



Goal	Objective	Status	Evidence of Improvement
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Admissions

Increase enrollment.	Increase yield of applicant to complete.	In Progress	Completed applications increased by 10% but yield fell by 1%.
To decrease processing time for student applications.	Decrease time between when a file is completed and a final admissions decision is made.	In Progress	IT short staffed so we are holding on this.
	Cross-training for Xap to download electronic applications	In Progress	Third processor is being trained.
To increase the academic profile of Gordon State College Students	Increase ACCEL student enrollment by 5%	In Progress	Enrollment increased from 103 to 133 an increase of 29%.
	Increase average SATV and SATM score for Gordon State College Students by 3 points each.	In Progress	SATM -7 and SATV -5 among admitted. Students although approximately 100 more students took the test.

Alumni Relations

Expand alumni efforts to include more reunions and meetings on campus with our post-72 alumni.	Plan and create more alumni programs/ reunions to engage our post-72 alumni and get them back on campus.	In Progress	Family Day was held, but no other new affinity group events for post-72 alumni were held. This continues to be a challenge.
Expand alumni engagement through community service.	Create an Alumni Association lead program that will foster the relationship to volunteerism at an alumni level.	Not Started	This goal was one that other colleges had success with among their alumni, but our advisory board did not follow through or express interest in participating in community service as an alumni group. They felt they had many other outlets for community service beyond the alumni association and did not have an interest in making this part of the alumni experience. We will abandon this goal for the immediate future, but may revisit it again at a later date.



Goal	Objective	Status	Evidence of Improvement
<i>Alumni Relations</i>			
Improve alumni communication and share campus news.	Create a biyearly newsletter to alumni to increase visibility and communication.	In Progress	The email append service was completed and was used for the first time in June 2015. This is a goal we intend to pursue on a limited basis. We have not yet determined where the responsibility for this effort will rest.
<i>Associate VP Academic Affairs</i>			
Improve retention, progression, and completion for adult learners by better meeting their unique needs.	"The college will fund the work needed to coordinate our Adult Learner program and the related expenses. "	Complete	The budget was created for the 2015-2016 fiscal year. Money has been budgeted for operating expenses, which includes copying and printing costs for student literature, surveys, and forms. Money has also been set aside for professional development of staff so that they are better prepared to meet the needs of adult learners.



Goal	Objective	Status	Evidence of Improvement
<i>Associate VP Academic Affairs</i>			
Increase retention and completion through adequate orientation to college culture and expectations.	Redesign GFYE 0097 in terms of content, delivery, and policies so that it effectively serves all entering first year students.	In Progress	Faculty and staff worked on redesign over a period of several months, with the intent that the course would be required and effective for all entering first-year students. Dr. Richard Baskin, Associate Vice President of Academic Affairs, presented a proposal to the Academic Policy Committee on February, 25, 2014, to revise GFYE 0098. The purpose of the proposal was to change the course number from 0097 to 1000, a first step in facilitating the requirement that all students would take the course. [Documentation: Form to Alter an Existing Course and Placement of Credit memo.] Upon discussion by the APC, the proposal was tabled until a faculty work group could resolve a number of issues. However, a couple of developments have caused us to put the project on hold. One is that inability to reach a consensus on some key aspects of the course redesign. Another is that the college has started the process of developing the next QEP, and we are not sure how that might affect GFYE 0097. GFYE is no longer under the AVPAA, and new leadership will take on the challenges mentioned above.
Provide greater access to post-secondary education by developing our presence in Henry County.	Ensure sufficient, quality curriculum for Associate degrees in General Studies and Business.	Complete	As of academic year 2014-2015, students are able to earn their associate degrees in General Studies and Business at the McDonough site. One course, GFYE 0097, is a one-credit hour class offered online. [Documentation: Fall Semester 2014 Classes and Spring Semester 2015 Classes]Our full-time to part-time faculty ratio improved from 47% in fall 2014 to 65% in spring 2015. For the 2014 academic year, the average was 58.3%. [Documentation: FT-PT Ratio AY 2014]



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Associate VP Academic Affairs

Provide greater access to post-secondary education by developing our presence in Henry County.

Provide sufficient, quality student support.

Complete

In 2014-2015, each of the following planned action items was completed:1. Develop a web presence that will facilitate access to services: Admissions, Financial Aid, Registration, Business Office, Tutoring, Library Resources, and Counseling and Accessibility Services, as well as access to staff on site. [Documentation: <http://www.gordonstate.edu/henryco/home>.] 2. Establish greater personnel on-site presence through Dr. Calhoun's schedule and by hiring a 30-hours Program Assistant. [Documentation: GSC Faculty Office Hours at the McDonough Site, PAF for Program Administrator of GSC at McDonough, Staff Contact Hours, Desire2Learn Training]3. Provide tutoring services, primarily in writing and math. [Documentation: Tutoring Services flyer]The college has also further developed support of students in computer access, study space, faculty conferencing hours, counseling services, and library services.

Attract new students, especially from north of McDonough.

Complete

The following action items were accomplished in 2014:1. Increase marketing through media. A schedule for billboard, radio, and newspaper marketing was planned and executed.2. Communicate well with high school students through visits and literature. A recruiting schedule was developed and followed, and recruiting literature was produced and disseminated.3. Communicate well with current students taking classes in Henry County. A communication schedule was developed and followed. Email and face-to-face communication were the primary channels employed. [Documentation can be gathered for item 3.]

Athletics



Goal	Objective	Status	Evidence of Improvement
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Athletics

Engage Alumni with the Gordon State College Athletic Department.	Initiate a GSC Athletic Alumni Hall of Fame.	In Progress	This will take 1 to 2 years to accomplish. Currently making contacts with alumni athletes.
	Increase participation in current alumni events.	In Progress	Alumni for womens soccer and cross-country participated. This is still a work in progress.
Enhance academic achievement through increased individual engagement and computerized reporting.	Increase tutoring sessions among all student-athletes.	Complete	More tutoring sessions will be required based on student grades at mid-term.
	Produce a computerized progress report for all student-athletes.	Complete	The new AD will work on a new format for progress reports to faculty.
	Institute incentive program to award achievement and penalize deficits.	Complete	This program will be reviewed in the fall. The use of contracts was very beneficial.
Increase fundraising activities to help supplement budget.	Develop list of activities/programs designed to provide exposure throughout the academic year.	In Progress	The new AD will continue to raise funds to supplement the budget.
	Expand outreach for the Highlander Athletic Club.	In Progress	Outreach must continue into next year to achieve the goal.

