

2007-2008 Annual Planning Reference Documents

**Gordon College
Office of Institutional Research**



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Summary List of 2007-2008 Annual Planning Objectives

Office of the President

1. Complete Level II SACS accreditation.
2. Complete Alumni Center.
3. Complete Construction of Student Success Center.
4. Fully endow Faculty staff enrichment fund.
5. Complete new Master Plan for facilities.
6. Complete new Strategic Plan for the college.

Academic Affairs

1. Implement well-documented procedures for program review and assessment.
2. Implement ongoing quality enhancement initiatives.
3. Enhance the learning environment outside the classroom.
4. Develop programs which fully serve the educational needs of the community.

Student Affairs

Student Activities

1. Continue to provide activities/programs related to responses from student surveys.
2. Continue to contact faculty to determine ways to enhance the partnership between academics and student activities.
3. Communicate more with the faculty and to personally invite their classes to the events pertaining to their subject matter.
4. Create open lines of communication with other departments on campus.
5. Increase student participation in events compared to 2006-2007.
6. Work with faculty to provide educational programs to coincide with course lectures.
7. Create a more effective commuter carpool.
8. Introduce commuter-focused activities.

Residence Life

1. Enhance communication process with students, faculty, and staff.
2. Expand programming that enhances academic, emotional and social wellness of students.
3. Develop and improve department policies/procedures.

Admissions

1. Increase enrollment of first year students by 5% over fall 2007 term.
2. Utilize QEP/CSXQ to target student expectations and recruit to those expectations.
3. Increase awareness of Gordon College's Early Childhood Education Program and other academic programs.

Financial Aid

1. Establish Quality Assurance Program for the Financial Aid Office.
2. Establish benchmark data for goal-setting purposes.

Registrar

1. Measure Gordon College faculty, staff, and student expectations of Registrar's Office.
2. Utilize outside resources to increase service to students.
3. Utilize Banner functionality to increase service to students.
4. Image pre-computer records.
5. Implement Transfer Articulation.

Athletics

1. Develop existing and new athletic and club sports teams.
2. Continue to improve and update Policy and Procedure Manual.
3. Improve staffing in Athletics and Recreation.
4. Solicit student input through surveys.
5. Monitor student-athlete and student-workers academic progress.
6. Continue to develop Leadership Program.
7. Maintain and improve Athletic Facilities.

Business Affairs

Comptroller

1. Update and maintain the Business Procedures Manual.
2. Update the budget model to address funding issues on campus.

Facilities

1. Update Comprehensive Housing Plan to respond to current campus needs.

Business Services

1. Conduct annual review of business affairs internal controls and audit procedures.

Human Resources

1. Provide employees with educational and training opportunities that support both career advancement and development of job related skills.

Public Safety

1. Maintain a campus that provides for the security of faculty, staff, and students, and the availability of the college facilities for community use.

Computer Services

1. Expand wireless access on campus for faculty, staff, and students.
2. Increase the number of building with Gigabit bandwidth.
3. Keep the major business applications upgraded and current.
4. Upgrade the Telecommunications System to either a PBX or VOIP system.

Institutional Advancement

Marketing

1. Effectively communicate with prospective students.

Alumni Relations

1. Improve ease of communication with alumni.
2. Bring alumni of varying age groups back to campus for an event.

Development

1. Ensure that adequate money-management and gift processing procedures are in place to allow for prudent care of donations.
2. Strengthen annual campaign.
3. Develop new corporate and foundation support.
4. Promote a climate of giving among current students.

Public Information

1. Improve internal communications.
2. Development of crisis communication plan.
3. Increase exposure in area press.
4. Increase communication with targeted constituencies.

Community Education

1. Improve facilities scheduling.
2. Improved use of Student Manager software.
3. Increase staffing of department to better serve customers.
4. Increase economic development opportunities.

Institutional Research

1. Serve as a resource for SACS accreditation.
2. Serve as a resource in developing baccalaureate programs.
3. Assist with the development of Strategic Plan.
4. Serve as a resource to Faculty Senate Committees.
5. Complete requests in Gordon College's Annual Retention and Graduation Rates Improvement Plan.

Annual and Strategic Planning at Gordon College

The Gordon College Planning Model

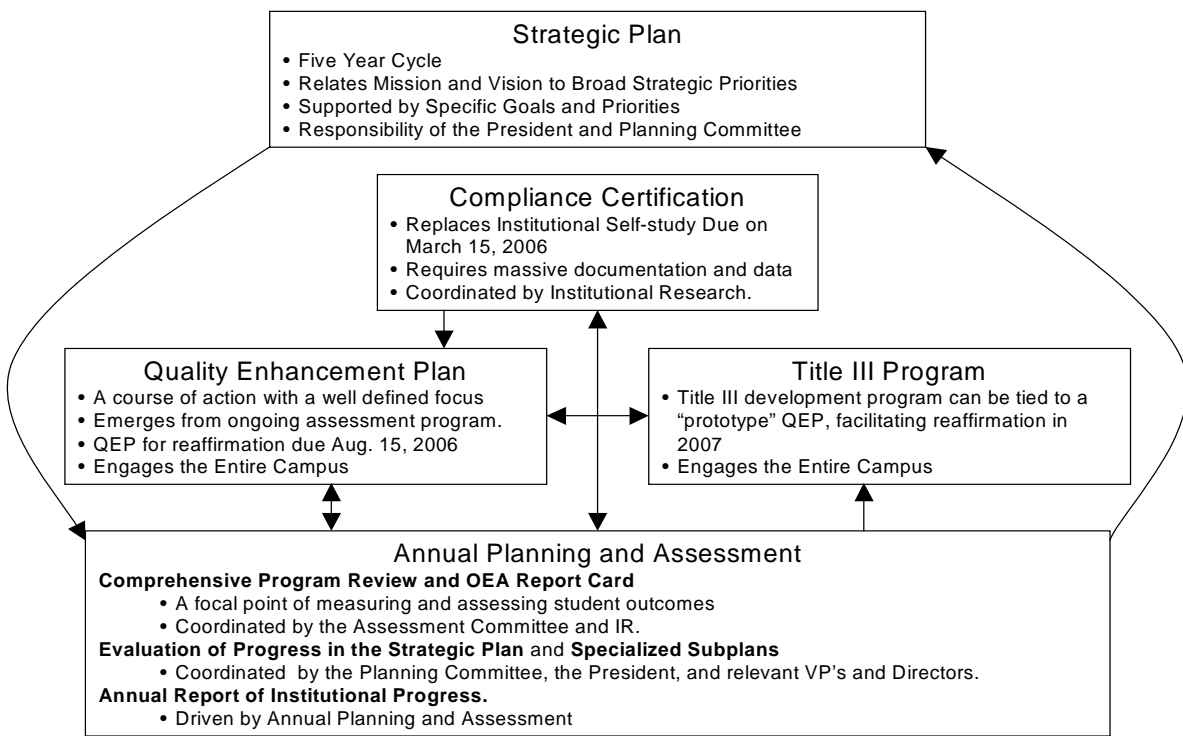
The Gordon College Planning Model, summarized by Exhibit 4, puts the various planning and effectiveness components into an integrated framework which specifies how the different pieces relate to each other, what the focus is of each, and who has responsibility for implementation and evaluation.

The Planning Model specifies three different modes of activity: a **strategic planning** mode, an **annual planning** mode, and a **quality enhancement** mode.

Strategic Planning takes place every five years. A review of our mission statement, an environmental scan, a campus and community wide evaluation of our strengths and weaknesses come together to lay the foundation for the next five-year cycle of planning, implementation, and evaluation. The strategic plan in turn drives the specialized plans for various areas of the college.

Annual Planning keeps us on target toward our strategic goals. On an annual basis, each of the areas of finance, academic affairs, student affairs, technology, and facilities evaluates the previous year's activities and plans for the next.

Gordon College Planning Model



At the same time, the Assessment Committee undertakes annual program evaluation and assessment. Information gathered by these annual activities feeds into the Annual Report on Institutional Progress, prepared each summer for submission to the Regents. The Annual Report emphasizes the extent to which the previous year's activities have contributed to the realization of strategic and specialized goals.

