

2011-2012 Annual Planning Reference Documents



**Gordon College
Office of Institutional Research
July 2011**

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Summary List of 2011-2012 Annual Planning Objectives

Office of the President

1. Meet with all legislators before August and continue dialogue throughout GA session.
2. Cultivate Board of Regents relationships.
3. Plan and support at least one community activity on campus.
4. Receive Board of Regents approval for two or more Bachelor degree programs.

Academic Affairs

1. Reduce the percentage of sections taught by part-time faculty members.
2. Create a plan for the reorganization of Academic Affairs that supports the transition of Gordon College from two-year to four-year status.
3. Redefine the Gordon Honors Program to support baccalaureate students and provide more engagement and service learning opportunities.
4. Grow our implementation of the QEP by:
 - a. Increasing the number of sections of the GFYE course.
 - b. Increasing the number of learning communities for freshman students in 2012-2013.
 - c. Implementing an assessment of the GFYE goals created in 2010 -2011 and using the assessment to improve the QEP.
5. Successfully launch new majors in English and History.
6. Prepare and submit successful proposals for new majors in (1) Health Services and Informatics Administration and (2) Human Services.
7. Make decisions about proposal(s) (for majors) to submit in 2012-2013.
8. Improve applicant pools for academic positions:
 - a. Recruiting at national meetings.
 - b. Creating more sophisticated on-campus visits.
 - c. Using search firms for new hires.
9. Review the experience of students at New Student Orientations including consideration of providing schedules to all students.

Business and Social Science

1. Initiate History baccalaureate program.
2. Expand online petition system to handle majority of petitions.
3. Transform Information Systems Area F to Information Technology.

Humanities

1. Decrease reliance upon part-time instructors for core-curriculum courses.
2. Develop a Professional Communications concentration for B.A. English program.
3. Lessen errors in final grade reporting of Learning Support students.

Library

1. Provide and maintain a full range of technology and resources to support programs.
2. Empower students and faculty with innovative discovery tools while providing access to full range of technology, resources and services.
3. Increase staff level of knowledge and expertise in online searching.

Mathematics and Natural Sciences

1. Reorganize Diagnostic Sonography, Nuclear Medical Technology, and Radiologic Technology under one major: Radiologic Science.
2. Increase number of Faculty/Student research mentorships.
3. Increase number of clubs, organizations and/or outside-of-classroom activities for math and science majors.

Nursing and Health Sciences

1. Improve the quality of teaching in Health and Wellness (PHED) and all nursing courses.
2. Increase retention rates by 20%.

Teacher Education

1. Successfully complete Georgia PSC review for developmental accreditation of secondary programs in English and History.
2. Successful development of first endorsement program in Reading Education with successful completion of developmental accreditation visit from PSC.
3. At least 80% of graduates in all baccalaureate teacher education programs will pass the appropriate GACE content test at completion of the program.

Business Affairs**Auxiliary Services**

1. Change to third party processing of credit cards to become fully PCI compliant.
2. Increase visibility of the bookstore.

Business Office

1. Review, automate and streamline various business office processes such as billing, refunding, and Banner detail.
2. Conversion from hard copy paper documents to online documents.

Computer Services

1. Improve availability and level of technical support during evening/night hours.
2. Automate processes to augment recommendations from the Graduation Committee.
3. Expand technology training for faculty, staff and students.

Controller

1. Implement I-Strategy Reporting.

Facilities

1. Enhance the facilities and grounds of the institution.

Human Resources

1. Implement Title IX.
2. Update Affirmative Action Plan to comply with current federal guidelines and institutional goals.
3. Implement Manager Self Service in ADP.

Public Safety

1. Develop a true emergency capable dispatch system.
2. Develop a Field Training Program for newly hired police personnel.
3. Change current radio system to FCC required 12.5 kw bandwidth.

Institutional Advancement**Alumni Relations**

1. Expand alumni efforts to include more reunion meetings on campus.
2. Develop new ways to involve alumni with campus events.
3. Establish a class agent list.

Community Education

1. Improve profitability of community education programs.
2. Enhance customer privacy procedures to comply with college policies.

Development

1. Increase trustee involvement in fundraising.
2. Secure funding for the military memorial.

Institutional Research

1. Enhance IR website to better serve the community.
2. Provide decision supporting data, research, and analysis to support the College's planning process, accreditation, benchmarking assessment, and institutional effectiveness activities.

Marketing

1. Provide support for the recruitment of targeted student audiences.
2. Identify vendor to conduct market study in order to better define messaging for continued expansion as baccalaureate degree granting college.
3. Improve signage to campus.

Public Information

1. Develop Gordon College Facebook “fan” page.
2. Assist in continued promotion of Accel program and off-campus centers through development of press releases and content for web page.

Student Affairs**Admissions**

1. Increase incoming student academic profile.
2. Cross-train counselors and specialists.
3. Participate in PROBE fairs including Transfer PROBE fairs.
4. Expand high school counselor network.

Athletics

1. Strengthen academic component by developing a monitored learning environment for all at-risk student-athletes.
2. Identify and honor past student-athletes and/or team performances.
3. Develop Student-Athlete Advisory Committee to promote community service and leadership along with a positive image of Gordon Athletics.

Counseling

1. Implement more effective strategies to disseminate information on disability services to community.
2. Increase promotion of Counseling Center and services offered.
3. Enhance Counseling Center website.
4. Develop Sexual Misconduct policy and procedure manual in-line with federal guidelines.

Financial Aid

1. Continue to revise our internal Loan Default Prevention Program.
2. Investigate outsourcing of the verification process.

Registrar

1. Launch of Georgia Transfer Articulation Cooperative Services (GATRACS) portal on GAcademy411.
2. Fill Transfer Evaluator position.
3. Implement improvements identified in Survey of Expectations.

Residence Life

1. Enhance Housing Process/Application Layout (tutorial).
2. Enhance campus life programming through club/organization engagement.
3. Conduct assessment of housing roommate matching processes in USG schools.