Biology

Development of new concentration(s) to benefit the region and state.	Develop a wastewater treatment and water management concentration for baccalaureate major in biology.	Not Started	This was not funded.
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Biology

Development of new concentration(s) to benefit the region and state.	Engage community/business partnerships in wastewater treatment and water management for the establishment of a mutually beneficial internship program	Not Started	Determined there was not enough student interest in the community for this project.
Increase number of students graduating with a baccalaureate degree in biology.	Determine barriers to graduation.	In Progress	Students were surveyed
	Address two barriers to completion.	Complete	Revise the competency objectives for lower level courses.
Increase number of students with access to a baccalaureate degree in biology	Increase the number of students declaring a major in Biology	Complete	There was a small increase in students exceeding 2%
	Increase number of students progressing from associate to baccalaureate program	Complete	There was a small increase in students exceeding 2%

Bookstore

Increase Brand Awareness of Bookstore	Create a bookstore brand through the naming of the store.	In Progress	1.Naming, which was pushed to Fall 2015 as part of a Marketing class project and vote in Spring 2016. This should be complete on the next plan.
	Participate in National Student Day - (10/9/2014)	Complete	National Student Day is an annual day which will be participated in every year. For this fiscal year, the objective was completed.
Increase Market Share of Textbooks bought at buyback	Increase # of used books bought at buyback.	Complete	The target was between 0.65 and 1.0. The Fall and Spring buybacks combined for 0.92 books bought per student.



Goal	Objective	Status	Evidence of Improvement
Bookstore			
Increase Market Share of Textbooks Sold	Increase # of books sold per student	In Progress	The target was between 2.5 and 3.0. The updated Fall and Spring combined rate is 2.12 books sold per student. We did not meet our goal this year; however, this goal will continue into the next fiscal year.
Business & Public Service			
Expand Business and Public Service programs/degree offerings.	Pursue BS degree in Management/Administration	Complete	Approved by BOR august 2014 for implementation in Fall 2015.
	Develop a Criminal Justice track within Human Services baccalaureate	In Progress	Dialogue is in progress with Southern Crescent Technical College in anticipation of one or more MOUs for the purpose of attracting additional students to make track viable.
	Develop specialized Emergency Management track within Human Services baccalaureate.	In Progress	Efforts are being made to identify course work and work experiences that emergency management personnel may have that qualify for prior learning assessment credit in order to attract personnel to the program.
Increase opportunities for Adult Learners through expanded course delivery options.	Develop Prior Learning Assessment (PLA) for select courses	In Progress	A coordinator has been selected to quicken the development of the PLA assessment process.
	Develop more Hybrid class offerings	In Progress	A review will be made to determine if more effort needs to be made in this area.
	Develop specialized Emergency Management track within Human Services baccalaureate.	In Progress	Efforts are being made to identify course work and work experiences that emergency management personnel may have that qualify for prior learning assessment credit in order to attract personnel to the program.



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Business & Public Service

Increase the number of Business and Public Service graduates in associate and baccalaureate programs.	Identify barriers to graduation which students may encounter	In Progress	Efforts are being made to identify course work and work experiences that emergency management personnel may have that qualify for prior learning assessment credit in order to attract personnel to the program.
	Address 2 barriers to graduation which student may experience	Not Started	This goal was moved up to the School of Arts & Sciences level for the next year.
	Develop instrument to measure excellence across all programs and Area F's	In Progress	Goal became incorporated into Assessment Committee and Gen Ed Task Force; all Department Heads are meeting regularly to plan assessment activities.
	Identify and nurture first cohort of Human Services baccalaureate students	Complete	Graduated 1 in May 2014 and 3 in December 2014; 13 graduates are anticipate in May 2015. All have been placed in successful internships. Human Services Club has been very active. Service Learning (e.g. Selma) has created bonding between students and faculty. Etc.
Promote community engagement in all Business and Public Service disciplines.	Develop internships for Human Service majors.	Complete	Sufficient numbers of sites have been develop to meet current demand.
	Continue to expand activities of Human Services Club and Rotaract Club	In Progress	A new faculty advisor was selected to work with the Rotaract Club and meetings were resumed.
	Investigate Service Learning	Complete	A new faculty advisor was selected to work with the Rotaract Club and meetings were resumed.
	Develop specialized Emergency Managment track within Human Services baccalaureate.	In Progress	Efforts are being made to identify course work and work experiences that emergency management personnel may have that qualify for prior learning assessment credit in order to attract personnel to the program.

Business Office



Goal	Objective	Status	Evidence of Improvement
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Business Office

Enhance the receipt of payments options for organizations, departments, and activities.	Implement Touchnet's uStore (online store) for use by various organizations, departments and activities across campus.	Complete	Stores are now active. Online forms have been established for requesting store setup and product creation. Options for payment have increased.
	Implement new online payment gateway for Community Education through Touchnet's Upay. Provide Online payments for Community Education to provide PCI compliance and eventually establish Paypath convenience fee to reduce merchant fees	Complete	
Provide payment plan option for all Gordon State College students.	Implement and effectively communicate a third party payment plan that ultimately reduces number of students dropped for non-payment and reduces number of students sent to collections.	Complete	Gordon State is utilizing the services of Nelnet Loan Servicing for student payment plans. 194 plans for Spring 2015.
Streamline purchasing card transactions	Automate p-card transaction reporting and interface with People Soft accounting.	Complete	This has greatly increased efficiency and time spent by th Business Office manually entering information.

Center for Excellence in Teaching and Learning

Develop an actively used resource to enhance teaching excellence.	Develop website as a source of information on teaching and learning	Complete	Website created. [Documentation: www.gordonstate.edu/cetl/home .]
	Develop protocols for small group instructional diagnosis (SGID)	Complete	SGID protocols were developed and made available to the faculty.



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Center for Excellence in Teaching and Learning

Develop an actively used resource to enhance teaching excellence.	Encourage research in SOTL	In Progress	A SOTL workshop was held early in the year to discuss human subjects protocols. This is an ongoing effort.
Foster campus-wide discussion of teaching excellence.	Promote faculty involvement in teaching circles.	Complete	The iPad Teaching Circle contributed to the Technology Fair at Teaching Matters
	Establish an active open classroom program.	Not Started	Will be considered by the new CETL coordinator.
Increase the value of the Teaching Matters conference both campus-wide and statewide.	Increase participation of Gordon State College faculty in Teaching Matters Conference	In Progress	Made progress on this goal during the academic year. The percentage attendees from Gordon State College faculty increased from spring 2014 (36%) to spring 2015 (46.9%). The increase was approximately 30%.
	Increase the stature of the Teaching Matters Conference statewide.	In Progress	The number of attendees from the state of Georgia decreased from 60 in 2014 to 53 in 2015. However, the number of presenters from other states or countries increased from 3 to 7.