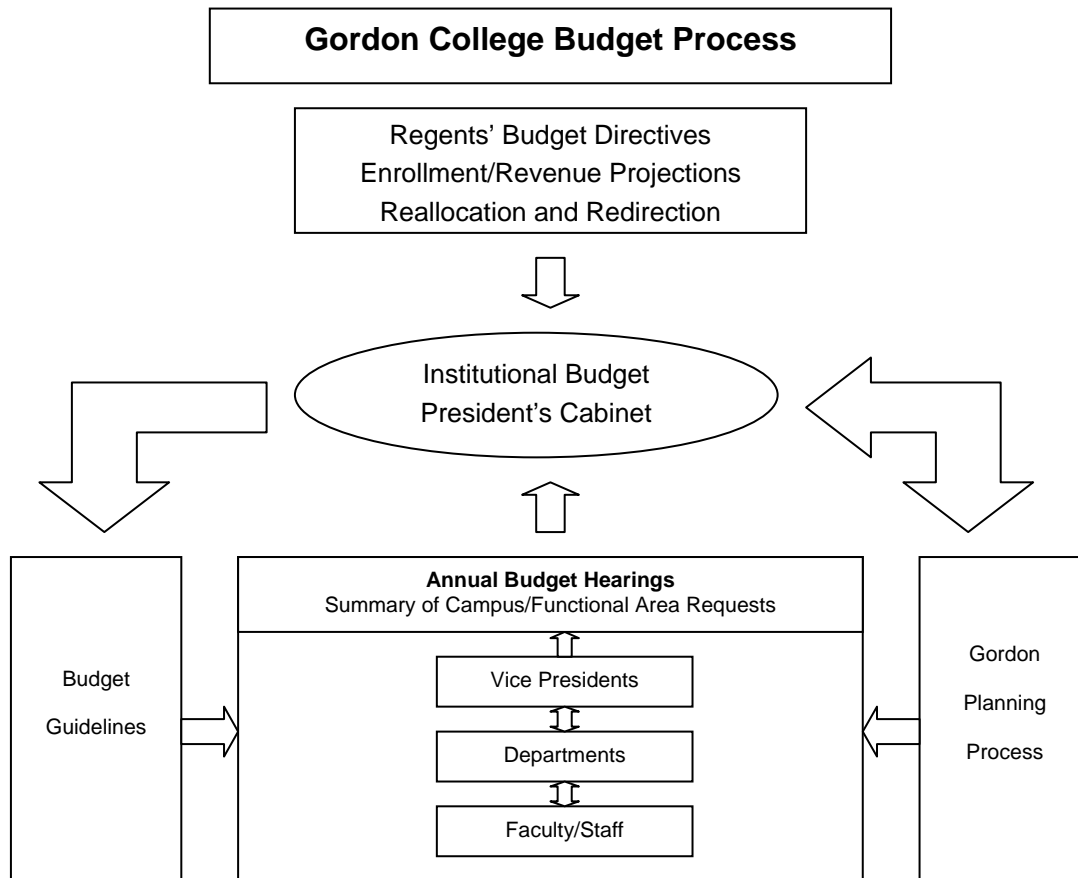
Quality Enhancement Planning draws data from the annual planning process, focusing on specific aspects of the College's vision as set forth in the strategic plan. Motivation for quality enhancement planning as a separate activity, of course, stems partly from SACS' requirement for a Quality Enhancement Plan (QEP) tied to our next reaffirmation process. While the QEP is an integral part of reaffirmation, our planning model envisions quality enhancement planning as much more than a once-every-ten-year event. SACS itself requires a five year progress report on the QEP, and through our effort to secure a Title III Program Grant, we hope to go beyond the focus of our Quality Enhancement Plan to maximize utilization of our resources to promote quality at Gordon College.

Success of our planning process depends on widespread participation throughout campus. The following specific responsibilities are to ensure such participation.

- 1. President**
Ensures that the planning process fosters widespread participation, engaging faculty, staff, students, and the community.
- 2. President's Cabinet**
Prepares specialized sub-plans and evaluates their implementation and progress.
- 3. Planning Committee**
Works with the President in strategic planning and Quality Enhancement Planning. Evaluates implementation and progress.
- 4. Assessment Committee**
Works with faculty on evaluation and assessment tools. Designs and oversees implementation of Comprehensive Program Review.
- 5. Title III Steering Committee**
Works with an outside consultant and the campus community to prepare a comprehensive program grant application.
- 6. Office of Institutional Research**
Ensures continuity of an ongoing measurement and assessment program and timely reporting of results to regents, SACS, and others. Coordinates composition of the Compliance Certificate and builds the data archives to support.
- 7. Office of Institutional Advancement**
Coordinates the grant application process.

Linkage between the Planning Process and the College Budget

During Spring Semester 2003, Gordon's Business Affairs office carried out the process of updating and documenting the institutional budget process. The intent was to have an open process--inclusive, fully documented, and most importantly, linked to the planning process of the institution. The resulting budget process, illustrated by the chart below, allows more input from and balance with the departments and units and emphasizes that in all cases, the budget must be responsive to the initiatives of the institution.



Budget hearings, open and accessible to everyone, are normally scheduled during February and constitute a critical process for linking the budget to the College's strategic priorities. It is the responsibility of the Vice President or Director to include faculty and staff in the development of the budget request.

The purpose of the budget hearing is to request additional resources based on priority needs linked to the strategic priorities of the College. In conducting the budget hearings, it is assumed that presenters recognize resource constraints and monitor their requests accordingly. Although there is no formal limit on the number of requests that may be submitted, departments are encouraged to focus in terms of the highest priority. To this end, Vice Presidents and Directors are expected to propose five or fewer priorities requiring new resources in support of

institutional objectives and strategic priorities. Only items of extraordinary need or opportunity relative to the College's strategic priorities will be considered for allocations of new funds. This is not an incremental budget process, and each department is expected to review current programs for potential improvements/reallocations prior to presenting a request for additional funds. Other items of request must be funded from within existing budgets through departmental reallocations. There are no limits imposed on reallocations, technology, or equipment; however, all requests should be reasonable.

Reallocations will occur at two levels, institutional and departmental. Departmental reallocations occur when current programs and/or activities are reduced, eliminated, or efficiencies are created, and the resulting resources are moved to serve higher priorities. Given the enrollment projections, it is critical that reallocations be used as a means of funding institutional strategic priorities.

Gordon College Strategic Priorities, 2003-2008

Strategic Priority One: Quality Instruction

Gordon College will maintain a high quality instructional program with excellence in teaching as its defining characteristic.

Strategic Priority Two: Community Education

Gordon College will provide quality community education training and non-degree programs that are responsive to local economic, workforce, and cultural needs.

Strategic Priority Three: Enrollment and Student Support

Gordon College will provide quality enrollment management and student support programs.

Strategic Priority Four: Faculty and Staff

Gordon College will enhance effectiveness through strategic personnel initiatives which promote the highest quality faculty and staff.

Strategic Priority Five: Educational Technology

Gordon College will be a leader in the integration of technology with teaching and learning.

Strategic Priority Six: Facilities and Administrative Technology

Gordon College will acquire and maintain equipment, facilities, and systems that improve effective operations and respond to growth and changing needs in a safe and hazard free environment.

Strategic Priority Seven: External Relations

Gordon College will pursue external relations which increase both enrollments and philanthropic contributions.

2007-2008 Annual Planning Objectives by Strategic Priority

Strategic Priority One: Quality Instruction

President: Complete Level II SACS accreditation.

President: Complete new Strategic Plan for the college.

Academic Affairs: Implement well-documented procedures for program review and assessment.

Academic Affairs: Implement on-going quality enhancement initiatives.

Academic Affairs: Enhance the learning environment outside the classroom.

Academic Affairs: Develop programs which fully serve the educational needs of the community.

Student Activities: Continue to contact faculty to determine ways to enhance partnership between academics and student activities.

Student Activities: Communicate more with the faculty and personally invite their classes to events pertaining to their subject matter.

Comptroller: Update the budget model to address funding issues on campus.

Facilities: Update Comprehensive Housing Plan to respond to current campus needs.

Computer Services: Expand wireless access on campus for faculty, staff, and students.

Computer Services: Increase the number of buildings with Gigabit bandwidth.

Computer Services: Keep the major business applications upgraded and current.

Computer Services: Upgrade the Telecommunications System to either a PBX or VoIP system.

Institutional Research: Serve as a resource for SACS accreditation.

Institutional Research: Serve as a resource in developing baccalaureate programs.

Institutional Research: Serve as a resource to Faculty Senate Committees.

Strategic Priority Two: Community Education

President: Complete Level II SACS accreditation.

President: Complete new Strategic Plan for the college.

Academic Affairs: Enhance the learning environment outside the classroom.

Academic Affairs: Develop programs which fully serve the educational needs of the community.

Community Education: Improve facilities scheduling.

Community Education: Improved use of Student Manager software.

Community Education: Increase staffing of department to better serve customers.

Community Education: Increase economic development opportunities.

Computer Services: Expand wireless access on campus for faculty, staff, and students.

Computer Services: Increase the number of buildings with Gigabit bandwidth.

Computer Services: Keep major business applications upgraded and current.

Computer Services: Upgrade the Telecommunications System to either a PBX or VOIP system.

Community Education: Improve facilities scheduling.

Community Education: Improved use of Student Manager software.

Community Education: Increase staffing of department to better serve customers.

Community Education: Increase economic development opportunities.

Comptroller: Update the budget model to address funding issues on campus.

Facilities: Update Comprehensive Housing Plan to respond to current campus needs.

Institutional Research: Serve as a resource in developing baccalaureate programs.

Institutional Research: Serve as a resource to Faculty Senate Committees.

Strategic Priority Three: Enrollment and Student Support

President: Complete construction of Student Success Center.

President: Complete new Strategic Plan for the college.

Academic Affairs: Implement ongoing Quality Enhancement initiatives.

Academic Affairs: Enhance the learning environment outside the classroom.

Academic Affairs: Develop programs that fully serve the educational needs of the community.

Student Activities: Continue to provide activities/programs related to responses from student surveys.

Student Activities: Continue to contact faculty to determine ways to enhance partnership between academics and student activities.

Student Activities: Increase student participation in events compared to 2006-2007.

Student Activities: Work with faculty to provide educational programs to coincide with course lectures.

Student Activities: Create a more effective commuter carpool.

Student Activities: Introduce commuter-focused activities.

Residence Life: Enhance communication process with students, faculty, and staff.

Residence Life: Expand programming that enhances academic, emotional and social wellness of students.

Residence Life: Develop and improve department policies/procedures.

Admissions: Increase enrollment of first year students by 5% over Fall 2007 term.

Admissions: Utilize QEP/CSXQ to target student expectations and recruit to those expectations.

Admissions: Increase awareness of Gordon College's Early Childhood Education Program and other academic programs.

