic growth in the service area.				
Number	Indicators	Coordinator	Due Date	Status
1	Implementation of rapid response training for business and industry and new short-term certificates that meet changing needs.	Director Ireland	2008	Accomplished
<del>2</del>	<del>Implementation of an Enterprise Ready region throughout the WIRED initiative over the next two years.</del>	<del>Charles Ireland</del>	<del>2009</del>	<del>In progress</del>
<b>Strategic Goal E</b>	The College will expand and improve the quality, utilization, and size of its facilities while continuing to provide a safe and secure environment in which student and community needs are paramount.	<b>Coordinator</b>		
		Vice President of Finance		
<b>Strategy E.1</b> Secure adequate funding for College facilities and grounds.				
Number	Indicators	Coordinator	Due Date	Status
1	Over the next year, increase in physical plant bond issue funds for construction.	VP Ellard	2008	Pending
2	Over the next three years, increase the number of construction grants received by the College in conjunction with state and federal officials and private sources.	VP Ellard	2010	In progress
<b>Strategy E.2</b> Renovate and restore existing College facilities and grounds.				
Number	Indicators	Coordinator	Due Date	Status
1	Over the next three years, develop and implement a plan to renovate facilities to comply with federal and state regulations (ADA).	VP Ellard	2010	Pending
2	Over the next three years, develop and implement a plan to renovate/repair campus infrastructure.	VP Ellard	2010	Pending
3	Over the next three years, develop and implement a plan to renovate/repair campus buildings.	VP Ellard	2010	Pending

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Strategy E.3		Provide quality living environments for students on all campuses.		
Number	Indicators	Coordinator	Due Date	Status
1	Over the next three years, develop and implement a plan to renovate/repair student housing facilities.	VP Ellard/SS Administrator Bush	2010	Pending
Strategy E.4		Provide quality living environments for students on all campuses.		
Number	Indicators	Coordinator	Due Date	Status
1	Over the next three years, installation of card swipe and/or punch-pad locks on all campus facilities.	Director Arnold	2010	In progress
2	Over the next three years, installation of comprehensive security camera and monitor system at all campus facilities.	VP Ellard	2010	In progress
3	Over the next two years, expansion of police department coverage to peak daytime class hours and evening hours.	VP Ellard	2009	Pending
4	Over the next year, expansion of police department coverage to all evening campus major events.	VP Ellard	2008	Pending
5	Over the next year, development of a comprehensive safety plan.	Associate Dean Weaver	2008	In progress
6	Over the next year, development of a police department/security webpage.	Coordinator Gann	2008	Pending
7	Over the next year, development of a comprehensive security plan for childcare facilities college wide.	Interim Director Fleming/ Associate Dean Burrow	2008	Pending
8	Over the next year, implementation of drug testing for child development personnel and students.	Interim Director Fleming/ Associate Dean Burrow	2008	In progress
9	Over the next year, implementation of background searches for child development and health science personnel and students.	Fleming/Mott/ Burrow	2008	In progress

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Strategy E.5		Expand the College physical plant through construction or acquisition of new facilities.		
Number	Indicators	Coordinator	Due Date	Status
1	Over the next two years, construction of a new Math and Science building on the Jasper Campus.	VP Ellard/Associate Dean Mott	2009	In progress
2	Over the next year, establishment of an Instructional Site in Mount Olive.	Associate Dean Carlisle	2008	Accomplished
3	Over the next year, completion of the new Health Science building and installation of multimedia packaged lecture hall on the Hamilton Campus.	Director Arnold/ Associate Dean Burrow	2008	Pending
4	Over the next year, implementation of the landscaping and parking project on the Hamilton Campus.	VP Ellard/Associate Dean Burrow	2008	In progress
5	Over the next three years, expansion of building J to house Child Development Center with adequate kitchen and restroom facilities on the Hamilton Campus.	VP Ellard/Associate Dean Burrow	2010	Pending
6	Over the next year, construction of a Retaining Wall on the Sumiton Campus.	Associate Dean Carlisle	2008	Accomplished
7	Over the next year, continue the ongoing renovation project in the main building on the Fayette Campus.	Associate Dean Weaver	2008	Accomplished
8	Over the next year, completion of the Allied Health Sciences Building on the Fayette Campus.	Associate Dean Weaver	2008	Accomplished
9	Over the next year, completion of the Pickens County Educational Center.	Associate Dean Weaver	2008	Accomplished
10	Over the next two years, secure a location to reopen the Automotive Technology program on the Sumiton Campus.	Interim Dean Fleming	2009	Accomplished
11	Over the next year, development of a strategy for the utilization of the Fayette Academy building as a site for career technical programs and adult education.	Interim Dean Fleming	2008	In progress