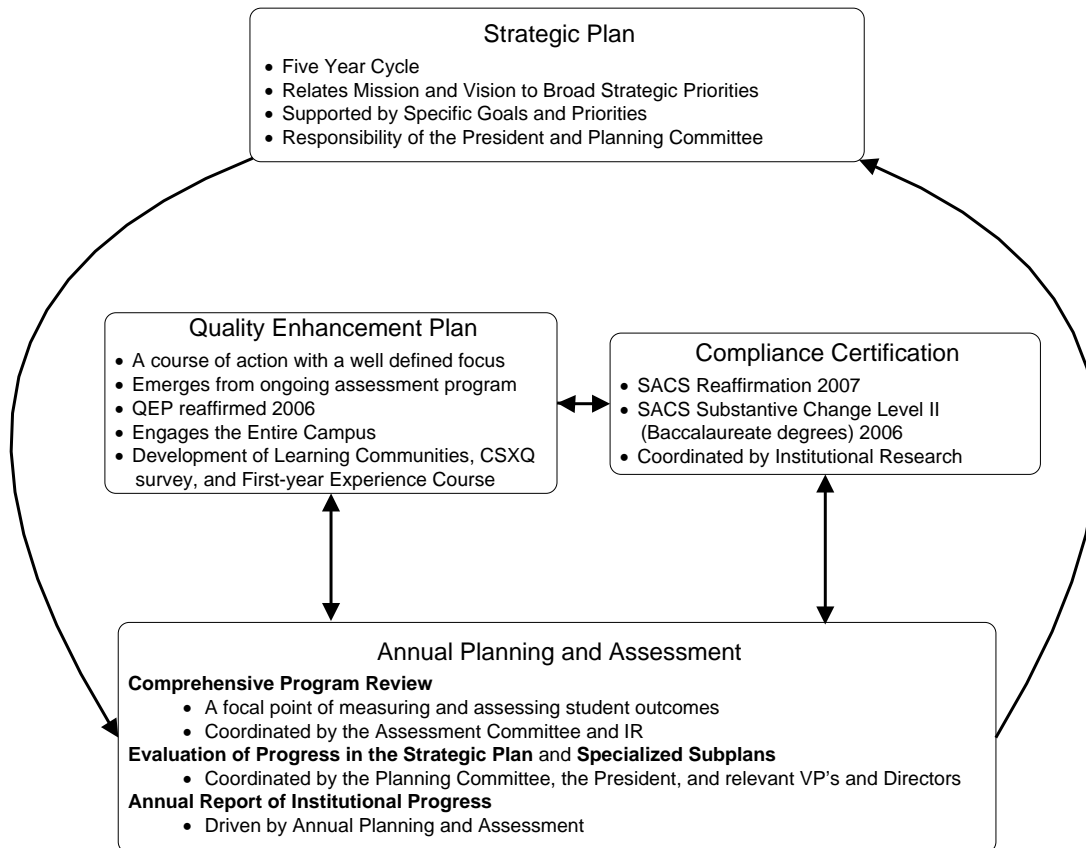
Student Activities

1. Increase student participation in activities by ten percent.
2. Make Gordon College students more aware of the Student Government Association.
3. Facilitate events that allow students, faculty, and staff to interact outside the classroom in a non-teaching environment.
4. Sponsor at least one academic based event per semester.

Annual and Strategic Planning at Gordon College

The Gordon College Planning Model

The Gordon College Planning Model puts the various planning and effectiveness components into an integrated framework relating the different pieces to one another. The Planning Model identifies three related cycles of activity: strategic planning, annual planning, and quality enhancement planning.



Strategic Planning takes place every five years. A review of our mission, an environmental scan, and 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 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. At the same time, the Assessment Committee undertakes annual academic 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 Board of 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 the Southern Association of Colleges and Schools (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.

Success in planning and implementation 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, evaluates, and executes 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. Office of Institutional Research

Ensures continuity of an ongoing measurement and assessment program and timely reporting of results to the Board of Regents, SACS, and others. Coordinates composition of the Compliance Certificate and builds the data archives to support.

Gordon College Strategic Priorities 2009-2013

Strategic Priority One: Meeting Regional Needs with Quality Academic Services

Gordon College will respond to the educational needs of the region and the state by expanding locations, course delivery, and curriculum.

Strategic Priority Two: Facilitate Important Student Transitions

Gordon College will develop programs that will increase student success in the crucial transitions: from application to enrollment; from learning support courses to college level courses, from college level to successful transfer; from college level courses to our majors, from our majors to the workforce.

Strategic Priority Three: Recruit to Serve Regional and State Needs

Focus recruitment process to support regional and state needs.

Strategic Priority Four: External Relations

Gordon College will engage its constituents as an active partner in advancing the College and will develop and strengthen local, regional, state and national partnerships.

Strategic Priority Five: Efficiency, Accountability, Sustainability

Increase efficiency, accountability, and sustainability of campus operations as a whole.

2011-2012 Annual Planning Objectives by Strategic Priority

Strategic Priority One: Meeting Regional Needs with Quality Academic Services

President's Office: Receive Board of Regents approval for two or more Bachelor degree programs.

Academic Affairs: Reduce the percentage of sections taught by part-time faculty members.

Academic Affairs: Create a plan for the reorganization of Academic Affairs that supports the transition of Gordon College from two-year to four-year status.

Academic Affairs: Redefine the Gordon Honors Program to support baccalaureate students and provide more engagement and service learning opportunities.

Academic Affairs: Grow our implementation of the QEP by:

- a. Increasing the number of sections of the GFYE course.
- b. Increasing the number of learning communities for freshman students in 2012-2013.
- c. Implementing an assessment of the GFYE goals created in 2010 -2011 and using the assessment to improve the QEP.

Academic Affairs: Successfully launch new majors in English and History.

Academic Affairs: Prepare and submit successful proposals for new majors in (1) Health Services and Informatics Administration and (2) Human Services.

Academic Affairs: Make decisions about proposal(s) (for majors) to submit in 2012-2013.

Academic Affairs: Improve applicant pools for academic positions:

- a. Recruiting at national meetings.
- b. Creating more sophisticated on-campus visits.
- c. Using search firms for new hires.

Business & Social Science: Initiate History baccalaureate program.

Business & Social Science: Transform Information Systems Area F to Information Technology.

Facilities: Enhance the facilities and grounds of the institution.

Humanities: Decrease reliance upon part-time instructors for core-curriculum courses.

Humanities: Develop a Professional Communications concentration for B.A. English program.

Institutional Research: Enhance IR website to better serve the community.

Institutional Research: Provide decision supporting data, research and analysis to support the College's planning process, accreditation, benchmarking assessment, and institutional effectiveness activities.

Library: Provide and maintain a full range of technology and resources to support programs.

Library: Empower students and faculty with innovative discovery tools while providing access to full range of technology, resources and services.

Mathematics & Natural Sciences: Reorganize Diagnostic Sonography, Nuclear Medical Technology, and Radiologic Technology under one major: Radiologic Science.

- Mathematics & Natural Sciences: Increase number of Faculty/Student research mentorships.
- Mathematics & Natural Sciences: Increase number of clubs, organizations and/or outside-of-classroom activities for math and science majors.
- Nursing & Health Sciences: Improve the quality of teaching in Health and Wellness (PHED) and all nursing courses.
- Public Information: Assist in continued promotion of Accel program and off-campus centers through development of press releases and content for web page.
- Teacher Education: Successfully complete Georgia PSC review for developmental accreditation of secondary programs in English and History.
- Teacher Education: Successful development of first endorsement program in Reading Education with successful completion of developmental accreditation visit from PSC.

Strategic Priority Two: Facilitate Important Student Transitions

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- Admissions: Increase incoming student academic profile.
- Admissions: Participation in PROBE fairs including Transfer PROBE fairs.
- Athletics: Strengthen academic component by developing a monitored learning environment for all at-risk student-athletes.
- Athletics: Identify and honor past student-athletes and/or team performances.
- Athletics: Develop Student-Athlete Advisory Committee to promote community service and leadership along with a positive image of Gordon Athletics.
- Business & Social Science: Expand online petition system to handle majority of petitions.

- Counseling: Implement more effective strategies to disseminate information on disability services to community.
- Counseling: Increase promotion of Counseling Center and services offered.
- Counseling: Enhance Counseling Center website.
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- Financial Aid: Continue to revise our internal Loan Default Prevention Program.
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- Nursing & Health Sciences: Increase retention rates by 20%.
- Registrar: Launch of Georgia Transfer Articulation Cooperative Services (GATRACS) portal on GAcollge411.
- Registrar: Fill Transfer Evaluator position.
- Registrar: Implement improvements identified in Survey of Expectations.
- Residence Life: Enhance Housing Process/Application Layout (tutorial).
- Residence Life: Enhance campus life programming through club/organization engagement.
- Residence Life: Conduct assessment of housing roommate matching processes in USG schools.
- Student Activities: Increase student participation in activities by ten percent.
- Student Activities: Make Gordon College students more aware of the Student Government Association.
- Student Activities: Facilitate events that allow students, faculty, and staff to interact outside the classroom in a non-teaching environment.
- Student Activities: Sponsor at least one academic based event per semester.
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Admissions: Expand high school counselor network.

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Institutional Research: Provide decision supporting data, research and analysis to support the College's planning process, accreditation, benchmarking assessment, and institutional effectiveness activities.

Marketing: Provide support for the recruitment of targeted student audiences.

Marketing: Identify vendor to conduct market study in order to better define messaging for continued expansion as baccalaureate degree granting college.

Marketing: Improve signage to campus.

Public Information: Develop Gordon College Facebook "fan" page.

Public Information: Assist in continued promotion of Accel program and off-campus centers through development of press releases and content for web page.

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Strategic Priority Four: External Relations

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President's Office: Cultivate Board of Regents relationships.

President's Office: Plan and support at least one community activity on campus.