Financial Aid: Establish Quality Assurance Program for the Financial Aid Office.

Financial Aid: Establish benchmark data for goal-setting purposes.

Registrar: Measure Gordon College faculty, staff, and student expectations of Registrar's Office.

Registrar: Utilize outside resources to increase service to students.

Registrar: Utilize Banner functionality to increase service to students.

Registrar: Image pre-computer records.

Registrar: Implement Transfer Articulation.

Athletics: Develop existing and new athletic and sports club teams.

Athletics: Improve staffing in Athletics and Recreation.

Athletics: Solicit student input through surveys.

Athletics: Monitor student-athlete and student-workers academic progress.

Athletics: Continue to develop Leadership Program.

Athletics: Maintain and improve Athletic Facilities.

Institutional Advancement-Marketing: Effectively communicate with prospective students.

Comptroller: Update the budget model to address funding issues on campus.

Facilities: Update Comprehensive Housing Plan to respond to current campus needs.

Computer Services: Expand wireless access on campus for faculty, staff, and students.

Computer Services: Increase the number of buildings with Gigabit bandwidth.

Computer Services: Keep the major business applications upgraded and current.

Computer Services: Upgrade the Telecommunications System to either a PBX or VoIP system.

Institutional Research: Serve as a resource in developing baccalaureate programs.

Institutional Research: Assist with the development of Strategic Plan.

Institutional Research: Serve as a resource to Faculty Senate Committees.

Institutional Research: Complete requests in Gordon College's Annual Retention and Graduation Rates Improvement Plan.

Institutional Research: Serve as a resource for SACS accreditation.

Strategic Priority Four: Faculty and Staff

President: Fully endow Faculty staff enrichment fund.

President: Complete new Strategic Plan for the college.

Academic Affairs: Implement ongoing Quality Enhancement initiatives.

Academic Affairs: Enhance the learning environment outside the classroom.

Academic Affairs: Develop programs which fully serve educational needs of the community.

Student Activities: Continue to contact faculty to determine ways to enhance partnership between academics and student activities.

Student Activities: Communicate more with the faculty and personally invite their classes to events pertaining to their subject matter.

Student Activities: Create open lines of communication with other departments on campus.

Student Activities: Work with faculty to provide educational programs to coincide with course lectures.

Student Activities: Create a more effective commuter carpool.

Registrar: Measure Gordon College faculty, staff, and student expectations of Registrar's Office.

Athletics: Continue to improve and update Policy and Procedure Manual.

Comptroller: Update and maintain the Business Procedures Manual.

Comptroller: Update the Budget model to address funding issues on campus.

Facilities: Update Comprehensive Housing Plan to respond to current campus needs.

Business Services: Conduct annual review of business affairs internal controls and audit procedures.

Human Resources: Provide employees with educational and training opportunities that support both career advancement and development of job related skills.

Public Safety: Maintain a campus that provides for the security of faculty, staff, and students and the availability of the college facilities for community use.

Computer Services: Expand wireless access on campus for faculty, staff, and students.

Computer Services: Increase the number of buildings with Gigabit bandwidth.

Computer Services: Keep the major business applications upgraded and current.

Computer Services: Upgrade the Telecommunications System to either a PBX or VoIP system.

Institutional Research: Serve as a resource in developing baccalaureate programs.

Institutional Research: Assist with the development of Strategic Plan.

Institutional Research: Serve as a resource to Faculty Senate Committees

Institutional Research: Serve as a resource for SACS accreditation.

Strategic Priority Five: Educational Technology

President: Complete Level II SACS accreditation.

President: Complete new Strategic Plan for the college.

Academic Affairs: Enhance the learning environment outside the classroom.

Academic Affairs: Develop programs which fully serve the educational needs of the community.

Comptroller: Update the Budget model to address funding issues on campus.
Facilities: Update Comprehensive Housing Plan to respond to current campus needs.

Strategic Priority Six: Facilities and Administrative Technology

President: Complete construction of Student Success Center.
President: Complete new Master Plan for facilities.
President: Complete new Strategic Plan for the college.
Academic Affairs: Implement ongoing quality enhancement initiatives.
Academic Affairs: Enhance the learning environment outside the classroom.
Residence Life: Enhance communication process with students, faculty, and staff.
Athletics: Maintain and improve Athletic Facilities.
Institutional Advancement – Community Education: Improve facilities scheduling.
Institutional Advancement – Community Education: Improved use of Student Manager software.
Comptroller: Update and maintain the Business Procedures Manual.
Comptroller: Update the Budget model to address funding issues on campus.
Facilities: Update Comprehensive Housing Plan to respond to current campus needs.
Business Services: Conduct annual review of business affairs internal controls and audit procedures.
Computer Services: Expand wireless access on campus for faculty, staff, and students.
Computer Services: Increase the number of buildings with Gigabit bandwidth.
Computer Services: Keep the major business applications upgraded and current.
Computer Services: Upgrade the Telecommunications System to either a PBX or VoIP system.
Community Education: Improve facilities scheduling.
Community Education: Improved use of Student Manager software.

Strategic Priority Seven: External Relations

President: Complete Alumni Center.
President: Complete new Strategic Plan for the college.
Academic Affairs: Develop programs that fully serve educational needs of the community.
Marketing: Effectively communicate with prospective students.
Alumni Relations: Improve ease of communication with alumni.
Alumni Relations: Bring alumni of varying age groups back to campus for an event.
Development: Ensure that adequate money-management and gift processing procedures are in place to allow for prudent care of donations.

Development: Strengthen annual campaign.

Development: Develop new corporate and foundation support.

Development: Promote a climate of giving among current students.

Public Information: Improve internal communications.

Public Information: Development of crisis communication plan.

Public Information: Increase exposure in area press.

Public Information: Increase communication with targeted constituencies.

Community Education: Increase economic development opportunities.

Comptroller: Update the Budget model to address funding issues on campus.

Facilities: Update Comprehensive Housing Plan to respond to current campus needs.

Business Services: Conduct annual review of business affairs internal controls and audit procedures.

Human Resources: Provide employees with educational and training opportunities that support both career advancement and development of job related skills.

Public Safety: Maintain a campus that provides for the security of faculty, staff, and students and the availability of the college facilities for community use.

Computer Services: Expand wireless access on campus for faculty, staff, and students.

Computer Services: Increase the number of buildings with Gigabit bandwidth.

Computer Services: Keep the major business applications upgraded and current.

Computer Services: Upgrade the Telecommunications System to either a PBX or VoIP system.

Changes in Reference Documentation

Due to recent restructuring and reorganization, additional institutional units have been added or excluded to this year's planning process. Business Affairs has been subdivided among six units with unique objectives and planning loops. Academic Affairs departments of Humanities, Business and Social Sciences, Mathematics and Natural Sciences, Nursing and Health Sciences and the Library are not included. Institutional Research is a unit under Institutional Advancement.

All of this lends to a more complete, broad, and yet detailed picture of how all units within Gordon College affect and impact the mission and priorities of the college.

The following abbreviations are used in several charts to save space:

| | |
|--------------|--|
| APC | - Academic Policy Committee |
| AA | - Academic Affairs |
| BA | - Business Affairs |
| BLA | - Bachelor of Liberal Arts Major |
| BOR | - Board of Regents |
| BSS | - Business/Social Sciences Division |
| ECE | - Early Childhood Education Program |
| FYE | - First-Year Experience Course |
| GCANS | - Gordon College Association of Nursing Students |
| IA | - Institutional Advancement |
| IR | - Institutional Research |
| LC | - Learning Communities |
| LS | - Learning Support Program |
| MNS | - Math and Natural Sciences |
| NHS | - Nursing and Health Science |
| QEP | - Quality Enhancement Plan |
| SA | - Student Affairs |
| VPAA | - Vice President for Academic Affairs |
| VPSA | - Vice President for Student Affairs |
| VPBA | - Vice President for Business Affairs |
| VPIA | - Vice President for Institutional Advancement |

Details of 2007-2008 Annual Planning Objectives

Office of the President

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|--|--|-----------------------------|
| 1. Complete Level II SACS accreditation | <ul style="list-style-type: none"> ▪ Affirmation of Level II by SACS | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Educational Technology | All |
| 2. Complete Alumni Center | <ul style="list-style-type: none"> ▪ Alumni House operational | <ul style="list-style-type: none"> ▪ External Relations | BA, IA |
| 3. Complete construction of Student Success Center | <ul style="list-style-type: none"> ▪ Building operational | <ul style="list-style-type: none"> ▪ Facilities and Admin. Technology ▪ Enrollment and Student Support | BA, SA |
| 4. Fully endow Faculty staff enrichment fund | <ul style="list-style-type: none"> ▪ Fund at \$100K | <ul style="list-style-type: none"> ▪ Faculty and Staff | IA |
| 5. Complete new Master Plan for facilities | <ul style="list-style-type: none"> ▪ Master plan completed and presented to BOR | <ul style="list-style-type: none"> ▪ Facilities and Admin. Technology | BA, Faculty, Staff, Cabinet |
| 6. Complete new Strategic Plan for the college | <ul style="list-style-type: none"> ▪ Completed Strategic Plan | <ul style="list-style-type: none"> ▪ All | All |