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<b>Strategy E.6</b>	Utilize College facilities in a manner that ensures the most efficient use of space, utilities, and maintenance and security personnel.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next two years, <span style="color: red;">develop</span> and implement a Space Utilization Plan for scheduling of classes.	VP Ellard	2009	Pending
<b>Strategic Goal F</b>	The College will leverage available financial resources to effectively utilize and develop diverse human and physical resources.		<b>Coordinator</b>	
			President's Cabinet	
<b>Strategy F.1</b>	Expand grant seeking activities.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next three years, increase grant funds received 5% annually.	President Morrison	2010	In progress
<b>Strategy F.2</b>	Provide comprehensive professional development for College employees.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Conduct at least two professional development activities scheduled with external resources and speakers each year.	President's Cabinet	2010	In progress - SC Pending - HC Accomplished - JC
2	Over the next year, expand customer service related professional development for front-line personnel.	President's Cabinet	2008	Pending - HC Accomplished - JC
<b>Strategy F.3</b>	Develop a formal system of cross-training opportunities to strengthen College functional areas.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next three years, the number of cross-training activities will increase by 5%.	All Area Heads	2010	Pending - HC
<b>Strategic Goal G</b>	The College will serve and be recognized as an essential component in the development of community and civic engagement, while strengthening		<b>Coordinator</b>	
			Vice President of External Affairs	

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	its unique role in community leadership and local partnership structure <b>while improving the quality of life in the community.</b>			
<b>Strategy G.1</b>	Initiate College alumni association for institutional support.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation of College alumni association with campus based chapters over the next two years.	VP Stephenson	2009	In progress
<b>Strategy G.2</b>	Engage in community based events in the College's service area.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Each campus will lead, organize, and/or actively participate in community based events each year	Campus Associate Deans	On going	In progress - SC Accomplished - HC Accomplished - JC
2	Students will actively participate in economical, professional, and civic organization within their community	Campus Associate Deans	On going	In progress - PM
<b>Strategic Goal H</b>	The College will continue its strong commitment to an ongoing, broad-based, systematic process of introspection, assessment, and evaluation that results in improved effectiveness of the College in all areas.	<b>Coordinator</b> Associate Director of Planning, Research, and Institutional Effectiveness		
<b>Strategy H.1</b>	Implement an effective, accurate, and reliable evaluation system.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Over the next year, purchase and <b>install</b> an effective evaluation software.	Associate Director Barnett	2008	In progress
2	At least 90% of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that evaluation data are provided to the administration and functional units in the manner that maximizes use of the data in the continuous improvement process.	Associate Director Barnett	On going	In progress

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<b>Strategy H.2</b>	Expand institutional research data provided to administrators.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	At least 90% of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that information distributed by OPRIE is beneficial to their department.	Associate Director Barnett	On going	In progress
2	At least 90% of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that OPRIE provides the information that they need from that department.	Associate Director Barnett	On going	In progress
<b>Strategy H.3</b>	Ensure that there is a link between budgeting, planning, evaluation, and institutional research.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	At least 90% of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that the strategic planning, evaluation, and institutional research functions are related to the budgetary process.	Associate Director Barnett	On going	In progress
2	At least 90% of the respondents to the Budgeting/Planning/Institutional Research Survey will agree that there is a clear and viable link between the budgeting process and strategic planning and evaluation.	Associate Director Barnett	On going	In progress
<b>Strategy H.4</b>	Obtain SACS Reaffirmation.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Successful obtainment of SACS Reaffirmation by 2010.	VP Stephenson	2010	In progress
<b>Strategic Goal I</b>	The College will continue its commitment to the investment, implementation, and management of technology to support its mission and goals.	<b>Coordinator</b>		
		Director of Computer Services		