Community Education

Enhance Summer Camp Programs	Create a volunteer program for summer camps	Complete	Three volunteers assisted with summer camps in 2015.
	Seek outside partnerships for STEM Camp	In Progress	Remains in conversational stage.
To enhance the Community Education webpages	To keep the information on the web updated, active and fresh.	In Progress	The webpage is an ongoing entity
	To use the webpage as a marketing tool more than just for informational purposes.	In Progress	The student database has received the updated version and will soon have a new look for the online registration.



Goal	Objective	Status	Evidence of Improvement
Community Education			
To further the connection with the community	To build stronger partnerships with community agencies	In Progress	Have a better understanding of economic needs.
	To increase activity with the Chamber of Commerce	In Progress	Activity with local agencies has declined due to lack of personnel.
	Reach out to primary-12 schools	Complete	Participated in primary schools/ Village Reader Program.
	Literacy Development	Complete	Developed basic computer tutoring program for senior citizens. Participants increased skills, made part of regular schedule and expanded to all ages.
Computer Services			
Convert the current website and any future design changes to be in ExpressionEngine (GSC's content management system).	All content on the web is managed by the webpage owners.	Complete	A decentralized approach to managing the content of GSC's website will produce more accurate, relevant and timely information to the end user.
Expand the use of mobile devices and increase mobile application.	For Gordon State College to become a "Mobile Campus".	Complete	Faculty/Staff/Student/Guest can use technology anywhere and not be tied to a physical location.
Increase the technology at satellite campuses.	Improve services and connectivity to the Henry County Academy for Advanced Studies.	Complete	Faculty/Staff/Students in Henry County feel "Connected" to and more a part of the main campus via the network
Controller			
Automate Fixed Asset Reconciliation Process	To decrease the overall time involved in the fixed asset reconciliation process	Complete	Reconciliations are performed monthly and are approved by the Controller.



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Controller

Develop Contracts and Grants accounting policy and procedures to be followed by Gordon State College	Produce contract and grant accounting polices and procedures	In Progress	75% complete. Goal should be met in FY16.
	Create system to monitor and maintain system effectiveness	In Progress	Process planning and implementation has begun but needs to be fine tuned.
Develop tax compliance policies for recently cited and prevelant collegiate tax issues	Institute procedures to annually verify that all information returns contain as accurate tax identification numbers as reasonably possible	Complete	The information returns objective was fully met.
	Institute procedures to track non-resident alien enrollment and corresponding tax consequences	In Progress	75% complete. Goal should be met in FY16.

Counseling

Communicate to high school students the Board of Regents standards for accommodations at the secondary level.	Facilitate students being approved for academic accommodations in a timely manner.		
Enhance information provided to faculty and staff regarding Emotionally Distressed Students.	Increase knowledge of faculty and staff on how to identify Emotionally Distressed Students and how to refer them to Counseling and the Behavioral Intervention Team.		
Enhance the ADA information provided to faculty & staff.	Increase faculty & staff knowledge of ADA requirements for students approved for academic accommodations.		



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Distance Education

Ensure 504 Compliance in Online and Hybrid Courses.	Develop a plan to caption videos used in online/hybrid courses (where captioning is not yet available).	Complete	GSC is still at the stage of getting access to AMAC to upload the captioning. AMAC is the company that has already been contracted for accessibility services. Accessibility services already have an account so Distance Education should tag onto that for captioning. Distance Education will request it from the Accessibility services account, but they don't have access. The captioning bill will tag onto Accessibility services' bill. Given the circumstances, the captioning should be conducted by Accessibility services since they have more access than Distance Education does.
Expanding to offer wider access to GSC programs (both Associate and Baccalaureate).	Through training sessions, increase numbers of faculty qualified to teach online/hybrid courses.	Complete	GSC has offered 5 cohorts of the Learning to Teach Online. To date, a total of 77 full-time, part-time, and staff have completed the requirements of the program in order to become certified to teach online/hybrid courses at GSC. Cohort 6 will begin in September 2015 with the anticipated enrollment of 12 faculty.
Increasing retention and progression toward graduation.	Maintain quality control in online/hybrid courses.	In Progress	A total of 3 online courses was evaluated in the 2014/2015 academic year. Two of the three evaluated courses complied with GSC policies for online courses. Revisions were required in the third course, which was reviewed a second time and found to have complied with GSC policies for online courses. A similar number of online courses will be evaluated in the 2015/2016 academic year.

Education



Goal	Objective	Status	Evidence of Improvement
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Education

Continue to strengthen our relationship with our regional area educational partners using faculty expertise	Establish closer relationships with area K-12 Schools. This will improve admission, retention, and graduation of area students	In Progress	<ol style="list-style-type: none"> 1. Implement edTPA fully and work with the Gordon State Faculty. Local School Districts. 2. Work with Local School Districts on legislation and changes to teacher 3. Continue to seek grants for local teachers and Gordon Faculty 4. MSP grant
	Improve relationship with Georgia's Technical College System. Southern Crescent. Dr. Mahan will work with Members of Southern Crescent on a number of initiatives	In Progress	This objective has not been met.
	Work with other area education providers. (Pre-Kindergarten, Private Schools, After School programs.) to foster better (increased) working relationships.	In Progress	<ol style="list-style-type: none"> 1. St. George's Private School 2. We have consistent HR at Putnam, Jasper, Merriwether.
Grow and provide additional opportunities in Physical Education and Health Sciences	Create a top-notch physical education and health sciences program which will lead to admission and retention of additional student with interest in this area of programming.	In Progress	Identify specific area of PE and Health to concentrate on. Looking at adding to PE courses by using more technology.
	Provide a number of opportunities for students to learn about recreational activity. Look for increased number of students to focus on recreation as a major focus	In Progress	Always look for classes the students want. Will use pool more if it becomes an Academic Building. Will also use Memorial Hall when it becomes available.