President's Office: Receive Board of Regents approval for two or more Bachelor degree programs.

Admissions: Expand high school counselor network.

Alumni Relations: Expand alumni efforts to include more reunion meetings on campus.

- Alumni Relations: Develop new ways to involve alumni with campus events.
- Alumni Relations: Establish a class agent list.
- Community Education: Improve profitability of community education programs.
- Counseling: Implement more effective strategies to disseminate information on disability services to community.
- Development: Increase trustee involvement in fundraising.
- Development: Secure funding for the military memorial.
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- Counseling: Increase promotion of Counseling Center and services offered.
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- Financial Aid: Continue to revise our internal Loan Default Prevention Program.
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Student Activities: Sponsor at least one academic based event per semester.

Changes in Reference Documentation

Business Affairs is subdivided among seven units with unique objectives and planning loops. Academic Affairs includes the divisions of Humanities, Business and Social Science, Mathematics and Natural Sciences, Nursing and Health Sciences, the Library and Teacher Education. 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 tables to save space:

AA	-	Academic Affairs
ADM	-	Admissions
ADP	-	Automatic Data Processing, Inc.
AR	-	Alumni Relations
ARRA	-	American Reinvestment Recovery Act
AUX	-	Auxiliary Services
ATH	-	Athletics
BA	-	Business Affairs
B.A.	-	Bachelor of Arts
BSED	-	Bachelor of Science in Education
BSN	-	Bachelor of Science in Nursing
BS	-	Bachelor of Science
BSS	-	Business and Social Science Division
BO	-	Business Office
BOR	-	Board of Regents
CAD	-	Computer Aided Dispatching
CCSSE	-	Community College Survey of Student Engagement
CE	-	Community Education
COMPASS	-	Computer-adaptive Placement Assessment and Support Services
CS	-	Computer Services
CSL	-	Counseling
DEV	-	Development
EDU	-	Teacher Education Division
FA	-	Financial Aid
FAC	-	Facilities
FAFSA	-	Free Application for Federal Student Aid
FCC	-	Federal Communications Commission
FVSU	-	Fort Valley State University
GACE	-	Georgia Assessments for the Certification of Educators
GALILEO	-	Georgia Library Learning Online
GATRACS	-	Georgia Transfer Articulation Cooperative Services
GC	-	Gordon College
GC@FVSU	-	Gordon College at Fort Valley State University
GFYE	-	Gordon College First Year Experience
GPA	-	Grade Point Average
HUM	-	Humanities Division
HR	-	Human Resources
IA	-	Institutional Advancement
IR	-	Institutional Research
IT	-	Information Technology

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

ITS	-	Information Technology Services
LS	-	Learning Support
MOU	-	Memorandum of Understanding
MKT	-	Marketing
MNS	-	Mathematics and Natural Sciences Division
M.S.Ed.	-	Master of Science in Education
MSS	-	Manager Self Service
NCATE		National Council for Accreditation of Teacher Education
NHS	-	Nursing and Health Science Division
NSO	-	New Student Orientation
PCI	-	Payment Card Industry
PHED	-	Physical Education
PI	-	Public Information
PRES	-	President's Office
PS	-	Public Safety
PSC	-	Professional Standards Commission
QEP	-	Quality Enhancement Plan
REG	-	Registrar
RL	-	Residence Life
RN	-	Registered Nurse
SA	-	Student Affairs
SAT	-	Scholastic Aptitude Test
SATM	-	Scholastic Aptitude Test – Mathematics
SATV	-	Scholastic Aptitude Test – Verbal
SELT	-	Special Education Lead Teachers
SGA	-	Student Government Association
SOP	-	Standard Operating Procedure
SSC	-	Student Success Center
STA	-	Student Activities
USG	-	University System of Georgia
USO	-	University System Office
VPAA	-	Vice President for Academic Affairs
VPBA	-	Vice President for Business Affairs
VPSA	-	Vice President for Student Affairs
VPIA	-	Vice President for Institutional Advancement

Details of 2011-2012 Annual Planning Objectives

Office of the President

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Meet with all legislators before August and continue dialogue throughout GA session.	<ul style="list-style-type: none"> ▪ Legislators understand the strategic goals of Gordon College. ▪ Legislators will listen to budget request for formula funding and vote for full funding. 	<ul style="list-style-type: none"> ▪ External Relations 	<ul style="list-style-type: none"> ▪ IA
2. Cultivate Board of Regents relationships.	<ul style="list-style-type: none"> ▪ Board members will attend a retreat to be held in the fall. ▪ Board members will support the college financially. 	<ul style="list-style-type: none"> ▪ External Relations 	<ul style="list-style-type: none"> ▪ IA
3. Plan and support at least one community activity on campus.	<ul style="list-style-type: none"> ▪ The student art show will be held on campus during the spring semester. ▪ Lamar Arts will support the show by advertising it and holding a reception in the foundation room. 	<ul style="list-style-type: none"> ▪ External Relations 	<ul style="list-style-type: none"> ▪ IA
4. Receive Board of Regents approval for two more Bachelor degree programs.	<ul style="list-style-type: none"> ▪ Program approval from Board of Regents in Health Informatics and Human Services. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ External Relations 	<ul style="list-style-type: none"> ▪ AA

Academic Affairs

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Reduce the percentage of sections taught by part-time faculty members.	<ul style="list-style-type: none"> ▪ Reduce percentage of part-time sections (excluding student teacher supervisions, nursing clinical supervisions, and applied music lessons) from 35% to 33%. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ AA
2. Create a plan for the reorganization of Academic Affairs that supports the transition of Gordon College from two-year to four-year status.	<ul style="list-style-type: none"> ▪ Creation of plan and approval of plan by president. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ AA
3. Redefine the Gordon Honors Program to support baccalaureate students and provide more engagement and service learning opportunities.	<ul style="list-style-type: none"> ▪ Successful policy rewrite. ▪ Increased engagement in terms of number of activities and number of students involved. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ AA
4. Grow our implementation of the QEP by: <ol style="list-style-type: none"> a. Increasing the number of sections of the GFYE course. b. Increasing the number of learning communities for freshman students in 2012-2013. c. Implementing an assessment of the GFYE goals created in 2010-2011 and using the assessment to improve the QEP. 	<ul style="list-style-type: none"> ▪ Number of GFYE sections increases fall 2012 over fall 2011. ▪ Number of learning communities scheduled for first semester freshmen increases fall of 2012 over fall 2011. ▪ Assessment implemented, analysis done, results distributed. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ AA

Academic Affairs

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
5. Successfully launch new majors in English and History.	<ul style="list-style-type: none"> ▪ 20 or more students enrolled in upper level courses in fall 2011 in History and in English. ▪ Provisional PSC approval of teaching certification tracks in English and History in spring 2012. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ AA
6. Prepare and submit successful proposals for new majors in (1) Health Services and Informatics Administration and (2) Human Services.	<ul style="list-style-type: none"> ▪ Proposals for Health Services and Informatics Administration and Human Services submitted to USG. ▪ Permission for new programs granted from USG. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ AA
7. Make decisions about proposal(s) (for majors) to submit in 2012-2013.	<ul style="list-style-type: none"> ▪ Decision made and plans developed to involve appropriate faculty in preparing the proposal. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ AA
8. Improve applicant pools for academic positions: a. Recruiting at national meetings. b. Creating more sophisticated on-campus visits. c. Using search firms for new hires.	<ul style="list-style-type: none"> ▪ Number of recruiting teams at national meetings. ▪ Increased budget for supportive activities during recruitment. ▪ Number of searches facilitated by search firm. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Recruit to Serve Regional and State Needs 	<ul style="list-style-type: none"> ▪ AA
9. Review the experience of students at New Student Orientations including consideration of providing schedules to all students.	<ul style="list-style-type: none"> ▪ Organize conversations with key players in NSO process with goal of looking for ways to create schedules efficiently and provide useful information to students. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ AA