Academic Affairs

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|--|---|--|
| 1. Implement well-documented procedures for program review and assessment. | <ul style="list-style-type: none"> ▪ Institute Multimetric Program Review. ▪ Continue Annual Gen Ed and Program Assessment. ▪ Implement Assessment Protocols for Teacher Education. | <ul style="list-style-type: none"> ▪ Quality Instruction | AA, IR, Pres, Faculty, Assessment Committee |
| 2. Implement on-going quality enhancement initiatives. | <ul style="list-style-type: none"> ▪ Implement LS Improvements (4 credit hours READ and ENGL), (2 levels, READ and ENGL). ▪ Honors Program ▪ Live and Learn Communities ▪ Adjunct Recruitment Plan | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Enrollment and Student Support ▪ Faculty and Staff ▪ Facilities and Admin. Technology | <p>Academic Policy Committee, Division Chairs, Faculty Senate</p> <p>APC, Senate, Honors Task Force</p> <p>ALFY, Faculty Fellow in Residence</p> <p>Adjunct Task Force</p> |
| 3. Enhance the learning environment outside the classroom. | <ul style="list-style-type: none"> ▪ Complete Planning for SSC ▪ Establish Testing Center | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Enrollment and Student Support ▪ Faculty and Staff ▪ Educational Technology ▪ Facilities and Administrative Technology | SSC Task Force, Division Chairs |
| 4. Develop programs which fully serve the educational needs of the community. | <ul style="list-style-type: none"> ▪ ACCEL Degree Program ▪ Southern Culture Series | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Enrollment and Student Support ▪ Faculty and Staff ▪ Educational Technology ▪ External Relations | <p>Division Chairs, Admissions</p> <p>S.C. Series Committee</p> |

Student Affairs - Student Activities

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|---|--|---|
| 1. Continue to provide activities/programs related to responses from student surveys. | <ul style="list-style-type: none"> ▪ Provide quality programs that are of interest to the students who will be participating in them. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | SA, Students |
| 2. Continue to contact faculty to see how to determine ways to enhance partnership between academics and student activities. | <ul style="list-style-type: none"> ▪ Students will be able to learn outside of the classroom by attending the “educational” activities that are provided. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support ▪ Faculty/Staff ▪ Quality Instruction | SA, Faculty |
| 3. To communicate more with the faculty and to personally invite their classes to the events pertaining to their subject matter. | <ul style="list-style-type: none"> ▪ Build better relationships with the faculty of the college. Also, we would possibly have a greater number of participation from students if it is endorsed by their professors. | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Faculty/Staff | SA, Faculty |
| 4. Create open lines of communication with other departments on campus. | <ul style="list-style-type: none"> ▪ Be able to meet the needs of students campus wide – not just in the area of Student Activities. | <ul style="list-style-type: none"> ▪ Faculty/Staff | SA, Department Directors |
| 5. Increase student participation in events compared to 2006-2007 | <ul style="list-style-type: none"> ▪ Increase the number of participants by 10% | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | SA, Faculty & Staff |
| 6. Work with Faculty to provide educational programs to coincide with course lectures | <ul style="list-style-type: none"> ▪ Assist Dr Thomas as well as other faculty to promote the Southern Culture Series | <ul style="list-style-type: none"> ▪ Enrollment and Student Support ▪ Faculty/Staff | SA, Faculty |
| 7. Create a more effective commuter carpool | <ul style="list-style-type: none"> ▪ Create a self register commuter car pool list. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support ▪ Faculty/Staff | SA, Business Office |
| 8. Introduce commuter-focused activities | <ul style="list-style-type: none"> ▪ Provide activities in areas that are geared towards commuters. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | SA, Campus Activity Board, Student Government Association |

Student Affairs – Residence Life

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|---|--|---|
| 1. Enhance communication process with students, faculty, and staff | <ul style="list-style-type: none"> ▪ Implementation of online application (est. 25-50% go to paperless process). ▪ Implementation of mail flow plan. ▪ Evaluate the need for overnight residence hall orientation (est. hosting 2-3). ▪ Pursue acquisition of housing application software. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support ▪ Facilities and Administrative Technology | Financial Aid, Nelnet Services Computer Services Admissions, USG schools, Business Office Computer Services, Software vendors, RL, Business Office |
| 2. Expand programming that enhances academic, emotional and social wellness of students | <ul style="list-style-type: none"> ▪ Incorporate faculty assistance in residence hall programming hosted by resident assistants (1-2 programs/semester). ▪ Phase in living learning environments (3-4). | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | AA, Faculty, Tutoring labs Faculty, Residence Life staff, Counseling, Recreation, Student Activities |
| 3. Develop and improve department policies/procedures | <ul style="list-style-type: none"> ▪ Strengthen working relationships with departments (Business Office, Plant Operations, and Public Safety). ▪ Implement disciplinary measures that reduce minor infractions (use '07 as baseline). ▪ Implement Express Check-Out Process (student self check-out process). ▪ Review Lease Agreement modifications for new housing. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | Business Office, Plant Operations, Public Safety Residence Life Staff, Public Safety Resident Life Business Office |

Student Affairs - Admissions

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|---|--|---|
| 1. Increase enrollment of first year students by 5% over fall 2007 term. | <ul style="list-style-type: none"> ▪ Complete updated Admission Plan for 2007-08 admissions cycle. ▪ Assist the Advancement Office with the Marketing Consultation to effectively market to target groups. ▪ Utilize Admission Counselors and Specialist for territory management, including territory modification if applicable. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | <p>IR, SA, VPASA</p> <p>VPISA, VPASA, external</p> <p>VPASA, Admissions</p> |
| 2. Utilize QEP/ CSXQ to target student expectations and recruit to those expectations | <ul style="list-style-type: none"> ▪ Complete CSXQ during each New Student Orientation (NSO). ▪ Assess results of surveys at least three (3) times annually. ▪ Modify NSO or other recruitment efforts accordingly. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | <p>SA, QEP, AARRFA</p> <p>External</p> <p>Admissions, VPASA</p> |
| 3. Increase awareness of Gordon College's Early Childhood Education Program and other academic programs | <ul style="list-style-type: none"> ▪ Complete Guidance Counselor luncheon in fall. ▪ Propose Academic Preview Day and Scholarship Day to highlight interest in academic fields of interest and solicit scholarship-eligible students to Gordon College. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | <p>SA, VPASA, Pres</p> <p>VPASA, VPAA, VPISA, Admissions, BLA, BSS, ECE, MNS, and NHS</p> |

Student Affairs - Financial Aid

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|--|--|--|
| 1. Establish Quality Assurance Program for the Financial Aid Office | <ul style="list-style-type: none"> ▪ Become more efficient in the delivery of Student Financial Aid | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | <p>United States Department of Education</p> |
| 2. Establish benchmark data for goal-setting purposes | <ul style="list-style-type: none"> ▪ Become more efficient in the delivery of Student Financial Aid | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | <p>Computer Services</p> |

Student Affairs - Registrar

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|---|---|---|
| 1. Measure Gordon College faculty, staff, and student expectations of Registrar's Office. | <ul style="list-style-type: none"> ▪ Conduct surveys to obtain information. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support ▪ Faculty/Staff | Institutional Research, Computer Services, Academic Affairs, Business Services, Student Affairs |
| 2. Utilize outside resources to increase service to students. | <ul style="list-style-type: none"> ▪ Implement National Student Clearinghouse degree and enrollment verification service; including online self-service component for student use. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | Computer Services |
| 3. Utilize Banner functionality to increase service to students. | <ul style="list-style-type: none"> ▪ Implement letter generation for readmission process. ▪ Implement online transcript requests through Banner Web. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | Computer Services |
| 4. Image pre-computer records. | <ul style="list-style-type: none"> ▪ If funding is provided, hire company to complete project. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | Computer Services, outside company selected for project |
| 5. Implement Transfer Articulation. | <ul style="list-style-type: none"> ▪ Complete USG institution catalogs and course equivalencies. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | Academic Divisions |

Student Affairs - Athletics

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|--|--|--|
| 1. Develop existing and new athletic and club sports teams. | <ul style="list-style-type: none"> ▪ Continue to support the clubs by developing and organizing club team competitions. ▪ Monitor and evaluate participation and support of the club teams by students, faculty and administration. ▪ Research the feasibility of adding club teams and making club teams intercollegiate teams. ▪ Develop a business plan for each club team that could make the transition to intercollegiate athletics. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | SA IR Other USG institutions SA, BA |
| 2. Continue to improve and update Policy and Procedure Manual | <ul style="list-style-type: none"> ▪ Update manual on a yearly basis, with significant changes to policy being updated more frequently as needed. ▪ Organize, coordinate, and implement biweekly staff meetings. | <ul style="list-style-type: none"> ▪ Faculty/Staff | SA |
| 3. Improve staffing in Athletics and Recreation | <ul style="list-style-type: none"> ▪ Evaluate the coaching positions and needs of the Department of Athletics to determine needs and full or part-time status. ▪ Research other GJCAA institutions to identify possible dual role positions. ▪ Develop job descriptions for dual positions. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | SA Other GJCAA institutions SA |
| 4. Solicit student input through surveys | <ul style="list-style-type: none"> ▪ Determine specific areas for student input. ▪ Develop and distribute student surveys. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | IR |
| 5. Monitor student-athlete and student-workers academic progress | <ul style="list-style-type: none"> ▪ Continue to use progress reports for student-athletes and add student-worker. ▪ Expand. ▪ Promote academic accomplishments of student-athletes and student-workers. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | SA, Faculty |
| 6. Continue to develop Leadership Program | <ul style="list-style-type: none"> ▪ Identify leadership opportunities. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | SA, Faculty |