Goal	Objective	Status	Evidence of Improvement
Education			
Grow and provide additional opportunities in Physical Education and Health Sciences	Prepare to grow a Baccalaureate program in Physical Education and Health Science. There were 48 students interested in a major in PE and Health. 40 indicated they would stay at Gordon for this program. Admission and retention assistance.	In Progress	Submitted a request to the Provost to consider a PE & Health major with option in Public Health for a BS degree.
To Complete the accreditation requirements for all Secondary Programs at Gordon State College. The accreditation is required by GA.	Receive NCATE accreditation for all secondary education programs in: Biology, English, History, and Mathematics	In Progress	<ol style="list-style-type: none"> 1. After receiving the off-site report we will need to respond to all questions prior to on-site visit. 2. Continue to gather assessment data for all programs. 3. Prepare for on-site visit during Nov 22-25, 2015.
To continue to provide high quality Teacher Ed. candidates grounded in pedagogy and content knowledge to the surrounding 20 counties of GA.	Work with Partnerships in all area counties to establish needs of the school systems in relation to future teacher needs as envisioned by our local partners in education. This is future economic development of education	In Progress	Work with all area superintendents to keep in touch with needs.
	Help faculty stay on the cutting edge of technology and the impact on pedagogy for the classroom	In Progress	Provide opportunities in learning about using technology in the classroom.
	Maintain the entrance requirements into teacher education in order to have top quality candidates for all teacher education programs. This is a strong signal and helps in retention of strong candidates in the field.	In Progress	Entrance requirements are posted.



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Education

To continue to provide high quality Teacher Ed. candidates grounded in pedagogy and content knowledge to the surrounding 20 counties of GA.	Work to reach out to content area majors about opportunities for teaching in middle and high schools (6-12) in content areas. Improve numbers of secondary educationteaching majors by 15%.	In Progress	We need to continue to try to gain more education majors. Numbers are down across the state.
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Facilities

Maintain clean facilities.	Develop a plan to standardize when and how certain cleaning tasks are performed in order to reach the Association of Physical Plant Adminstrators' (APPA) appearance level 2 for all buildings.	Complete	All information is shared with staff and will improve productivity and accountability.
Provide a safe environment for our campus community.	Label/inventory chemicals used on campus.	Complete	The chemicals are managed by the Science Department. Recourses were not received.
Seek, prioritize and allocate capital resources to meet the stratigic priorities of Gordon State College.	Undertake full review and update of GSC master plan. (Note: Current master plan was delivered in December 2007 and was updated in February 2011. This update focused mainly on parking and vehicular travel within the campus footprint.)	In Progress	Master Plan will be finalized and sent to the BOR for approval by fall 2015.

Financial Aid

Modify the Financial Literacy Program	Increase the number of students receiving information regarding financial literacy.	Complete	Financial Aid presents this information to all students at New Student Orientation.
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Goal	Objective	Status	Evidence of Improvement
Financial Aid			
Modify the Financial Literacy Program	Present programs to loan recipients in GFYE courses as well as resident students.	Complete	It is now common procedure for all GFYE courses as well as all resident students to receive this information.
Reduce Three Year Loan Default Cohort Rate by Two to Three Percent	Implement more robust entrance counseling requirements.	Not Started	Goal has been closed because we are no longer providing this service locally. All awardees must use student.gov for entrance counseling.
	Develop targeted email campaign targeted to student loan recipients	Not Started	Goal has been closed because we are no longer providing this service locally. All awardees must use student.gov for entrance counseling.
Revise current financial aid Satisfactory Academic Progress Policy	Revise the SAP policy in regards to the Academic Plan concept.	Complete	SAP has been revised and the Academic Plan has been removed. The policy has been approved by the President's Cabinet.
	Revise the SAP policy in regards to the way transfer credit is applied	Complete	All transfer credits accepted by GSC apply to the SAP calculation. This information is reflected in the new policy.
Fine & Performing Arts			
Create a meaningful set of program assessments for Fine & Performing Arts	Improved progression through Area F course requirements towards graduation or transfer	In Progress	General Education assessments for AA/AS degrees proposed and accepted. Additional, department specific assessment practices under discussion.
	Provide foundation for success after A.A. graduation or transfer.	In Progress	General Education assessments for AA/AS degrees proposed and accepted. Additional, department specific assessment practices under discussion.
Expand promotion of Fine & Performing Arts programs into broader community for recruitment	Establish an off-campus presence for Fine and Performing Arts	Not Started	Funding unavailable.



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Fine & Performing Arts

Expand promotion of Fine & Performing Arts programs into broader community for recruitment	Identify opportunities for Fine & Performing Arts students/faculty to present work beyond the confines of the Fine Arts Auditorium (on- or off-campus) to better engage community	In Progress	Community participation in annual Student/Faculty Art Exhibit was significantly higher than in previous years: five individual student artworks were sold.
	Increase awareness of GSC Fine & Performing Arts programs among potential students in the middle GA region	In Progress	Student and parent interest at NSO events was steady at display tables.
Increase campus and community attendance at fine & performing arts events	Encourage more students to attend plays, performances, and exhibitions on campus	In Progress	Student Theatre Club collected five pages of signatures from interested students during Student Activities Fair in August 2015
	Encourage more community members to attend plays, performances, and exhibitions on campus	In Progress	50+ students and community members participated in first "Dinner and a Show" event in fall 2014. Have scheduled four such events for academic year 2015-16.

History & Political Science

Enhance Program Progression & Graduation	History majors will be better prepared to undertake upper-division class work	In Progress	Created new course for historical writing (HIST 2000). Will evaluate in fall 2015.
Enhance Program Recruiting	Ensure a steady flow of majors into the history baccalaureate program.	Complete	This will ensure a steady flow of new students to ensure sustainability of the program.
	Market program both the history AA track and BA history program the on web.	Complete	There was an increase in enquiries of major and minors in History.
	Implement FDR History Scholarship program	Complete	The first scholarship recipient will attend Fall 2015.