Academic Affairs – Business & Social Science

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Initiate History baccalaureate program.	<ul style="list-style-type: none"> ▪ 25 students to begin junior year. ▪ 20 students to register for fall 2013. ▪ One new faculty with specialty in African American History in place by spring 2012. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services 	<ul style="list-style-type: none"> ▪ AA
2. Expand online petition system to handle majority of petitions.	<ul style="list-style-type: none"> ▪ All standard petition categories online by spring 2012. ▪ Average petition turnaround time within division of 3 days. ▪ No unprocessed petitions in division for longer than 5 days. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ AA
3. Transform Information Systems Area F to Information Technology.	<ul style="list-style-type: none"> ▪ New Area F approved by December 2012. ▪ New Area F incorporated into 2012-2013 catalog. ▪ 10 students designating Information Technology major by the end of the spring 2012 semester. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services 	<ul style="list-style-type: none"> ▪ AA

Academic Affairs – Humanities

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Decrease reliance upon part-time instructors for core-curriculum courses.	<ul style="list-style-type: none"> ▪ 10% increase in full-time instructors via tenure-track or temporary contract. ▪ Explore multi-year full-time contract possibilities (3-YR contract option). ▪ Seek to increase number of full-time faculty holding terminal degree. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty

Academic Affairs – Humanities

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
2. Develop a Professional Communications concentration for B.A. English program.	<ul style="list-style-type: none"> ▪ Create multi-curricular committee (Communications, English, Business, Theater) to develop program curriculum. ▪ Develop new, upper-level communications courses for program curriculum. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
3. Lessen errors in final grade reporting of Learning Support students.	<ul style="list-style-type: none"> ▪ 50% decrease in grade change applications following final grade reporting. ▪ Engage in more thorough methods of information exchange regarding program policies. ▪ Maintain a semesterly record of LS attempts for students and provide list to faculty for grade reporting. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty

Academic Affairs – Library

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Provide and maintain a full range of technology and resources to support programs.	<ul style="list-style-type: none"> ▪ Increase acquisitions and e-materials. Comparison of the number of acquisitions, e-book, and databases with FY11 and FY12. ▪ Provide information infrastructure. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
2. Empower students and faculty with innovative discovery tools while providing access to full range of technology, resources and services.	<ul style="list-style-type: none"> ▪ Increase in the number of times students use specific journal databases. Comparison of GALILEO statistics with FY11 and FY12. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
3. Increase staff level of knowledge and expertise in online searching.	<ul style="list-style-type: none"> ▪ Staff will attend at least 5 web based trainings. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty

Academic Affairs – Mathematics & Natural Sciences

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Reorganize Diagnostic Sonography, Nuclear Medical Technology, and Radiologic Technology under one major: Radiologic Science.	<ul style="list-style-type: none"> ▪ Radiologic Science major in MNS. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
2. Increase number of Faculty/Student research mentorships.	<ul style="list-style-type: none"> ▪ Two more mentorships. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
3. Increase number of clubs, organizations and/or outside-of-classroom activities for math and science majors.	<ul style="list-style-type: none"> ▪ One more club. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty

Academic Affairs – Nursing & Health Sciences

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Improve the quality of teaching in Health and Wellness (PHED) and all nursing courses.	<ul style="list-style-type: none"> ▪ At least 70% of students rate these areas as above average or excellent. ▪ Faculty will obtain a 4.0 or greater in these areas and positive student comments. ▪ Success in this area will be supported by the rating of EVIDENT in the evaluation tool. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services. 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
2. Increase retention rates by 20%.	<ul style="list-style-type: none"> ▪ At least 80% of students identified will be successful. ▪ The cohort retention rate will increase from 55% to 65%. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty

Academic Affairs – Teacher Education

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Successfully complete Georgia PSC review for developmental accreditation of secondary programs in English and History.	<ul style="list-style-type: none"> ▪ Both programs being granted developmental accreditation status. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
2. Successful development of first endorsement program in Reading Education with successful completion of developmental accreditation visit from PSC.	<ul style="list-style-type: none"> ▪ Reading Education endorsement program being granted developmental accreditation status. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty
3. At least 80% of graduates in all baccalaureate teacher education programs will pass the appropriate GACE content test at completion of the program.	<ul style="list-style-type: none"> ▪ At least 80% of students will pass these tests which allow them to be recommended for certification. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ Division Chair ▪ Faculty

Business Affairs – Auxiliary Services

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Change to third party processing of credit cards to become fully PCI compliant.	<ul style="list-style-type: none"> ▪ Credit/debit cards will be processed through a 3rd party vendor, Shift4. ▪ Credit/debit card information will be stored off campus at Shift4. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ AUX
2. Increase visibility of the bookstore.	<ul style="list-style-type: none"> ▪ Invite general public to shop the store with 10% off school supplies in September and February. Run ad in local paper with coupons. ▪ Students on Dean's List will be listed in a drawing for 5, \$100.00 gift cards to the bookstore. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ AUX

Business Affairs – Business Office

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Review, automate and streamline various business office processes such as billing, refunding, and Banner detail.	<ul style="list-style-type: none"> ▪ Complete business processes by to identify weak areas of efficiency. ▪ Implement purchased software and move forward with next steps of check out process, online housing application regarding refunding, and reconstruction of Detail Codes. ▪ Enhance flowcharts to identify where processes can be better streamlined. ▪ Reactivate committee of Directors of Business Office, Financial Aid, Admissions, Registrar, Computer Services and Residence Life to review and identify in greater detail the complete processing of a student from recruitment to graduation. Committee to meet at least one time per semester with added meetings as needed in each semester beginning fall 2011. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ RL ▪ BA ▪ FA ▪ ADM ▪ REG ▪ CS

Business Affairs – Business Office

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
2. Conversion from hard copy paper documents to online documents.	<ul style="list-style-type: none"> ▪ Documents available online using Utilize Web Xtender to scan and document items. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ BA

Business Affairs – Computer Services

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Improve availability and level of technical support during evening/night hours.	<ul style="list-style-type: none"> ▪ Hire one technical support staff member. ▪ Expanding coverage from Instructional Complex computer lab to all areas of campus. ▪ Higher number of issues resolved during the evening/night. ▪ Improve non-business hour preventive maintenance which requires dayshift staff to come in after hours 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ CS
2. Automate processes to augment recommendations from the Graduation Committee.	<ul style="list-style-type: none"> ▪ Improve graduation processes for students/faculty/staff. ▪ Reduced workload and simplified process for faculty/staff. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ CS ▪ Graduation Committee
3. Expand technology training for faculty, staff and students.	<ul style="list-style-type: none"> ▪ Increase technology training/workshops for faculty/staff/students. ▪ Increase user guides for faculty/staff/student use. ▪ Reduce helpdesk calls on IT usage. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ CS ▪ Faculty ▪ Staff ▪ Students

Business Affairs – Controller

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Implement I-Strategy Reporting.	<ul style="list-style-type: none"> ▪ Training of all budget managers. Elimination of manual, paper budget reporting. Budget managers will have access to online budget reports. ▪ I-Strategy Reporting executed. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ BA

Business Affairs – Facilities

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Enhance the facilities and grounds of the institution.	<ul style="list-style-type: none"> ▪ Renovation of the I – 10 Lab by January 2012. ▪ Creating walking path through the Lambdin Green Quadrangle by September 2011. ▪ Refurbish Smith Hall for the Department of Education by May 2012. ▪ Student Center renovation by February 2012. ▪ Update external signs by September 2011. Update internal signs by October 2011. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ BA

Business Affairs – Human Resources

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Implement Title IX.	<ul style="list-style-type: none"> ▪ Review the federal guidelines to ensure compliance and have attorney review. ▪ Develop a model which will identify responsibility of enforcement for key personnel (team approach). ▪ Identify training/certification. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Title IX Coordinator ▪ Director of Counseling ▪ Director of Athletics