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<b>Strategy I.1</b>		Implement technology-based records management system.		
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation of a document imaging system in the records office at all campuses within the next year.	SS Administrator Stowe	2008	Accomplished
<b>Strategy I.2</b>		Provide more online options to streamline processes.		
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation of an online student Application for Admission within the next year.	SS Administrator Stowe	2008	Accomplished
2	Implementation of an online Purchase Order system within the next year.	VP Ellard	2008	Accomplished
3	Implementation of student email system within the next year.	Director Arnold	2008	Accomplished
<b>Strategy I.3</b>		Ensure the expansion of technology across the College and service area.		
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implementation and distribution of a written technology plan that is distributed to the Administrative Team within the next year.	Director Arnold	2008	In progress
2	Completion of the fiber optic network to allow connection to all area high schools within the next year.	Director Arnold	2008	In progress
3	Implementation of a plan for providing network redundancy for network access within the next year.	Director Arnold	2008	Pending
4	Implementation of a secure wireless Internet access for faculty, staff, and students throughout the College within the next year.	Director Arnold	2008	In progress
<b>Strategy I.4</b>		Prevent security breaches including network security, data security and equipment loss.		
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Implement security procedures to prevent theft of equipment	Director Arnold	On going	In progress

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2	Obtain clear security audit from an external vendor within the next two years.	Director Arnold	2009	Pending
3	Implementation of encryption software within the next year.	Director Arnold	2008	In progress
<b>Strategic Goal J</b>	The College will continue its commitment to the enhancement of the image of BSCC in the College district and state.	<b>Coordinator</b> Director of Public Relations		
<b>Strategy J.1</b>	Promote a strong and positive image of the College through marketing efforts.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Publication of a College marketing plan within the next year with strategies to address each instructional division.	Director Terry	2010	Pending
2	Expansion of recruiting DVD to include all academic programs within the next two years.	Director Terry	2009	Pending
<b>Strategy J.2</b>	Maintain College website with up-to-date content and visual appeal for all clientele.			
<b>Number</b>	<b>Indicators</b>	<b>Coordinator</b>	<b>Due Date</b>	<b>Status</b>
1	Publication of procedures for adding new or updated information to website within the next year.	Director Gann	2009	Pending
2	Implementation of redesigned College website within the next year.	Director Gann	2008	Accomplished
3	Employment of Website Coordinator within the next year.	Director Gann	2008	Accomplished
<b>Strategic Goal K</b>	The College will commit to and embrace a <b>one-college concept</b> in theory and in practice, <b>while recognizing the uniqueness of each campus.</b>	<b>Coordinator</b> President Morrison		
<b>Strategy K.1</b>	Refine and develop college policies and procedures that promote a one college concept while appreciating the cultural diversity of each campus/instructional site.			

\*Items in red denote changes to the Strategic Plan/Action Plan based on feedback from institutional stakeholders during the Spring 2008 review of the Strategic Plan.

Appendix A: Action Plan for Institutional Goals 2007 -2010  
2008 Review

Number	Indicators	Coordinator	Due Date	Status
1	Publication of an annual Personnel Handbook.	Director Gann	2008	In progress
2	At least 90% of the respondents to the Evaluation of Library and Support Services will agree that the College's policies and procedures promote a one college concept while appreciating the cultural diversity of each campus/instructional site.	President's Advisory Council	On going	In progress
<b>Strategy K.2</b>	Refine and develop college policies and procedures that promote a one college concept while appreciating the cultural diversity of each campus/instructional site.			
Number	Indicators	Coordinator	Due Date	Status
1	Continuation of Planning Summits.	VP Stephenson	On going	Accomplished
2	"Coffee time" meetings on each campus for faculty and staff with the President and/or senior administrators at least once each semester.	President Morrison	On going	Pending

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