Goal	Objective	Status	Evidence of Improvement
History & Political Science			
Enhance Program Recruiting	Create a greater awareness of the GSC history program as well as the insitution in general.	Complete	Made people aware of the GSC History program and the ultimate result of the course was film that was presented at the Griffin Auditorium with more than 600 in attendance.
Enhance Program Retention	Establish a Phi Alpha Theta (History Honors Society) Chapter at GSC.	Complete	Students have become great ambassadors to other students and are a core of students who help other students stay in the History program.
	Continue creating a "4-year culture" in campus life	Complete	Well attended events drawing faculty, students and community to GSC to help create a 4 year climate.
	Continue creating a "4 year culture" in academics	Complete	Continuing the symposium series that culterates students to better prepare them for post-graduate careers.
	Provide more online history and political science course offerings.	Complete	Provides alternatives for students who need online course offerings.
Human Resources			
Ensure that Human Recources' policies and procedures are current and comply with BOR policies as well as federal and state laws.	Update all policies and procedures related to Human Resources.	Complete	Current policies and procedures have been updated and HR continues to develop new ones. All comply with BOR policies as well as Federal and State law.
Promote diversity and inclusiveness on campus from a Human Resources perspective.	Develop a diversity plan that addresses the need to recruit, hire and retain a more diverse faculty and staff.	Not Started	Moved to FY16
	Provide more training opportunities around the subject of diversity and inclusiveness.	Not Started	Moved to FY16



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Human Resources

Promote wellness on campus. Support the BOR wellness initiatives through the establishment of campus specific programs and activities	Support the Board of Regents wellness initiative through the establishment of campus specific programs and activities that foster the value of healthy living.	In Progress	This is an ongoing initiative. The BOR is continuing its efforts to develop and implement a system-wide wellness program.
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Humanities

Improve student success in Area A core courses	1. Develop a closer association with Student Success Center tutors	In Progress	Have not scheduled any additional training events or information exchanges.
	2. Restore the English 1101 pass rate to 60% or above	Complete	Fall 2014 ENGL 1101 ABC rate: 68.1%; Spring 2015 ABC rate: 61.0%
Improve student success in the English Bachelors Program	1. Develop upper-level online or hybrid courses	Complete	10 students took and completed online BA summer course option in summer 2015 whereas summer 2014 BA course option was cancelled due to low enrollment
	2. Provide additional support to English majors in foreign language courses	In Progress	100% SPAN 2002 pass rate for BA English majors in spring 2015; 11 English majors enrolled in half-semester hybrid 1001-1002 foreign language sequence in fall 2015.
Provide Humanities Faculty with support and professional development opportunities	1. Improve the collaborative nature of the Humanities Department	In Progress	Fall 2015 enrollment in BA-level English and Communication courses is at all-time high: 128 seats filled.
	2. Increase coordination with adjunct faculty	In Progress	9 adjuncts participated in beginning of semester Q&A meetings.

Institutional Advancement



Goal	Objective	Status	Evidence of Improvement
<i>Institutional Advancement</i>			
Increase outreach to potential donors in Gordon State College service area. (Counties of Butts, Pike, Lamar, Spalding Henry, Fayette, and Upson)	Increase number of calls on local donors.		The number of calls decreased rather than increased due to staffing changes within the advancement office. The development officer was called upon to implement plans that were already in motion that had to be fulfilled. This remains a goal.
Establish an annual event to raise scholarship funds.	Plan and Implement an annual fund raising event.		Held two consecutive years and raised more than \$50,000. This will be an annual event moving forward.
Identify a fund raising project that resonates with alumni.	Establish a fund raising project that serves a need on campus.	Not Started	With the reduction in staff this goal has not been started.
Increase annual Campus (Faculty/Staff) Giving	Increase unrestricted giving within Faculty/Staff giving campaign		With the reduction in staff this goal has not been started.
Reach new donors through the use of technology.	Increase contacts through the use of available technology	In Progress	We have not had much success in contact through technology. This is ongoing.
<i>Institutional Research</i>			
Assist with Assessment & Accreditation activities involving external entities	Archive of SACS Documentation	Complete	Documents are available for reference on GSC N:drive.
	Implement & Facilitate use of Strategic Planning Online (SPOL)	In Progress	Organized, documented and reported faculty credentials and qualifications
	Contribute to qualitative & quantitative information for assessment and accreditation	In Progress	Entering information into Performance Cloud to create assessment reports.



Goal	Objective	Status	Evidence of Improvement
<i>Institutional Research</i>			
Assist with Assessment & Accreditation activities involving external entities	Other accreditation related accreditation activities such as assembling packets, mailings, scheduling meetings between SACS and campus representatives	In Progress	This process will continue into FY16.
Consistent usage of Data Elements across the institution and university system office	Create an Element Definition	In Progress	IE/IR will communicate with other departments to coordinate information.
	Create an environment of institutional-wide data governance	Not Started	The BOR is looking at ways to provide data governance information system wide. T
	Seek better understanding of Gordon data usage at system level	In Progress	Issues are addressed as they arise.
Ensures that compliance with accreditation requirements is incorporated into the planning and evaluation process of the institution	Generate policies and procedures to ensure compliance is achieved campus-wide	In Progress	Policy link added to IE website.
	Communicate final version of policies and procedures to faculty and staff via face-to-face meetings, as well as email and Institutional Effectiveness Website	In Progress	President Burns notified faculty and staff of the new process for policy approval via email. Policies are located on the IE webpage.
Improve Business Processes to be more efficient as it relates to IR	Establish standard operating procedures for routine tasks	In Progress	As new tasks are identified they are standardized and documented.
	Organize files of physical and virtual storage	Complete	All business process have been reviewed and all documents are electronically stored.



Goal	Objective	Status	Evidence of Improvement
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Institutional Research

Improve Business Processes to be more efficient as it relates to IR	Transition from paper to online surveys including faculty course evaluations	In Progress	A request for the pilot to move to policy will be made in August 2015.
	Redesign standard internal reports including faculty course evaluations, administrator evaluations, etc. to create efficiencies internal and external to the IR office	Complete	All internal report requests are handled electronically.
Provide timely and appropriate information for decision-making & planning	Create and Enhance Dashboards	Complete	Dashboard access is available across campus. They are used for decision making across campus.
	Tracking and Prioritization of IR requests	Complete	As requests increase due to campus needs, prioritizing requests is very important for work completion.
	Publish Fact Book	Complete	Fact Book is available to everyone on the GSC website.
	Provide qualitative & quantitative information faculty and staff	Complete	Internal and external reporting was consistent and all deadlines were met.

Janssen Honors Program

Enhance communications and promotions of Honors section offerings	Establish mandatory advising sessions for students in the Honors Program	In Progress	Advising sessions for Spring 2016 will begin in September for all honors students.
	Develop a fixed 2-year curriculum for section scheduling	In Progress	Rubric developed for a course rotation based on core curriculum in the first 2 years.
	Engage instructors of Honors sections in promotion and advertising	In Progress	Current instructors of honors sections will be asked to promote spring honors courses and upcoming honors events.



Goal	Objective	Status	Evidence of Improvement
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Janssen Honors Program

Foster a culture of student success in the Honors Program	develop a mentor program involving senior and new students in the Honors Program	In Progress	Students on the "Students Honor Council" are identifying students in their major and recruiting. Each Program will have a mentor.
	expand mission of Faculty Honors Council to be involved in the advising process with Honors students in their disciplines	In Progress	Honors Council Society will be assisting with advising for bachelor's seeking honors students.
	develop evaluations tools for students and faculty for both Honors sections and embedded courses	In Progress	Honors Council Students and and Society will approve a form to use for honors sections.