Business Affairs – Human Resources

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
2. Update Affirmative Action Plan to comply with current federal guidelines and institutional goals.	<ul style="list-style-type: none"> ▪ Affirmative Action plan revised/updated. ▪ Review the federal guidelines to ensure compliance and have attorney review. ▪ Create a promotion policy. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Faculty ▪ Staff
3. Implement Manager Self Service in ADP.	<ul style="list-style-type: none"> ▪ Identify Manager Self Service (MSS) team. ▪ Managers will have training on ADP Self Service. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Managers

Business Affairs – Public Safety

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Develop a true emergency capable dispatch system.	<ul style="list-style-type: none"> ▪ Purchase and install emergency capable dispatch system equipment by December 2011. ▪ Emergency calls will be answered through a dispatch center by spring semester 2012. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	
2. Develop a Field Training Program for newly hired police personnel.	<ul style="list-style-type: none"> ▪ Develop a procedures manual. ▪ Provide all employees training. ▪ Implement by December 2011. ▪ Indications of success will be a more organized transition of officers to unsupervised patrol and security checks. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	
3. Change current radio system to FCC required 12.5 kw bandwidth.	<ul style="list-style-type: none"> ▪ Implement radio system by June 2012. ▪ Changing all campus radios to new FCC required standards will indicate success of the narrow band requirement. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	

Institutional Advancement – Alumni Relations

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Expand alumni efforts to include more reunion meetings on campus.	<ul style="list-style-type: none"> ▪ Create Sport's Hall of Fame – Affinity Reunion. ▪ Create Bachelor Affinity Alumni reunions. 	<ul style="list-style-type: none"> ▪ External Relations 	<ul style="list-style-type: none"> ▪ SA ▪ AA
2. Develop new ways to involve alumni with campus events.	<ul style="list-style-type: none"> ▪ Alumni will participate in campus activities beyond current involvement. 	<ul style="list-style-type: none"> ▪ External Relations 	<ul style="list-style-type: none"> ▪ SA
3. Establish a class agent list.	<ul style="list-style-type: none"> ▪ 1,000 records updated in Raiser's Edge (RE7). ▪ Lost alumni will be located. ▪ Office will have a person identified for each graduation year who can be called upon to assist the College. 	<ul style="list-style-type: none"> ▪ External Relations 	

Institutional Advancement – Community Education

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Improve profitability of community education programs.	<ul style="list-style-type: none"> ▪ Gain 5-10 responses from Facebook promotion. ▪ Meet with at least 3 internal constituent groups to discuss logistical issues & campus expansion needs in order to accommodate increased number of summer camps. ▪ Volunteer for a least two Chamber sponsored community events and attend Business After Hours on a quarterly basis. 	<ul style="list-style-type: none"> ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ FAC ▪ BO ▪ RL ▪ Barnesville/Lamar Chamber of Commerce
2. Enhance customer privacy procedures to comply with college policies.	<ul style="list-style-type: none"> ▪ Shred over 1,000 pieces of documentation containing credit card information. ▪ New registration forms will be created. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ BO

Institutional Advancement – Development

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Increase trustee involvement in fundraising.	<ul style="list-style-type: none"> ▪ At least half the trustee board to participate in a solicitation, stewardship activity, or other effort to result in one or more donations as a result of each trustee's efforts. 	<ul style="list-style-type: none"> ▪ External Relations 	<ul style="list-style-type: none"> ▪ Foundation Board
2. Secure funding for the military memorial.	<ul style="list-style-type: none"> ▪ Fifty names added to 350 list. ▪ Exceed the halfway point (\$175,000) in total dollars raised for the project. 	<ul style="list-style-type: none"> ▪ External Relations 	<ul style="list-style-type: none"> ▪ Alumni Association

Institutional Advancement – Institutional Research

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Enhance IR website to better serve the community.	<ul style="list-style-type: none"> ▪ By end of the fall, spring, and summer semesters, complete and post student demographic and statistical information and the annual Gordon College Fact Book on the website. ▪ Post useful higher education and government links, news resources, and other useful information on the Office of Institutional Research website. ▪ Update Human Subjects Review information on web page. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	
2. Provide decision supporting data, research, and analysis to support the College's planning process, accreditation, benchmarking assessment, and institutional effectiveness activities.	<ul style="list-style-type: none"> ▪ Provide data and support for QEP. Provide data related to student enrollment and demographics, faculty demographics and statistics, CCSSE survey results to support the student experience and learning outcomes, Alumni and Student Opinion survey results, university quick facts, and other information as requested. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ AA

Institutional Advancement – Marketing

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Provide support for the recruitment of targeted student audiences.	<ul style="list-style-type: none"> ▪ Recruitment goals met for audience (i.e., number of responses to targeted tactics). ▪ Increase in web performance as determined by Google Analytics. 	<ul style="list-style-type: none"> ▪ Recruit to Serve Regional and State Needs ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ SA
2. Identify vendor to conduct market study in order to better define messaging for continued expansion as baccalaureate degree granting college.	<ul style="list-style-type: none"> ▪ Completion of surveys and focus group reports. ▪ Vendor hired. ▪ Vendor produces analysis from surveys and focus group reports. 	<ul style="list-style-type: none"> ▪ Recruit to Serve Regional and State Needs ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ SA
3. Improve signage to campus.	<ul style="list-style-type: none"> ▪ Placement of directional signage along all major roadways to campus. 	<ul style="list-style-type: none"> ▪ Recruit to Serve Regional and State Needs 	<ul style="list-style-type: none"> ▪ FAC

Institutional Advancement – Public Information

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Develop Gordon College Facebook “fan” page.	<ul style="list-style-type: none"> ▪ Positive exposure of school, students, faculty, and staff. ▪ Additional communication tool. 	<ul style="list-style-type: none"> ▪ Recruit to Serve Regional and State Needs ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	
2. Assist in continued promotion of Accel program and off-campus centers through development of press releases and content for web page.	<ul style="list-style-type: none"> ▪ Positive exposure of students participating in Accel program as well as program itself. ▪ Show that off-campus centers provide quality classes without commute and at convenient times. 	<ul style="list-style-type: none"> ▪ Meeting Regional Needs with Quality Academic Services ▪ Recruit to Serve Regional and State Needs ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ SA

Student Affairs – Admissions

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Increase incoming student academic profile.	<ul style="list-style-type: none"> ▪ Increase SAT/ACT scores. ▪ Increase COMPASS scores when applicable. ▪ Reduce the number of students test into learning support. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ BA
2. Cross-train counselors and specialists.	<ul style="list-style-type: none"> ▪ Increased processing speed and accuracy. ▪ Reduction of application backlogs. 	<ul style="list-style-type: none"> ▪ Efficiency, Accountability, Sustainability 	
3. Participate in PROBE fairs including Transfer PROBE fairs.	<ul style="list-style-type: none"> ▪ Increased applications and enrollment from outside our service area. ▪ Begin actively recruiting transfer students from other colleges. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs 	<ul style="list-style-type: none"> ▪ BA
4. Expand high school counselor network.	<ul style="list-style-type: none"> ▪ Biannual high school counselor luncheon. At least 50 counselors will attend luncheon. ▪ Administer survey to counselor. At least 85% of the counselors will have positive feedback. 	<ul style="list-style-type: none"> ▪ Recruit to Serve Regional and State Needs ▪ External Relations 	<ul style="list-style-type: none"> ▪ High school counselors

Student Affairs – Athletics

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Strengthen academic component by developing a monitored learning environment for all at-risk student-athletes.	<ul style="list-style-type: none"> ▪ Rate of ineligible student-athletes along with those on academic probation/suspension reduced. ▪ Increase grade point average of student-athletes. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ IR ▪ Faculty
2. Identify and honor past student-athletes and/or team performances.	<ul style="list-style-type: none"> ▪ Cultivate relationship by scheduling on-campus events. ▪ Establish Hall of Fame. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions 	<ul style="list-style-type: none"> ▪ Foundation