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| <p>7. Maintain and Improve Athletic Facilities</p> | <ul style="list-style-type: none"> ▪ Evaluate existing facilities for effectiveness and general condition. ▪ Discuss existing facilities, facility needs, and vision with Coaches. ▪ Evaluate Gordon College facilities as compared to the other GJCAA institutions. | <ul style="list-style-type: none"> ▪ Enrollment and Student Support ▪ Facilities and Administrative Technology | <p>VPSA, Facilities</p> |
|--|---|--|-------------------------|

Business Affairs-Comptroller

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|--|---|---|
| 1. Update and Maintain the Business Procedures Manual | <ul style="list-style-type: none"> ▪ Annual review conducted and updates maintained in manual annually. ▪ Review Gordon College, Board of Regents, and State of Georgia requirements, rules and regulations to insure the inclusion and coordination of the appropriate materials. ▪ Prepare a draft of the updated manual for review and approval by the Vice President Business Affairs | <ul style="list-style-type: none"> ▪ Faculty and Staff ▪ Facilities and Admin. Technology | Associate VP Business Affairs, Comptroller, Director Business Services, VP Business Affairs |
| 2. Update the budget model to address funding issues on campus. | <ul style="list-style-type: none"> ▪ Modify the budget process to include a three-year planning component, a zero-based budgeting model, and budgeting at the appropriation level with greater detail in operating expenditures. | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Enrollment and Student Support ▪ Faculty and Staff ▪ Educational Technology ▪ Facilities and Admin. Technology ▪ External Relations | President, VP Business Affairs, Comptroller, Associate Vice President Business Affairs |

Business Affairs-Facilities

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|---|---|--|
| 1. Update Comprehensive Housing Plan to respond to current campus needs. | <ul style="list-style-type: none"> ▪ Construction begins on Phase II housing ▪ Construction Completed. ▪ Marketing and leasing of rooms. | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Enrollment and Student Support ▪ Faculty and Staff ▪ Educational Technology ▪ Facilities and Admin. Technology ▪ External Relations | <p>Choate Construction, LAS Architects, Hendessi & Associates.</p> <p>Director Facilities, Choate Construction, LAS Architects.</p> <p>Hendessi & Associates, Campus Advantage, Director Residence Life.</p> |

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| | <ul style="list-style-type: none"> ▪ Move in for new residents | | Director Residence Life, Director Facilities, Director Business Services. |
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Business Affairs-Business Services

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|--|---|--|
| 1. Conduct annual review of business affairs internal controls and audit procedures. | <ul style="list-style-type: none"> ▪ Contract with an independent audit/CPA firm to conduct a review of the Business Affairs Division to ensure that: proper controls are in place; there is a proper separation of duties; and that proper policies and procedures are in place to avoid possible audit findings | <ul style="list-style-type: none"> ▪ Faculty and Staff ▪ Facilities and Admin. Technology ▪ External Relations | Curt Stroud & Associates, Comptroller, Associate VP Business Affairs, Director Business Services |

Business Affairs-Human Resources

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|---|---|---|
| 1. Provide employees with educational and training opportunities that support both career advancement and development of job related skills. | <ul style="list-style-type: none"> ▪ Conduct needs assessment survey of support staff, P&A staff, and faculty. ▪ Identify appropriate educational and training opportunities to meet the needs and communicate this information to the employees. ▪ Hire additional staff in Human Resources to assist in payroll and staff training. ▪ Monitor success of program and report results | <ul style="list-style-type: none"> ▪ Faculty and Staff ▪ External Relations | Payroll/Personnel, IR HR, Pres., Staff Council, Facilities HR HR |

Business Affairs-Public Safety

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|---|---|---|
| 1. Maintain a campus that provides for the security of faculty, staff, and students and the availability of the college facilities for community use | <ul style="list-style-type: none"> ▪ Provide proper training and professional development for all protective services staff. ▪ Coordinate the roles and responsibilities of the Protective Services Staff and the Residence Life Staff to insure the proper environment is maintained. ▪ Upgrade the door lock system for the entrances to Gordon Commons and Gordon Village. ▪ Implementation of Emergency Notification System to all faculty, staff and students. | <ul style="list-style-type: none"> ▪ Faculty and Staff ▪ External Relations | <p>Public Safety, Facilities.</p> <p>SA, Public Safety, HR.</p> <p>Facilities, SA, Computer Services.</p> <p>Facilities, Computer Services, SA, Community Education</p> |

Business Affairs-Computer Services

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|---|---|--|
| 1. Expand wireless access on campus for faculty, staff, and students. | <ul style="list-style-type: none"> ▪ Provide wireless access to all buildings and for the greenspace areas on campus. | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Faculty and Staff ▪ External Relations ▪ Facilities & Admin. Technology | Computer Services, Facilities, SGA, Institutional Technology Committee |
| 2. Increase the number of buildings with Gigabit bandwidth. | <ul style="list-style-type: none"> ▪ Complete the Gigabit Campus Project | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Faculty and Staff ▪ External Relations ▪ Facilities & Admin. Technology | Computer Services, Facilities, SGA, IT Committee |
| 3. Keep the major business applications upgraded and current. | <ul style="list-style-type: none"> ▪ PeopleSoft Financials, Oracle, BossCards R25 & S25 Projects, AceWeb, Gordon Web Update, MS Office, and implement door access for Residence Halls. In FY2009 will upgrade Exchange 2007 and MS Vista- Win OS | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Faculty and Staff ▪ External Relations ▪ Facilities & Admin. Technology | Computer Services, Facilities, SGA, IT Committee |

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|--|---|---|---|
| <p>4. Upgrade the Telecommunications System to either a PBX or VoIP system</p> | <ul style="list-style-type: none"> ▪ Purchase software and hardware to unify the communication functions and hire a coordinator to manage the upgraded system. | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Community Education ▪ Faculty and Staff ▪ External Relations ▪ Facilities & Admin. Technology | <p>Computer Services, Facilities, Business Services, HR</p> |
|--|---|---|---|

Institutional Advancement: Marketing

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|---|--|----------------------|
| 1. Effectively communicate prospective students. | <ul style="list-style-type: none"> ▪ Evaluate recommendations of marketing study ▪ Implement recommendations of marketing audit | <ul style="list-style-type: none"> ▪ External Relations ▪ Enrollment and Student Support | SA, BA, AA, IT, Pres |

Institutional Advancement: Alumni Relations

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|---|--|---------------|
| 1. Improve ease of communication with alumni. | <ul style="list-style-type: none"> ▪ Seek funding for electronic communication with alumni | <ul style="list-style-type: none"> ▪ External Relations | IT |
| 2. Bring alumni of varying age groups back to campus for an event | <ul style="list-style-type: none"> ▪ Plan an Alumni weekend for April 2008 ▪ Hold a grand opening event for the alumni house in conjunction with the April event ▪ Create collateral to support the event: letters, programs, save-the-date magnet | <ul style="list-style-type: none"> ▪ External Relations | SA, BA |

Institutional Advancement: Development

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|---|--|---------------|
| 1. Ensure that adequate money-management and gift processing procedures are in place to allow for prudent care of donations. | <ul style="list-style-type: none"> ▪ Review current procedures ▪ Determine if staff or outside financial agency is needed and implement | <ul style="list-style-type: none"> ▪ External relations | Pres |
| 2. Strengthen annual campaign. | <ul style="list-style-type: none"> ▪ Increase participation and donation totals on and off campus | <ul style="list-style-type: none"> ▪ External Relations | Pres |
| 3. Develop new corporate and foundation support. | <ul style="list-style-type: none"> ▪ Identify at least two new corporations or foundations from which to seek support | <ul style="list-style-type: none"> ▪ External Relations | Pres |
| 4. Promote a climate of giving among current students. | <ul style="list-style-type: none"> ▪ Promote as senior gift ▪ Implement a student fundraising effort | <ul style="list-style-type: none"> ▪ External Relations | SA |

Institutional Advancement: Public Information

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|---|--|----------------------|
| 1. Improve internal communications. | <ul style="list-style-type: none"> ▪ Evaluate and continue publication of Highlander. ▪ Increase staff support through contributions. | <ul style="list-style-type: none"> ▪ External Relations | SA, BA, IT, AA, Pres |
| 2. Development of crisis communication plan. | <ul style="list-style-type: none"> ▪ Evaluate past crisis incidents and devise plan of response. | <ul style="list-style-type: none"> ▪ External Relations | SA, BA, IT, AA, Pres |
| 3. Increase exposure in area press. | <ul style="list-style-type: none"> ▪ Monitoring of clipping services ▪ Identifying new outlets including web-based applications. | <ul style="list-style-type: none"> ▪ External Relations | |
| 4. Increase communication with targeted constituencies. | <ul style="list-style-type: none"> ▪ Continue distribution to BOR, legislators, administration, etc. | <ul style="list-style-type: none"> ▪ External Relations | |

Institutional Advancement - Community Education

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|---|---|---|----------------------|
| 1. Improve facilities scheduling. | <ul style="list-style-type: none"> ▪ Launch R25. ▪ Provide training or assistance for campus-wide adoption of the new scheduling process. | <ul style="list-style-type: none"> ▪ Community Education ▪ Facilities and Admin. Technology | IT |
| 2. Improved use of Student Manager software. | <ul style="list-style-type: none"> ▪ Expand capability to include online registration. | <ul style="list-style-type: none"> ▪ Community Education ▪ Facilities and Admin. Technology | IT |
| 3. Increase staffing of department to better serve customers. | <ul style="list-style-type: none"> ▪ Explore cross-departmental possibilities for additional support. | <ul style="list-style-type: none"> ▪ Community Education | |
| 4. Increase economic development opportunities. | <ul style="list-style-type: none"> ▪ Explore opportunities to assist General Protecht and other industries. | <ul style="list-style-type: none"> ▪ Community Education ▪ External Relations | Pres |