Library

Improve information literacy instruction for entering freshmen in order to better equip students with the necessary research skills needed to prepare them for success in their collegiate work.	Provide information literacy instruction to all entering freshmen.	In Progress	It is not feasibly possible to conduct a pre-test on each student prior to receiving library instruction. Therefore, the pre-test for this objective has been eliminated. Furthermore, this objective will be merged with objective 2 as they duplicate one another. The outcome will be revised to reflect this merge. An exam is given at the end of each English 1101 library instruction session. There were 54 English classes with 1,281 Freshmen students and 960 of them completed the Eng 1101 exam (838 As, 94 Bs, 19 Cs, 6 Ds, and 3 Fs) who received instruction. As a result, 97% of Freshmen taking the exam after completing library instruction earned a score of 80% or higher. Including the English 1101 classes receiving library instruction on campus, there were a total of 98 classes with 2,359 students. Library instruction was also provided to 7 classes with 122 students in Henry County. Overall, there were 105 classes with 2,481 students receiving library instruction.
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Goal	Objective	Status	Evidence of Improvement
Library			
<p>Improve information literacy instruction for entering freshmen in order to better equip students with the necessary research skills needed to prepare them for success in their collegiate work.</p>	<p>Provide a measure for successful completion of information literacy instruction by entering freshmen.</p>	In Progress	<p>This has been merged with objective 1 of this goal.</p>
<p>Renovation of Hightower Library to bring it into the 21st Century in order to support the changing needs of the Gordon State College faculty, students, and community.</p>	<p>Provide comfortable spaces with appropriate technology, lighting, climate control, and soundproofing for:</p> <ul style="list-style-type: none"> • collaborative groups of varying sizes • quiet reading/studying spaces • instructional/presentation or multi-purpose • presentation practice • ar 	In Progress	<p>The Library Steering Committee met biweekly during Fall 2014 and Spring 2015. Meetings were held with administrators and students, and a needs assessment conducted to solicit ideas for the library renovation. Based on feedback provided, a schematic design was drawn, presented to constituents including the Board of Regents, and approved. The library moved collections and staff into Guillebeau Hall and the Instructional Complex during Summer 2015. On average, there were 159 students in the library each day (53 studying; 69 using computers; 13 using laptops; 23 in the study rooms).</p>
<p>Support additional baccalaureate programs offered with print and electronic resources provided through Hightower Library's collection and GALILEO databases.</p>	<p>Increase or add the necessary resources available to support new baccalaureate degree programs.</p>	In Progress	<p>As of June 30, 2015, 1,506 books were added to the library collection (of which 1,278 (85% purchased) support baccalaureate degree programs).</p>



Goal	Objective	Status	Evidence of Improvement
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Library

Support additional off campus and online offerings with electronic resources provided through Hightower Library's collection and GALILEO databases.

Increase the electronic resources available to support all degree programs.

In Progress

The following electronic resources were added and are available via GALILEO

- 1) 19th Century U.S. Newspapers
- 2) JSTOR Arts & Sciences II Collection
- 3) Artemis
- 4) CREDO Information Literacy Modules

A database trial feedback form was created and faculty members are asked to give information regarding need for and desire to purchase e-resources to support their programs

Educate and inform faculty and students about available electronic resources.

In Progress

An official plan will be drafted in FY16. However, marketing has been conducted via GSC large screen monitors; GS Connect newsletter; and mass e-mails to the campus community. Facebook and Instagram accounts have been created and information has been shared on both. A Library Needs Assessment was created Fall 2014 and is being used ongoing to collect information regarding preferred communication methods as well as other needs related to library services/resources. Thus far, 214 responses have been received. The top 3 preferred methods of communication are print newsletter, electronic newsletter, and Facebook.

Math & Physical Sciences



Goal	Objective	Status	Evidence of Improvement
Math & Physical Sciences			
Develop and foster community partnerships with local and regional K-12 schools, community service and outreach projects and life-long learning opportunities for the community and the region.	Continue excellent M&PS participation in the Science Olympiad.	Complete	Department will continue to promote Science Olympiad participation across campus.
	Continue M&PS participation in Service-STEM summer camp.	Not Started	Will continue discussion with MPS faculty FY16.
	Continue to have faculty and student participation in the Adopt-A-Stream and Rivers Alive! projects.	Not Started	Will continue discussion with MPS faculty FY16.
	Continue to have faculty provide opportunities for the local community to participate in astronomy observations.	In Progress	MPS faculty will continue to provide opportunities for local community to participate in astronomy observations.
Develop instrument to measure excellence across all programs and program foci (Area Fs) in Math and Physical Sciences	Define Excellence	Not Started	Will continue discussion with MPS faculty FY16.
	Develop and implement instrument to measure new student aptitude	In Progress	Will continue discussion with MPS faculty FY16.
	Develop and implement instrument to measure aptitude of students completing the AS program and the BS Math programs	Not Started	Will continue discussion with MPS faculty FY16.



Goal	Objective	Status	Evidence of Improvement
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Math & Physical Sciences

Develop instrument to measure excellence across all programs and program foci (Area Fs) in Math and Physical Sciences	Identify and develop measurements in courses in Math and Physical Sciences that can be used to measure aptitude of students who do not complete programs	Not Started	Will continue discussion with MPS faculty FY16.
Develop new academic concentrations and private and public sector partnerships for the benefit of the region and the state	Wastewater partnership with the City of Barnesville and ETG	In Progress	Will continue discussion with MPS faculty FY16.
	Increase M&PS student participation in summer programs in scholarship and service and internship	In Progress	Will continue discussion with MPS faculty FY16.
Increase access to and completion of Bachelor of Science Programs and successful transfer to professional programs	Increase successful completion rate for Math 1111 for students who entered Gordon State College in Learning Support Math	Complete	Results will be discussed with learning support director and math faculty to better improve the program.
	Increase Associate of Science program completion rate, or successful transfer of students to Bachelor of Science and Professional programs at other colleges and universities	In Progress	Strategies will be discussed with the Dean of Arts and Sciences to improve the transfer rate.
	Increase BS Math completion rates	In Progress	Enrollment in program has not increased. New strategies will be initiated FY16.
	Increase successful completion rates for M&PS courses for students in the BS Biology Program	In Progress	This will continue FY 16. Strategies will be discussed with Biology department head and Dean of Arts and Sciences.