Student Affairs – Athletics

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
3. Develop Student-Athlete Advisory Committee to promote community service and leadership along with a positive image of Gordon Athletics.	<ul style="list-style-type: none"> ▪ Creation of Student-Athletic Advisory Committee. ▪ Provide two community service projects during the academic year. ▪ Increased support for athletic events. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Faculty ▪ Staff

Student Affairs – Counseling

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Implement more effective strategies to disseminate information on disability services to community.	<ul style="list-style-type: none"> ▪ Distribute disability services information at regional and local transition council meetings (bridge between students with disabilities and postsecondary options). ▪ Attend transition fairs. ▪ Provide disability services via email to Special Education Lead Teachers (SELT) for area high schools. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Off-campus SELT in high schools
2. Increase promotion of Counseling Center and services offered.	<ul style="list-style-type: none"> ▪ Distribute file folders with “distressed students” and emergency information to faculty and staff. ▪ Email information about counseling services to students in fall 2011 and spring 2012. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ SA ▪ GC departments and divisions ▪ Word Processing
3. Enhance Counseling Center website.	<ul style="list-style-type: none"> ▪ Add visual enhancements and monthly tips to counseling website. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ CS
4. Develop Sexual Misconduct policy and procedure manual in-line with federal guidelines.	<ul style="list-style-type: none"> ▪ Create Sexual Misconduct policy and procedure manual. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	

Student Affairs – Financial Aid

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Continue to revise our internal Loan Default Prevention Program.	<ul style="list-style-type: none"> ▪ Reduce the student loan default rate. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ All
2. Investigate outsourcing of the verification process.	<ul style="list-style-type: none"> ▪ Streamlining of the verification process. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	

Student Affairs – Registrar

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Launch of Georgia Transfer Articulation Cooperative Services (GATRACS) portal on GAcollge411.	<ul style="list-style-type: none"> ▪ Gordon College data loaded into GATRACS system. ▪ Mid-October: portal previewed to USG Presidents. Mid-December: portal launched to public. ▪ Load course catalogs for Gordon's top 25 transfer schools into Banner. ▪ Establish course equivalencies for core curriculum courses from top 25 transfer schools. ▪ Load data into GATRACS system. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ CS
2. Fill Transfer Evaluator position.	<ul style="list-style-type: none"> ▪ Select applicant for position. ▪ Job offer extended and accepted; position filled. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ HR
3. Implement improvements identified in Survey of Expectations.	<ul style="list-style-type: none"> ▪ Update the last New Student Handbook (2007-2008) to give students information on office functions and available services. ▪ Place updated handbook on Gordon website. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ CS

Student Affairs – Residence Life

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Enhance Housing Process/Application Layout (tutorial).	<ul style="list-style-type: none"> ▪ Research/evaluate two- and four-year institutions housing web pages for possible implementation. ▪ Review process used by 5-10 two year schools. ▪ Review process used by 10-15 four year schools. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ CS ▪ BO
2. Enhance campus life programming through club/organization engagement.	<ul style="list-style-type: none"> ▪ Meet with club/organizations advisors during Student Activity training sessions. ▪ The number of invitations/meetings events hosted in the residence hall. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ STA ▪ AA
3. Conduct assessment of housing roommate matching processes in USG schools.	<ul style="list-style-type: none"> ▪ Research/evaluate social media resources available to USG. ▪ Review processes/social media resources used by 5-10 USG schools. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ Efficiency, Accountability, Sustainability 	

Student Affairs – Student Activities

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
1. Increase student participation in activities by ten percent.	<ul style="list-style-type: none"> ▪ Overall participation will increase to 20,964 students which will be a 10% increase from the previous year. ▪ The office of student activities with the help of institutional research will administer a survey in August/September to get an idea of what type of activities the students would like to see on campus. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Recruit to Serve Regional and State Needs ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ IR

Student Affairs – Student Activities

Unit Objective	Outcomes	Related Strategic Priority	Collaborators
2. Make Gordon College students more aware of the Student Government Association.	<ul style="list-style-type: none"> ▪ Implement a welcome meeting that will be opened to all students to meet the new members of SGA. ▪ Implement office hours between the hours of 10am-4pm where members will sit for 1 hour increments. ▪ Implement fax machine services and blue books to the students of Gordon College. ▪ Increase student interaction with the Student Government by 100 students per semester. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Community members ▪ FAC
3. Facilitate events that allow students, faculty, and staff to interact outside the classroom in a non-teaching environment.	<ul style="list-style-type: none"> ▪ Plan and sponsor a Murder Mystery Dinner. ▪ Bring in a campus wide speaker that will help the faculty with the students in their classrooms. ▪ Turkey trot. ▪ To have at least 10 faculty/staff at these specific events. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Faculty ▪ Staff
4. Sponsor at least one academic based event per semester.	<ul style="list-style-type: none"> ▪ Facilitate events that are academically driven. ▪ To have at least one event per semester. 	<ul style="list-style-type: none"> ▪ Facilitate Important Student Transitions ▪ External Relations ▪ Efficiency, Accountability, Sustainability 	<ul style="list-style-type: none"> ▪ Faculty

Closing the Loop: Follow Through from 2010-2011 Annual Planning

Office of the President

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Facilitate new academic program approvals with USO and BOR.	<ul style="list-style-type: none"> ▪ B.A. English approved at the February 2011 BOR meeting. ▪ B.A. History approved at the February 2011 BOR meeting. 	<ul style="list-style-type: none"> ▪ Program approval for additional programs from BOR. 	<ul style="list-style-type: none"> ▪ PRES – 4
2. Determine additional academic program needs.	<ul style="list-style-type: none"> ▪ Determined Health Informatics Administration program approval will be sought next. ▪ Sent proposal to BOR in April 2011. 	<ul style="list-style-type: none"> ▪ Program approval for additional programs from BOR. 	<ul style="list-style-type: none"> ▪ PRES – 4
3. Provide training for Gordon College Foundation board members.	<ul style="list-style-type: none"> ▪ Retreat planned for October 2011. 	<ul style="list-style-type: none"> ▪ Retreat planned for October 2011. 	
4. Provide resources and support to increase college retention and graduation rates.	<ul style="list-style-type: none"> ▪ President approved all requests for increased budget for Student Success Center, leadership in Learning Support, and retention counselor in Nursing department. ▪ Hired full-time academic advisor, mathematics instructor at FVSU, and Associate Vice President of Academic Affairs to lead external programs and the QEP. 	<ul style="list-style-type: none"> ▪ Continue providing resources and support for retention and graduation rates programs. 	<ul style="list-style-type: none"> ▪ AA – 2

Office of the President

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
5. Promoting a climate of diversity that emphasizes community responsibility and cultural awareness.	<ul style="list-style-type: none"> ▪ Creation of College Culture Task Force, Diversity Team, and Smoking Ban Committees. ▪ Report received from Culture Task Force Committee pursuing implementation. ▪ Campus became tobacco free June 1, 2011. 	<ul style="list-style-type: none"> ▪ Implementation of College Culture Task Force recommendations. 	