Institutional Advancement - Institutional Research

| Objective | Outcomes | Related Strategic Priority | Collaborators |
|--|---|---|---|
| 1. Serve as a resource for SACS accreditation. | <ul style="list-style-type: none"> ▪ Completion of Annual Planning Reference Documents | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Faculty and Staff ▪ Enrollment and Student Support | AA, Pres, SA, BA, IA |
| 2. Serve as a resource in developing baccalaureate programs. | <ul style="list-style-type: none"> ▪ Perform research for BSN programs ▪ Provide ECE program with data on their students | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Faculty and Staff ▪ Enrollment and Student Services | Pres, AA, Division Chairs, other USG institutions |
| 3. Assist with the development new Strategic Plan. | <ul style="list-style-type: none"> ▪ Complete Strategic Plan ▪ Complete Annual Planning Reference | <ul style="list-style-type: none"> ▪ Faculty and Staff ▪ Enrollment and Student Support | Pres, AA, SA, BA, IA |
| 4. Serve as a resource to Faculty Senate Committees. | <ul style="list-style-type: none"> ▪ Assist Assessment and Planning committees in review of programs and strategic planning. ▪ Continue to serve on other committees as assigned. | <ul style="list-style-type: none"> ▪ Quality Instruction ▪ Faculty and Staff ▪ Enrollment and Student Support | Pres, AA, Faculty |
| 5. Complete requests in Gordon College's Annual Retention and Graduation Rates Improvement Plan. | <ul style="list-style-type: none"> ▪ Conduct comparisons and analyses of students retention/graduation rates | <ul style="list-style-type: none"> ▪ Enrollment and Student Support | AA, SA |

Closing the Loop: Follow Through from Last Year's Annual Planning

Office of the President

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|--|---|------------------------------|
| 1. Finish accreditation issues associated with new programming and as required through SACS. | <ul style="list-style-type: none"> ▪ Completed all documentations, ECE prep work, and garnered USG approval. | <ul style="list-style-type: none"> ▪ Complete follow-up documentation as required by SACS, complete site visit for Level II. | Pres-1 |
| 2. Revitalize Gordon College Foundation | <ul style="list-style-type: none"> ▪ Completed redevelopment of Foundation with committee assignments and approved annual budget, Annual newsletter provided giving opportunities for Alumni. | <ul style="list-style-type: none"> ▪ Ensure GCF committees meet and new leadership is trained. | Pres- 2 |
| 3. Complete updated facilities for Student Services. | <ul style="list-style-type: none"> ▪ Funding approved, working drawings completed. | <ul style="list-style-type: none"> ▪ Oversee construction and opening of facility. | Pres- 3 |

Academic Affairs

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|--|--|------------------------------|
| 1. Implement well-documented procedures for program review and assessment. | <ul style="list-style-type: none"> ▪ Complete implementation of the plan for Reaffirmation of Accreditation - ON TARGET | <ul style="list-style-type: none"> ▪ Complete. | AA-1 |
| 2. Implement on-going quality enhancement initiatives. | <ul style="list-style-type: none"> ▪ Complete composition of and begin implementation of Quality Enhancement Plan - ON TARGET. ▪ Implement Retention Plan. ▪ Reorganize Academic Divisions to include a Learning Support Division. <ul style="list-style-type: none"> • Reorganization endorsed by Faculty Senate. • Internal Search for Division Chair conducted; position filled. NOT APPROVED ▪ Implement further LS improvements. <ul style="list-style-type: none"> • Change the credit hour status for LS classes to 4 credit hours (under consideration). ON TARGET • Convert current curriculum to two levels of LS Reading and English. ON TARGET • Raise COMPASS placement scores. ON TARGET | <ul style="list-style-type: none"> ▪ Complete ▪ Submit plan for “High-risk” advisors to AARRFA. ▪ N/A ▪ Proposals for LS Changes submitted to Academic Policy Committee. | AA-2 |
| 3. Enhance the learning environment outside the classroom. | <ul style="list-style-type: none"> ▪ Continue planning for development of college Learning Center. ON TARGET | <ul style="list-style-type: none"> ▪ Hire Director of Student Success; Academic Aid | AA-3 |

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|---|---|---|-------------|
| <p>4. Develop programs which fully serve community educational needs.</p> | <ul style="list-style-type: none"> ▪ Promotion of Fayetteville classes (BIOL 1111, 1112 offered) - ON TARGET. ▪ Investigation of Henry County – NOT PURSUED. ▪ Establish Southern Culture Performance and Arts Series – ONE TARGET. ▪ Complete preparations for ECE degree - ONE TARGET. (SACS, PSC, NCATE visits scheduled). ▪ Continue to promote BLA, BSN degrees - ONE TARGET. (Under review at System Office). ▪ Increase ASN enrolment by 50-100% - ONE TARGET. | <ul style="list-style-type: none"> ▪ Complete. | <p>AA-4</p> |
|---|---|---|-------------|

Student Affairs - Student Activities

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|--|---|------------------------------|
| <p>1. Continue to provide activities/programs related to responses from student surveys.</p> | <ul style="list-style-type: none"> ▪ Surveyed students in April of 2007 and programmed activities reflecting the results of the surveys. | <ul style="list-style-type: none"> ▪ Continue to provide activities/programs that are related to responses from student surveys. | <p>Activities-1,5</p> |
| <p>2. Continue to contact faculty to determine ways to enhance the partnership between academics and student activities.</p> | <ul style="list-style-type: none"> ▪ Contacted faculty about upcoming events that were educational and asked them to encourage participation from their students. | <ul style="list-style-type: none"> ▪ Continue to inform faculty of the upcoming events that are educationally based. ▪ Assess current methods of contacting faculty to see if they are effective. | <p>Activities-2,6</p> |
| <p>3. Communicate more with faculty and to personally invite their classes to the events pertaining to their subject matter.</p> | <ul style="list-style-type: none"> ▪ Contacted faculty about upcoming events that were educational and asked them to encourage participation from their students; such as WAMPS, Turkey Trot, etc.... | <ul style="list-style-type: none"> ▪ Continue to communicate with faculty and to personally invite their classes to the events pertaining to their subject matter. | <p>Activities-3,6</p> |

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| 4. Create open lines of communication with other departments on campus. | <ul style="list-style-type: none"> ▪ Distributed information from departments on campus to the students, via email, bulletin boards, message board as well as web page. | <ul style="list-style-type: none"> ▪ Continue to communicate with other departments effectively. | Activities-4,7 |
|---|--|---|----------------|

Student Affairs - Residence Life

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|--|--|------------------------------|
| 1. Stress importance of academic success throughout all residence life programs and activities. | <ul style="list-style-type: none"> ▪ Coordinated study halls in each residence hall (midterm, drop below 12 hours; fall total equals 103, spring total equals 113). ▪ Established academic study group areas (voluntary study group areas by majors, 2-4 participants/weekly). | <ul style="list-style-type: none"> ▪ Continue to stress importance of academic success throughout Residence Life programming / activities | RL-2 |
| 2. Develop and improve policies and procedures for Residence Life. | <ul style="list-style-type: none"> ▪ Published and distributed updates of policy/procedures via bulletin boards, web page, brochures, flyers. | <ul style="list-style-type: none"> ▪ Continue to evaluate and update as necessary. | RL-3 |
| 3. Support the academic community and retention activities. | <ul style="list-style-type: none"> ▪ Maintain open communications with academic departments for registration information. | <ul style="list-style-type: none"> ▪ Continue to support academic community. | RL-2 |
| 4. Solicit student input through surveys and meetings. | <ul style="list-style-type: none"> ▪ Organized residence hall meetings and teams to discuss and implement ideas (24 meetings per semester/building). | <ul style="list-style-type: none"> ▪ Continue to gather input from multiple sources (list of ideas/suggestions forwarded to appropriate departments). | RL-1 |

Student Affairs - Admissions

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|---|--|------------------------------|
| 1. Develop a Recruitment Plan that utilizes predictive modeling, scanning, imaging and indexing to increase staff productivity and enrollment. | <ul style="list-style-type: none"> ▪ Completed Recruitment Plan utilizing predictive modeling and staff changes to increase staff productivity and enrollment. | <ul style="list-style-type: none"> ▪ Admission goals and progress towards goals are distributed weekly. ▪ Utilize recruiters as territory managers to increase ownership of territory. ▪ Periodic meetings are held to assess progress and modify actions to increase enrollment or productivity. | Admissions-1 |
| 2. Increase new student population and overall enrollment by 4 percent. | <ul style="list-style-type: none"> ▪ New Admitted students totaled 1,462 Fall 2006 term; Admissions office set an ambitious goal of 16% increase to 1,700 for Fall 2007 term. | <ul style="list-style-type: none"> ▪ The Admissions office is ahead of last year's recruitment (finally accepted students) statistics by 27.9% at this time. | Admissions-1 |
| 3. Continue to diversify the campus and increase representation of African-American males. | <ul style="list-style-type: none"> ▪ The Admissions Office heavily targeted college fairs and high schools in predominantly African-American areas, including metro Atlanta, 100 Black Men fair, and Dream Jamboree. | <ul style="list-style-type: none"> ▪ The Admissions Office continues to factor diversity in its recruitment efforts. | Admissions-2 |
| 4. Recruit and staff Admissions department with a new Director, new Recruiter, and new Admission Specialist. | <ul style="list-style-type: none"> ▪ Admissions office is fully staffed with a Director, hired in August 2006, Admission Specialist, hired October 2006, and Admission Counselor, hired in November 2006. | <ul style="list-style-type: none"> ▪ The Admissions Office continues to offer support for these additions to staff to provide better customer service and productivity to reach enrollment goals. | |