Nursing & Health Sciences



Goal	Objective	Status	Evidence of Improvement
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Nursing & Health Sciences

To enhance each nursing student's application of critical thinking/clinical judgment	To increase student exposure to critical thinking/clinical judgment in the safe environment of the simulation lab.	In Progress	The Simulation Lab Coordinator has worked very closely with the course coordinators to develop, implement, debrief, and evaluate appropriate simulation experiences. The form that was developed to ensure faculty cohesion during the simulation has been very beneficial.
	To improve electronic documentation skills of students	Complete	Students are purchasing docucare bundled with their text book as of fall 2015. All faculty, full and part-time clinical, are onboard with using this method of electronic charting. Some modifications have been made to its use for care planning purposes, but the product overall has been very beneficial to both the students and faculty. It has provided a means for students to get experience with electronic health records during the nursing program that they cannot obtain in the clinical facilities as a student.
To expand access to programs in the School of Nursing and Health Sciences	To implement a revised ASN curriculum to provide a building block for development and implementation of a prelicensure BSN program	In Progress	The third semester courses are established and ready to begin in the fall. At the end of the fall 2015, the old curriculum will be completed. At the end of spring 2016, the first cohort of the new curriculum will be completed. Criteria, to include NCLEX-RN first attempt pass rates, will be gathered then to start comparing results under and old and new curriculums. The results of at least 3 cohorts in the new curriculum will be needed to establish trending.
	To develop and get approval for prelicensure BSN	In Progress	Approval received from University System of Georgia for development of a prelicensure BSN. Work will continue this summer in preparation for approval to development the program from the Georgia Board of Nursing in the fall. Once that is obtained, plans can proceed for developing the program for start in Fall 2016.



Goal	Objective	Status	Evidence of Improvement
<i>Nursing & Health Sciences</i>			
To expand access to programs in the School of Nursing and Health Sciences	To receive initial accreditation from Commission on Accreditation on Health Information and Informatics Management	In Progress	Application was submitted. The application is on hold until permission for a name change for the program can be obtained from the University System of Georgia. That will proceed in the fall.
To increase student success and retention through exposure to enhanced technology	To provide computer testing access for all students in the School of Nursing and Health Sciences	Not Started	Funds are needed to complete this objective.
	To increase student success and retention through enhancing exposure to technology	In Progress	No determination can be made until a cohort completes the program in Spring 2016.
<i>Public Information</i>			
Evaluate effectiveness of internal emergency communication and internal board messaging	Determine effectiveness of emergency communication		Review of various software programs utilized continues.
	Determine effectiveness/best use of campus message boards	Complete	Keeping current, separate programs in use based on budget and personnel limitations
Promote Gordon State College as a top choice for education	Expand use of Social Media sites	In Progress	Soft use of instagram with student government help.



Goal	Objective	Status	Evidence of Improvement
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Public Information

Promote Gordon State College as a top choice for education	Increase presence in print, broadcast media	Complete	<p>(While complete, this is an ongoing project that will continue into the next planning cycle.)</p> <p>QR codes have proven useful in advertising by targeting interest to specific webpages.</p> <p>Visiting media reps at least once a semester continues to help get items placed/used in media markets. Tracking via clips done in office and use of clipping service shows that items are being used across several media platforms.</p> <p>Weekend College applicants are polled on how they heard about the program.</p>
Redesign web, refresh, update recruitment materials	<p>Improve look, functionality of website</p> <p>Develop attractive, interest-generating recruitment materials</p>	Complete	<p>New website design: www.gordonstate.edu</p> <p>Expanding use of video using iphones, recently completed aerial tour of campus (\$15,000) for web, targeted advertising as budget allows</p>

Public Safety

Conduct an overall external campus lighting survey.	Work with the City of Barnesville to conduct a exterior lighting survey of the campus.	Complete	No changes weill be made due to budget constraints.
Increase awareness and safety on campus.	<p>1) Increase access to GSC Public Safety.</p> <p>2) Reduce the opportunity for crime on campus.</p>	<p>Complete</p> <p>Complete</p>	<p>There has been a reduction in crime and the overall perception of campus police has improved.</p> <p>Communication with campus public information officer increases realtime threats and prevention opportunities for our students and staff.</p>



Goal	Objective	Status	Evidence of Improvement
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Public Safety

Increase awareness and safety on campus.	3) Increase officer visibility within various buildings on campus.	Complete	There has been a number of reported thefts in our teaching populated areas.
Increase the perception of Public Safety police held by the campus community.	1) Increase the level of perception of services provided by Public Safety.	Complete	Able to learn helpful ways to improve approachability and police access in all campus fields.
	2) Seek feedback from the campus community to determine how Public Safety can provide better services.	Complete	Two surveys will be done two each year and adapt agency functions where appropriate.

Registrar's Office

Ensure efficient records retention schedule	Revise and implement records retention schedule for hard copy backup of student records stored in Banner Document Imaging	Complete	Paper withdrawal forms scanned, indexed, and shredded. Destruction of paper records at end of retention cycle begins fall 2015.
Implement online submission of Registrar's Office forms	Provide online submission of Veteran Benefits form and Request for Transient Permission	In Progress	1.Paper withdrawal forms scanned, indexed, and shredded in-house; destruction of paper records at end of retention cycle begins fall 2015 and will be ongoing.
Implement Planner component of DegreeWorks	Assist students and academic advisors in planning coursework required to complete degree requirements and graduate from Gordon State College	In Progress	Testing and implementation of Degree Works Planner is in progress

Residence Life

Implement the work order process and repair assessment through Banner processing	Implement the input of work order submissions for resident students	In Progress	This goal will not be accomplished in Banner.
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Goal	Objective	Status	Evidence of Improvement
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Residence Life

Implement the work order process and repair assessment through Banner processing	Implement the input and billing process for submission of work orders for damages	Not Started	This goal will not be accomplished in Banner.
	Implement the input and repair assessment for submission of work orders	Not Started	This goal will not be accomplished in Banner.
Incorporate information provided through residence hall programming	Increase programs which include academic advising information	Complete	Academic programming concluded with 5 programs.
	Increase programs which include academic advising information (In Progress) Increase programs related to crime prevention, safety, and security in the residence halls	Complete	Spring 2015 programming concluded with a total of 8 programs.