Academic Affairs

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Ensure that Bachelor of Science in Education and Nursing are fully accredited programs.	<ul style="list-style-type: none"> ▪ A joint team representing NCATE and PSC visited the Gordon campus in March 2011. After a three day review, they presented in an exit interview and suggested that they would recommend a full accreditation for the Education unit and developmental approval for the secondary majors in biology and mathematics. However, the written report verifying this verbal report will not be available until October, 2011. ▪ In spring 2011, teams from the National League of Nursing and the Georgia Board of Nursing visited the Gordon Campus. After each review, the teams presented in an exit interview and suggested that they would recommend a full accreditation for the RN to BSN program. However, written reports verifying these verbal reports will not be available until this summer. 		
2. Continue efforts to improve retention and persistence to graduation of Gordon College students.	<ul style="list-style-type: none"> ▪ We hired full-time instructor of mathematics for GC@FVSU, a full-time Gordon English faculty member who teaches half-time at GC@FVSU, and hired a 19 hour a week assistant for Ms. Tonya Moore. We increased the hours for tutoring in mathematics. 	<ul style="list-style-type: none"> ▪ Grow implementation of QEP. 	<ul style="list-style-type: none"> ▪ AA – 4

Academic Affairs

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
	<ul style="list-style-type: none"> ▪ We hired in all the new positions that were authorized. ▪ We hired a full-time academic advisor, improved the "first three days" advising, added two additional days to the orientation of new faculty, and had an advising workshop for continuing faculty. ▪ We hired an Associate Vice President of Academic Affairs. His portfolio includes external programs, learning support, and the QEP. ▪ Numbers in the Honors Program continued to grow. ▪ Despite the fact that there are now 31 students in the honors program, we have not yet graduated a student in this program. ▪ We changed the First Year Experience course to be a one semester hour course ending at midterm and we began requiring it of students with 2 LS requirements as well as those with 3 requirements. We begin registering LS students prior to New Student Orientations. Dr. Baskin has rethought the Learning Communities, and we should start seeing data from all of these changes soon. ▪ Senate passed statute change that approved a form for the evaluation of on-line courses and their instructors and defined a policy for administering 		

Academic Affairs

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
	those evaluations. Two new courses were added to the on-line catalog.		
3. Continue efforts to improve curriculum and shape degree mix at Gordon College to serve students, region, and state.	<ul style="list-style-type: none"> ▪ We responded to USG questions in fall 2010 and the new majors were approved in spring 2011. ▪ We have had no additional interest from Clayton State about offering degrees on our campus. We decided to discontinue conversation about this issue at the present time. ▪ We have sought permission to offer a major in Health Services and Informatics Administration. ▪ In spring 2011, the biology major had 41 non-duplicated headcount students enrolled in upper level biology courses. Mathematics was a little more anemic with only two true upper division majors. More than 50 students graduated from the BSED program but enrollments for the next year are lagging. We graduated 25 in the first class of the BSN program and expect 44 in the second class. New faculty lines have been approved this year to support the BSN, and the BS in mathematics and biology. ▪ We will be offering a new honors course in philosophy in fall 2011. 	<ul style="list-style-type: none"> ▪ Enrollment of students in upper level English and History courses. ▪ Submit proposals for Health Informatics Administration and Human Services. 	<ul style="list-style-type: none"> ▪ AA – 5 ▪ AA – 6

Academic Affairs

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
<p>4. Support efforts by Admissions office to recruit talented students.</p>	<ul style="list-style-type: none"> ▪ Since the honors program has grown to 31 students, progress must have been made on this matter. ▪ A joint team representing NCATE and PSC visited the Gordon campus in March 2011. After a three day review, they presented in an exit interview and suggested that they would recommend a full accreditation for the Education unit and developmental approval for the secondary majors in biology and mathematics. However, the written report verifying this verbal report will not be available until October, 2011. In spring 2011 the biology major had 41 non-duplicated headcount students enrolled in upper level biology courses. Mathematics was a little more anemic with only two true upper division majors. More than 50 students graduated from the BSED program but enrollments for the next year are lagging. We graduated 25 in the first class of the BSN program and expect 44 in the second class. New faculty lines have been approved this year to support the BSN, and the BS in mathematics and biology. ▪ We petitioned for and received permission to offer a History major and an English major in fall 	<ul style="list-style-type: none"> ▪ Enhance History and English B.S. programs. 	

Academic Affairs

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
	2011. We have sought permission to offer a major in Health Services and Informatics Administration. We are working with a faculty group to explore the possibility of submitting a proposal for a Human Services major in fall 2011.		

Business Affairs – Auxiliary Services

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Allow students to use financial aid for online purchases in the bookstore.	<ul style="list-style-type: none"> ▪ Students were able to use financial aid for online purchases in the bookstore. ▪ Less than 5% of sales were purchased using financial aid. 	<ul style="list-style-type: none"> ▪ Students can use financial aid for online bookstore purchases. 	
2. Test textbook rental program with Nebraska Book Company.	<ul style="list-style-type: none"> ▪ The textbook rental program was delayed from spring semester to summer semester due to Nebraska Book Company's software upgrade. 	<ul style="list-style-type: none"> ▪ The textbook rental program will begin service for summer 2011 with 41 titles available for rent. 	
3. Sell caps and gowns made from recycled plastic bottles for graduation.	<ul style="list-style-type: none"> ▪ Caps and gowns were sold and made from recycled materials for the first time during spring 2011 graduation. ▪ On the day of graduation, there was a recycle bin for caps and gowns; however, there were very few returns because the location to pick up diplomas was moved due to rain plan. 	<ul style="list-style-type: none"> ▪ Continue to use recycled caps and gowns for graduation. 	

Business Affairs – Business Office

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Review, automate and streamline various business office processes such as billing, refunding, and Banner detail codes.	<ul style="list-style-type: none"> ▪ Successful implementation of online housing application process. ▪ In process of purchasing Touchnet Bill+Payment to streamline student billing. ▪ Phase 1 of Check Out process for Housing implemented the charging of fines and 	<ul style="list-style-type: none"> ▪ Examine manual processes and consider ways to automate and streamline business office processes. ▪ Implement Touchnet Bill+Payment. 	<ul style="list-style-type: none"> ▪ BO – 1

Business Affairs – Business Office

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
	<p>damage fees to student accounts. Very manual at this stage which has led to the identification of the steps for automating the process.</p> <ul style="list-style-type: none"> ▪ Updated Designators on Term Based details codes for better interpretation of the accounting behind the scenes. 		

Business Affairs – Computer Services

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Start pushing out Windows 7 and Office 2010 to the campus.	<ul style="list-style-type: none"> ▪ Project delayed by one year. ▪ Due to staffing levels and number of projects this did not make it to the top of our list of priorities. 	<ul style="list-style-type: none"> ▪ Upgrade desktops to Windows 7 and Office 2010 systematically over the next fiscal year. 	<ul style="list-style-type: none"> ▪ CS – 1
2. Develop automated process to streamline housing deposit refunds and checkout procedures.	<ul style="list-style-type: none"> ▪ Computer Services worked with the Business Office, Facilities, and Residence Life to streamline this process. ▪ Standard codes and reporting was developed by the group. ▪ A standard worksheet was developed. ▪ Reduced checkouts from 5 per year to 3 per year. ▪ The group continues to work through various issues and intends to have a more streamlined process by summer checkout to include an automatic interface to post charges into banner. 	<ul style="list-style-type: none"> ▪ Computer Services, Business Office, Facilities and Residence Life will continue to meet to streamline the residence hall checkout process. 	<ul style="list-style-type: none"> ▪ CS – 2 ▪ RL – 1

Business Affairs – Controller

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Create a detailed business procedures manual for each financial process.	<ul style="list-style-type: none"> ▪ This goal shifted to the Director of Business Services. ▪ All staff have provided their actual job duties in writing. 	<ul style="list-style-type: none"> ▪ Director of Business Services will work with all staff and Controller to formally document procedures and to produce a written procedures manual. 	<ul style="list-style-type: none"> ▪ BO – 1
2. Implement I-Strategy Reporting.	<ul style="list-style-type: none"> ▪ VPBA and Controller attended I-Strategy Reporting training. ▪ ITS has not provided an adequate number of user roles to set up I-Strategy campus wide. 	<ul style="list-style-type: none"> ▪ Stay in contact with ITS to determine how many user roles GC has and when we will get more to implement campus wide. 	<ul style="list-style-type: none"> ▪ Controller – 1

Business Affairs – Facilities

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Upgrade facilities work order tracking system.	<ul style="list-style-type: none"> ▪ Purchased and installed an upgrade to the existing system in fall 2010. ▪ Faculty/staff/students can track their work order request online. 		
2. Install software and metering devices on each building to track all utilities remotely.	<ul style="list-style-type: none"> ▪ This is an ARRA funded project that is being managed by the BOR. It was delayed at one point but now has a more formal timeline for completion. 	<ul style="list-style-type: none"> ▪ Continue to work with BOR project managers to get metering devices installed. 	<ul style="list-style-type: none"> ▪ FAC – 1