Student Affairs - Financial Aid

| 2006-2007 Objective | Status | Follow-through | Related 2007 - 2008 Objective |
|---|--|---|-------------------------------|
| 1. Implement cross-training of Financial Aid employees. | <ul style="list-style-type: none"> ▪ 1st phase has been completed. | <ul style="list-style-type: none"> ▪ Will continue to cross-train new employees where practical. | FA-1, FA-2 |

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| 2. Continue to review deferment program. | <ul style="list-style-type: none"> ▪ Completed. | <ul style="list-style-type: none"> ▪ This has been replaced with the Short-term Assistance fund. | FA-1 |
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Student Affairs - Registrar

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|--|--|-------------------------------------|
| 1. Adopt Gordon College e-mail as the official method of correspondence / communication with enrolled students. | <ul style="list-style-type: none"> ▪ Proposal passed by AARRFA 8-30-06; approved by Faculty Senate 12-4-06. Effective date: Fall Semester 2007. | <ul style="list-style-type: none"> ▪ Use Gordon College e-mail to inform students of services, deadlines, etc. | Registrar- 2, 3 |
| 2. Prepare for electronic transfer of XML transcripts with USG institutions. | <ul style="list-style-type: none"> ▪ Attended training sessions 9-2006 and 3-2007. ▪ Completed implementation set-up. ▪ Project suspended by OIIT due to unresolved data transmission problems. | <ul style="list-style-type: none"> ▪ Wait for announcements from OIIT concerning problem resolution and next steps. | Registrar-3 |
| 3. Image all re-admitted student files. | <ul style="list-style-type: none"> ▪ Readmitted student files are scanned and indexed at the close of registration each semester. | <ul style="list-style-type: none"> ▪ Continue process for future terms. | Registrar-3 |
| 4. Image pre-computer records. | <ul style="list-style-type: none"> ▪ Submitted budget request for FY 2008 funding to outsource project. ▪ Interviewed two companies who provide this service. | <ul style="list-style-type: none"> ▪ Select company to image pre-computer records, pending approval of budget request. | Registrar-4 |
| 5. Implement Transfer Articulation. | <ul style="list-style-type: none"> ▪ Obtained assistance from OIIT and Macon State College. ▪ Continue to build USG institution catalogs and course equivalencies. | <ul style="list-style-type: none"> ▪ Complete USG institution catalogs and course equivalencies. ▪ Obtain assistance from Division Chairs as needed with course equivalencies. | Registrar-5 |

Student Affairs – Athletics/Recreation

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|--|---|------------------------------|
| 1. Develop new athletic and club sports teams. | <ul style="list-style-type: none"> ▪ Club Cross Country participated at intercollegiate level. ▪ Wrestling and Swimming Teams developed. | <ul style="list-style-type: none"> ▪ Continue to support new sports and identify interest for new club teams. | Athletics-1 |
| 2. Revamp Athletic Policy and Procedure Manual. | <ul style="list-style-type: none"> ▪ Completed. | <ul style="list-style-type: none"> ▪ Continue to add and revise. | Athletics-2 |
| 3. Staffing of Athletics and Recreation. | <ul style="list-style-type: none"> ▪ Hired replacement for Coordinator of Recreational Facilities. ▪ Added Assistant Baseball Coach. ▪ Increased training for student-workers. | <ul style="list-style-type: none"> ▪ Seek to increase staffing and further develop student-worker training program. | Athletics-3 |
| 4. Upgrade facilities. | <ul style="list-style-type: none"> ▪ Moved game room to Student Center to free space for programming in gym. | <ul style="list-style-type: none"> ▪ Continue to seek funds for facility upgrades. | Athletics-7 |
| 5. Develop Leadership Program for Athletes and Recreation Student Workers. | <ul style="list-style-type: none"> ▪ Athletic teams supported campus and community projects, student-athletes were encouraged to seek leadership positions, developing formal leadership program. | <ul style="list-style-type: none"> ▪ Continue to develop leadership program and seek leadership opportunities for both student-athletes and student-workers. | Athletics-6 |
| 6. Solicit student input through surveys. | <ul style="list-style-type: none"> ▪ Collected information on student interest for recreational activities and athletics. | <ul style="list-style-type: none"> ▪ Evaluate surveys and adjust programming to accommodate. | Athletics-4 |
| 7. Stress importance of academic success. | <ul style="list-style-type: none"> ▪ Coaches tracked academic progress of student-athletes and held study halls. | <ul style="list-style-type: none"> ▪ Continue to provide support to student-athletes and increase support to student-workers. | Athletics-5 |

Business Affairs – Comptroller

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|--|---|------------------------------|
| 1. Update and maintain the Business Procedures Manual. | | <ul style="list-style-type: none"> ▪ Annual Review will continue to be made and updates/modifications implemented as necessary. | BA-1 |
| 2. Update the budget model to address funding issues on campus. | <ul style="list-style-type: none"> ▪ Reviewed current documents and overall process to ensure efficiency. ▪ Modified some of the dates to provide for more analytical review. ▪ Opened budget hearings in order to have a more transparent process. ▪ Developed budget at a more detailed level to ensure more precise budgeting and accounting. | <ul style="list-style-type: none"> ▪ Conduct annual review of budget process to ensure that it is efficient, effective, and meets the overall strategic objectives of Gordon College. ▪ Assess outcomes realized by current changes and plan for future improvements. ▪ Work with BOR Budget office to ensure Gordon is in compliance with BOR requirements and that the college will have adequate resources for the transition to a state college. | BA-2 |

Business Affairs – Facilities

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|---|---|------------------------------|
| 1. Update housing plan to respond to current campus issues. | <ul style="list-style-type: none"> ▪ Construction for Phase II Housing began in May 2007 and is on schedule to be completed by May 31, 2008. | <ul style="list-style-type: none"> ▪ Marketing efforts underway to ensure 95% occupancy in Gordon Village for Fall 2008. ▪ Demolition of Watson Hall scheduled for Fall 2008. | Facilities-1 |

Business Affairs – Business Services

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|---|--|-------------------------------------|
| 1. Complete annual review of Business Affairs internal controls and procedures. | <ul style="list-style-type: none"> ▪ Annual review conducted and modifications made as necessary. Gordon continued to maintain the best rating in the USG for our audit. | <ul style="list-style-type: none"> ▪ Limit the number of cash handling locations and automate as many processes/procedures as possible to minimize impact on customers. | Business Services-1 |

Business Affairs – Human Resources

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|---|--|-------------------------------------|
| 1. Provide employees with educational and training opportunities that support both career advancement and development of job-related skills. | <ul style="list-style-type: none"> ▪ Because of the USG's efforts toward creating a Shared Services Center with responsibility for Payroll and HR functions, we have put on hold the creation of a staff position for training purposes. | <ul style="list-style-type: none"> ▪ We will continue to review the procedures to be maintained in Human Resources to determine the types of functions required of this department. | HR-1 |

Business Affairs – Public Safety

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|---|--|-------------------------------------|
| 1. Maintain a campus that provides for the security of faculty, staff, and students and the availability of the college facilities for community use. | <ul style="list-style-type: none"> ▪ Added additional security personnel, updated the Emergency Preparedness Manual with sections related to guns on campus, tested ENS (Emergency Notification Systems) equipment, and contracted with a consultant to update our drills and tests of the systems for the campus. | <ul style="list-style-type: none"> ▪ Will continue to add additional opportunities for the community through events such as the Southern Culture Series, scheduling of facilities by the Facilities Department. | Public Safety-1 |

Business Affairs – Computer Services

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|---|--|------------------------------|
| 1. Expand wireless access on campus for faculty, staff, and students. | <ul style="list-style-type: none"> ▪ <u>Following areas added in FY 2007:</u> ▪ Lobby areas of the Instruction Complex, Student Center (including the Atrium and second floor lounge area), Hightower Library, Smith Hall, Gordon Commons, Lambdin Hall, the Academic Building as well as several designated areas in and around the second floor of Russell Hall (ground level). | <ul style="list-style-type: none"> ▪ Future areas contemplated for these services include: Annex, conference rooms, classrooms, greenspace. ▪ Determine need from Faculty/Academic Affairs for classroom access. ▪ Perform cost benefit analysis for greenspace access. Expand access into conference rooms | Computer Services-1 |
| 2. Increase number of buildings with Gigabit bandwidth. | <ul style="list-style-type: none"> ▪ All current buildings currently have gigabit bandwidth except for the Alumni House which is being renovated and will add Gigabit bandwidth during this process. | | Computer Services-2 |
| 3. Keep the major business applications upgraded and current. | <ul style="list-style-type: none"> ▪ Upgrades completed in FY2008 include: AceWeb-Web interface for Community Education; Banner minor monthly updates; BossCars and Oracle upgrade; IRIMS_PS Incident Management; R25/S25 Minor upgrades; Gordon Web redesign. | <ul style="list-style-type: none"> ▪ PeopleSoft upgrade postponed until October 2008; MS Office 2007 end of Spring 2008. | Computer Services-3 |