School of Arts and Sciences

Expand BA/BS programs to encourage increased enrollment	Develop and propose BA in Administration/Management degree program	Complete	Degree proposal approved by BOR and GSC Senate. Courses to begin fall 2015.
	Increase participation in existing programs by developing supporting "tracks."	In Progress	Track in "Personal Finance" being explored for BS in Management. Track in Biostatistics being explored.
Improve student pathways to AA/AS completion or transfer	Ease pathway to General Studies A.A. degree	Complete	BOR changed requirements statewide and adopted by GSC Senate.



Goal	Objective	Status	Evidence of Improvement
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School of Arts and Sciences

Improve student pathways to AA/AS completion or transfer	Counteract "withdrawal culture" which encourages students to withdraw from courses impulsively and without understanding of negative consequences regarding retention and progression.	In Progress	Developing improved advisor training; invited Director of Financial Aid to address faculty.
	Guide students more effectively towards necessary Area A and Area D core courses and towards more efficient program progress	In Progress	Guided Pathways to Success pilot to Fall 2015.
	Review Area F "Pre-" programs for potential consolidation or cancellation	In Progress	5 Area Fs suspended by GSC Faculty Senate. Waiting for guidance from BOR before continuing with process.
	Increase options for adult-learners through increased alternative course delivery options	In Progress	Weekend College, first semester, first cohort successful. 2nd cohort to begin fall 2015. E-core courses to be offered fall 2015.
Increase student success in required LS classes while decreasing time to completion of concurrent degree-credit-earning core courses.	Enhance Learning Support Reading success and progress to completion of English 1101	Complete	Implementation of co-req model is successful
	Enhance Learning Support English success and progress to completion of English 1101	In Progress	Co-req model implemented; goal transferred to department of Humanities.
	Enhance Learning Support Math success and progress to completion of MATH 1001 or MATH 1111	In Progress	Co req model implemented; goal transferred to department of Mathematics and Physical Science.

Student Activities



Goal	Objective	Status	Evidence of Improvement
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Student Activities

The office of Student Activities will offer one program per semester that is academically focused.	To provide students with learning opportunities outside of the classroom.	Complete	Throughout the 2014-2015 academic year, the Student Activities Department planned 3 events that were academically focused. In October 2014 EarthWindFire sponsored Speaker: Gordon State’s Dr. Adam Davis who gave students information on How to Land a Biology Job in Industry. Topics that were discussed were: What it is like to work in industry; How to communicate in industry; How to work in a team environment and How to build a resume.Human Services held a Public Health Education Fair on March 26th. At the fair, students we able to receive information on the different Health risks that college students face as well as alarming statistics. Honors Club hosted a trivia night on April 16th where teams of students and faculty competed to win prizes by answering trivia questions.
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To increase student participation in the overall activities by 3%.	Provide more events that are requested by the majority of the students who take the survey.	Complete	The final number of student attendance for events held during the 2014-2015 was 12900 which is a decrease from the previous year. In 2013-2014 there were a total of 13803 students in attendance. This is a result of the overall budget being reduced by \$45000+. With the budget being reduced, we weren't able to plan as many events for the students. In 2013-2014 the Campus Activity Board offered 81 events whereas only 67 were offered in 2014-2015.
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To input at least 75% of the members of Official Clubs on campus into the Razors Edge program.	To keep records of students who participated in official clubs on campus	In Progress	Out of 42 clubs on campus only 8 clubs wanted their information to be uploaded for future resource. Out of those 8, all have been inputted into Razers Edge.
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Student Success Center



Goal	Objective	Status	Evidence of Improvement
Student Success Center			
Continue to improve the quality of SI instruction	Develop at least four online training modules for SI topics not covered in the face-to-face, pre-semester training session	In Progress	No opportunity to observe improvement yet in SI performance. New coordinator will complete modules.
	Increase number of SI observations from one per SI Leader to two per SI Leader/semester	Complete	Better feedback for SI leaders to improve performance in their sections.
	Use SI Post-Course survey to gauge student satisfaction with SI service	Complete	Spring satisfaction surveys will be used to improve the scheduling of the SI sessions in 2015-16.
Continue to improve the quality of the tutoring offered in our walk-in Center	Deliver entire standardized online training program to supplement full-day, face-to-face, pre-semester training	Complete	Modules in D2L for future use.
	Increase use of student surveys to gauge student satisfaction with tutoring services	Complete	Target was met. Comments are being shared to improve tutoring in the center.
	Apply for and receive CRLA Level 1 certification	Complete	We are putting together materials for Level 2 CRLA certification.
	Include faculty more in tutor training	Complete	Tutors found this very helpful especially in math and Quantitative Skill Course. This will continue next year.
Enhance and expand career services to meet the varied needs of first-year and adult learners.	Keep abreast of best practices of career counseling service centers across the country.	Not Started	Received funding too late for FY15 but will continue this FY16.
	Enhance and expand job placement service for GSC students close to graduation	Not Started	Not funded



Goal	Objective	Status	Evidence of Improvement	
Student Success Center				
Enhance testing center services to meet the needs of the GSC community.	Enhance and expand career services to meet the varied needs of first-year and adult learners.	Fund and staff CSC to appropriate level to meet the needs of clients	Complete	With more staffing we increased student contact in the CSC.
	Expand weekend and evening testing times for key tests like SAT and GACE.	Complete	Students attended evening and weekend testing but budget may not allow this to continue.	
	Employ sufficient help during Summer COMPASS testing period	Complete	Administered Compass tests in summer 2015.	
Expand scope and delivery method of current tutoring program	Survey faculty to gauge satisfaction with ADA testing program	In Progress	No chance to observe improvement yet.	
	Begin offering six hours of live, face-to-face online tutoring per week via our home-grown tutoring system	Complete	Provided access but learned that students were not satisfied with on-line tutoring. We will offer face-to-face tutoring in McDonough moving forward.	
	Begin offering asynchronous writing tutoring for students in off-campus classes, with 24-hour turnaround time	Complete	Very few sessions were held. We will improve marketing of this service.	
Improve quality and scope of SSC advising program	Begin offering tutoring in our walk-in Center for subjects we do not currently tutor	Not Started	Not funded.	
	Develop and implement a centralized data-keeping process	Complete	Dashboards help us easily access student records for advising decisions.	
	Transition intrusive advising program from Early Alert to Always Alert and from first-year students to all students	Complete	Reports are used to improve interventions and make them more effective.	



Goal	Objective	Status	Evidence of Improvement
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Student Success Center

Improve quality and scope of SSC advising program

Develop an online advising guidebook that is accessible to students

Complete

Guidebook was revised after informal feedback from students. It helps students take ownership of their own academic careers.

Provide counseling and extended time for students on SAP probation

Complete

Program did not prove to be effective and has been discontinued.