Institutional Advancement - Marketing

| 2006-2007 Objective | Status | Follow-through | Related 2007 - 2008 Objective |
|--|--|---|-------------------------------|
| 1. Target various constituencies with planned marketing effort to increase both enrollment and giving. | <ul style="list-style-type: none"> ▪ Enrollment materials completed and in use. ▪ Broadcast messaging completed, web usability study completed. ▪ Cable casting of commercial in primary audience area; print ads coordinated with PROBE fairs. ▪ Display completed and installed in tunnel. ▪ Fundraising collateral printed and is being used by development officer. | <ul style="list-style-type: none"> ▪ A vendor has been secured to conduct a marketing audit to evaluate our effectiveness and advise us on future actions and messaging; will impact all objectives. | Mktg-1 |

Institutional Advancement - Alumni Relations

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|--|---|------------------------------|
| 1. Improve ease of communication with alumni. | <ul style="list-style-type: none"> ▪ Funds unavailable for purchase of Blackbaud NetCommunities. ▪ No implementation- no purchase. ▪ Currently not utilizing e-newsletters. | <ul style="list-style-type: none"> ▪ Email addresses are collected and entered in database: continued need for electronic newsletter capability. | AR-1 |
| 2. Expand current alumni efforts to include more than golden reunions. | <ul style="list-style-type: none"> ▪ Nursing reunion held in 2007. ▪ Fortieth year reunion. scheduled and decades reunions are part of April 2008 event. | <ul style="list-style-type: none"> ▪ Major thrust on alumni relations to take place in April 2008. | AR-2 |
| 3. Develop a cadre of volunteers to assist in the alumni effort. | <ul style="list-style-type: none"> ▪ Surveys completed; volunteer list compiled; class agent process ongoing. | <ul style="list-style-type: none"> ▪ Volunteer support needed for April 2008 thrust. | AR-2 |

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| <p>4. Involve alumni in a fundraising project specifically aimed at alumni.</p> | <ul style="list-style-type: none"> ▪ Class of 1956 has raised more than \$15,000 for alumni house furnishings. ▪ Focus of alumni "monument" on hold due to master planning effort. | <ul style="list-style-type: none"> ▪ Class of 1957 has raised more than \$11,000 for a scholarship; going forward each class will be encouraged to adopt a fundraising project; ▪ Need to determine an overall alumni focus for fundraising (i.e., military monument, columns, etc.). | <p>DEV-1, 2</p> |
|---|--|---|-----------------|

Institutional Advancement – Public Information

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|---|--|--|------------------------------|
| <p>1. Ensure Gordon College is recognized as a "state college" by constituents in service region.</p> | <ul style="list-style-type: none"> ▪ Position filled. ▪ Boiler plate and reference to "state college" is on press releases, new enrollment materials, etc. | <ul style="list-style-type: none"> ▪ Continued monitoring of communications, website undergoing a "search and destroy" of references to "two-year college." | <p>PI-1, 3, 4</p> |
| <p>2. Improve internal communications.</p> | <ul style="list-style-type: none"> ▪ Changes made to Highlander based on survey of faculty/staff. | <ul style="list-style-type: none"> ▪ Continue timely publication. | <p>PI-1</p> |
| <p>3. Increase exposure in area press.</p> | <ul style="list-style-type: none"> ▪ Clipping service reports are evaluated by public information office regularly. | <ul style="list-style-type: none"> ▪ Continued evaluation. | <p>PI-3</p> |
| <p>4. Increase communication with targeted constituents.</p> | <ul style="list-style-type: none"> ▪ News is being provided to BOR. ▪ Clipping packets are mailed quarterly to legislators, administration, et al. | <ul style="list-style-type: none"> ▪ Continued distribution of news about Gordon. | <p>PI-3</p> |
| <p>5. Ensure equity on coverage of faculty and staff news.</p> | <ul style="list-style-type: none"> ▪ Public Information officer seeks input from campus departments and divisions. | <ul style="list-style-type: none"> ▪ Continued encouragement for better reporting of news to public information officer. | <p>PI-1</p> |
| <p>6. Improve ease of news release.</p> | <ul style="list-style-type: none"> ▪ Ongoing. | | <p>PI-3</p> |

Institutional Advancement - Development

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|---|---|------------------------------|
| 1. Strengthen annual giving. | <ul style="list-style-type: none"> ▪ Increased number of campus donors by 67% and increased off campus donors by 40%. Overall giving increased by 40%. ▪ Annual giving on campus increased to a total participation rate of 75%. ▪ Overall donations from employees of Gordon College for all purposes totaled \$30,073.00 between 2006-2007 which includes gifts to scholarships established by Gordon employees and their families. ▪ Parent campaign has not been started. | <ul style="list-style-type: none"> ▪ Continue to improve annual giving efforts. | DEV- 2, 3, 4 |
| 2. Establish a Planned Giving Program. | <ul style="list-style-type: none"> ▪ Planned giving advisory committee was formed and has met multiple times. | <ul style="list-style-type: none"> ▪ Continue meeting and seeking input. ▪ Created a Planned Giving Program. | |
| 3. Develop a stewardship plan for donors. | <ul style="list-style-type: none"> ▪ Donor stewardship plans are in place in development office. | <ul style="list-style-type: none"> ▪ Continue and evaluate. | DEV-1, 2 |
| 4. Promote a climate of giving among current students. | <ul style="list-style-type: none"> ▪ Development officer has met with student activities director; plans underway for student effort. ▪ Senior Gift plans underway. | <ul style="list-style-type: none"> ▪ Follow-through. | DEV-4 |
| 5. Improve the scholarship award process. | <ul style="list-style-type: none"> ▪ Scholarship process has been moved to an electronic system. ▪ All donors have been contacted about changes in award amounts and IRS guidelines. ▪ Preparation of annual reports is underway. ▪ Faculty committees utilized for multiple awards, but not for all scholarships. ▪ Scholarship brochure in progress. | <ul style="list-style-type: none"> ▪ Continue to improve the scholarship award process and communicate new processes to all involved. ▪ Continue to seek faculty involvement in award process so that all awards are done by committees. ▪ Provide brochures for recruiters. | PI-1 |

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| 6. Develop new corporate and foundation support. | <ul style="list-style-type: none"> ▪ Donations solicited from new corporations. | <ul style="list-style-type: none"> ▪ Continue to seek corporate and foundation support. | DEV-3 |
|--|--|--|-------|

Institutional Advancement - Community Education (CE)

| 2006-2007 Objective | Status | Follow-through | Related 2007 - 2008 Objective |
|---|--|---|--------------------------------------|
| 1. Improve facility scheduling procedure. | <ul style="list-style-type: none"> ▪ R25 has not gone "live", but is totally functioning and close to launch. ▪ Considering allocating duties of internal scheduling to department outside CE in order to manage workload. | <ul style="list-style-type: none"> ▪ Continue to successful launch of R25 and determination of reducing CE workload for facilities scheduling. | CE-1 |
| 2. Develop fee schedule for use of facilities to cover costs. | <ul style="list-style-type: none"> ▪ Price structure developed, approved by cabinet, and implemented. | <ul style="list-style-type: none"> ▪ Ongoing evaluation. ▪ Created fee schedule. | |
| 3. Improve use of Student Manager Software for reporting. | <ul style="list-style-type: none"> ▪ Coordinator has been unable to visit another campus. ▪ Additional modules purchased, but not implemented while waiting on server expansion. | <ul style="list-style-type: none"> ▪ Monitor expansion of server capabilities to implement online CE registration: Gordon one of only a few units without this capability. | CE-2 |
| 4. Increase Economic Development opportunities. | <ul style="list-style-type: none"> ▪ Multiple businesswomen's luncheons have been held and were well attended. ▪ The campus has been used by area businesses for training. | <ul style="list-style-type: none"> ▪ Continue to seek ways to support the business and industrial community. | CE-2 |

Institutional Advancement - Institutional Research

| 2006-2007 Objective | Status | Follow-through | Related 2007- 2008 Objective |
|--|---|--|-------------------------------------|
| 1. Implement reaffirmation plan for SACS. | <ul style="list-style-type: none"> ▪ Completed Annual Planning Reference documentation. | <ul style="list-style-type: none"> ▪ Assist with SACS visit. | IR-1 |
| 2. Serve as resource in development of baccalaureate programs. | <ul style="list-style-type: none"> ▪ Provided research for BLA and BSN programs. ▪ Provided data to President for possible future baccalaureate programs. | <ul style="list-style-type: none"> ▪ Provide data for BSN program. | IR-2 |
| 3. Serve as a resource in development of new ECE Program. | <ul style="list-style-type: none"> ▪ Assisted with the development of ECE program. | <ul style="list-style-type: none"> ▪ Continue to assist ECE department with data. | IR-3 |

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| 4. Assist in Gordon College Strategic Planning for five-year cycle. | <ul style="list-style-type: none"> ▪ Completed Annual Planning Reference documentation. | <ul style="list-style-type: none"> ▪ Support the Strategic Planning process. | IR-4 |
| 5. Serve as resource to Faculty Senate committees. | <ul style="list-style-type: none"> ▪ Assisted in Assessment and Planning Committees review of programs. Continue to serve on other committees as assigned. | <ul style="list-style-type: none"> ▪ Institutional Research will support assigned committees. | IR-5 |
| 6. Complete requests in Gordon College's Annual Retention and Graduation Rates Improvement Plan. | <ul style="list-style-type: none"> ▪ Completed Annual Retention and Graduation Rates. | <ul style="list-style-type: none"> ▪ Perform analyses on retention and graduation data. | IR-6 |