Business Affairs – Human Resources

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Implement 7 essential BOR annual mandated training topics (ethics, right to know, sexual harassment, fire safety, campus safety, Diversity, USG motor vehicle use).	<ul style="list-style-type: none"> ▪ Ethics training completed. ▪ Right to know completed. ▪ Sexual harassment in progress. ▪ Fire safety unmet. ▪ Campus Safety unmet. ▪ Diversity in progress. ▪ Motor vehicle in progress. 	<ul style="list-style-type: none"> ▪ Develop annual training programs/opportunities to address the topics that are in progress or unmet. 	
2. Provide periodic training to managers related to personnel issues (hiring process, evaluation process, legal issues).	<ul style="list-style-type: none"> ▪ Offered a progressive discipline seminar on July 14, 2010 presented by Jeff Thompson who is an attorney on retainer with the BOR. 	<ul style="list-style-type: none"> ▪ Identify other training opportunities for managers and employees regarding personnel issues. The goal was to provide 2-3 session per year. 	<ul style="list-style-type: none"> ▪ HR – 2

Business Affairs – Public Safety

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Develop a current standard operating procedure (SOP) for Public Safety personnel.	<ul style="list-style-type: none"> ▪ SOP for Public Safety personnel was written and implemented on January 1, 2011. 	<ul style="list-style-type: none"> ▪ SOP will be reviewed and updated annually. 	
2. Develop a computer aided dispatching (CAD) system.	<ul style="list-style-type: none"> ▪ Implemented CAD system spring 2011. ▪ Developed a procedures manual. ▪ Provided training to all employees. 	<ul style="list-style-type: none"> ▪ Develop emergency dispatch system. 	<ul style="list-style-type: none"> ▪ PS – 1

Institutional Advancement – Alumni Relations

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Expand alumni efforts to include more reunions and meetings on campus.	<ul style="list-style-type: none"> ▪ Sports Alumni Football Roundup Alumni Weekend 2011. ▪ 55 year reunion for class of 1956. ▪ No other Affinity reunions. ▪ Expenses did not exceed Budget. 	<ul style="list-style-type: none"> ▪ Contact by phone and email to determine interest in Affinity Alumni Reunions. 	<ul style="list-style-type: none"> ▪ AR – 1
2. Involve alumni with campus events.	<ul style="list-style-type: none"> ▪ Alumni continued to participate in Dorm Move-In Day. 	<ul style="list-style-type: none"> ▪ Co-sponsor “Move-in Dorm Days” by purchasing water. 	<ul style="list-style-type: none"> ▪ AR – 2
3. Establish an active class agent program.	<ul style="list-style-type: none"> ▪ Updated as we received new information. On-going process. 	<ul style="list-style-type: none"> ▪ We will continue to establish class agent program. It is on-going. 	<ul style="list-style-type: none"> ▪ AR – 3
4. Improve alumni communication.	<ul style="list-style-type: none"> ▪ Thirty-four classes participated. ▪ Email distribution lists updated with each event. ▪ Alumni Survey response rate was 0.8%. 	<ul style="list-style-type: none"> ▪ Establish ways of involving alumni. 	<ul style="list-style-type: none"> ▪ AR – 2
5. Involve alumni in fundraising projects.	<ul style="list-style-type: none"> ▪ Donations increased 51% from 2009-2010 to 2010-2011. 	<ul style="list-style-type: none"> ▪ Create opportunities for alumni involvement in fundraising projects. 	<ul style="list-style-type: none"> ▪ AR – 2

Institutional Advancement – Community Education

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Increase revenue to improve self-sufficiency.	<ul style="list-style-type: none"> ▪ Developed CE Facebook page. CE enrollment up approximately 11%. ▪ Completed Ed2go webinar “Marketing 101”. Met with Ed2go account manager Re: changes in catalog layout to promote higher visibility of Ed2go courses. 	<ul style="list-style-type: none"> ▪ Receive responses from Facebook promotions. 	<ul style="list-style-type: none"> ▪ CE – 1

Institutional Advancement – Community Education

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
	<p>Implemented changes spring 2011.</p> <ul style="list-style-type: none"> ▪ In order to adequately service an increase in the number of summer camps, availability of needed campus resources & facilities must first be addressed. 		
2. Reduce costs to improve self-sufficiency.	<ul style="list-style-type: none"> ▪ Mailing list is re-evaluated each semester, deleting duplicate or uninterested students. However, increase in postal rates this year & overall rise in size of mailing list still resulted in slight increase (\$35.77) in postage costs. ▪ Exploration of alternate print layout/size with Joe Thompson of Clayton News Daily yielded no appreciable price difference. Also asked about lower paper quality – we are already printing on the most economical newsprint offered. 	<ul style="list-style-type: none"> ▪ Assess costs yearly. 	

Institutional Advancement – Development

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Expand trustees' involvement in fundraising.	<ul style="list-style-type: none"> ▪ Solicitations made by two trustees. 	<ul style="list-style-type: none"> ▪ The Foundation will hold a retreat to discuss best practices and experience visioning exercises. 	<ul style="list-style-type: none"> ▪ DEV – 1

Institutional Advancement – Development

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
2. Secure funding for Memorial Plaza.	<ul style="list-style-type: none"> ▪ Two regional meetings held. ▪ Committee not engaged. ▪ Twenty-two names added. 	<ul style="list-style-type: none"> ▪ The Foundation will hold a retreat to discuss best practices and experience visioning exercises. ▪ Identify new leadership for the military memorial committee and hold more regional meetings. 	<ul style="list-style-type: none"> ▪ DEV – 2
3. Seek donations for scholarships and faculty/staff development reflective of state college status.	<ul style="list-style-type: none"> ▪ Endowments added, but no discipline specific goals. ▪ No donor identified for the faculty/staff fund. 	<ul style="list-style-type: none"> ▪ The Foundation will hold a retreat to discuss best practices and experience visioning exercises. 	<ul style="list-style-type: none"> ▪ DEV – 1
4. Strengthen annual off-campus campaign.	<ul style="list-style-type: none"> ▪ Gordon College decreased in unrestricted support from the previous year; however, unrestricted support surpassed restricted giving. 	<ul style="list-style-type: none"> ▪ The Foundation will hold a retreat to discuss best practices and experience visioning exercises. 	<ul style="list-style-type: none"> ▪ DEV – 1

Institutional Advancement – Institutional Research

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Provide support to the College in the area of assessment and analyses through surveys, data, and other activities as determined by the College.	<ul style="list-style-type: none"> ▪ Data, survey creation, survey scanning, were provided to the Multi-metric program review committee. 	<ul style="list-style-type: none"> ▪ Analyze historical student data for use in retention efforts. 	<ul style="list-style-type: none"> ▪ IR – 2

Institutional Advancement – Institutional Research

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
2. Enhance IR website to better serve the community.	<ul style="list-style-type: none"> ▪ Some reports were added to the website. All reports were not added to the web page. ▪ Developed and provided an online Data Request Form to improve efficiency and delivery time of ad hoc requests. This form may be found in the top left hand corner on the Institutional Research website. 	<ul style="list-style-type: none"> ▪ Add various reports to the IR web page. 	<ul style="list-style-type: none"> ▪ IR – 1

Institutional Advancement – Marketing

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Support student recruitment.	<ul style="list-style-type: none"> ▪ New recruitment package complete and in use. ▪ Website redesign complete and implementation in progress. ▪ Internet traffic has steadily increased as indicated by Google Analytics. 	<ul style="list-style-type: none"> ▪ Provide support for recruitment of targeted student audiences. 	<ul style="list-style-type: none"> ▪ MKT – 1

Institutional Advancement – Public Information

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Enhance intra-campus faculty/staff communication by re-introducing the “campus forum.”	<ul style="list-style-type: none"> ▪ Forum revived in March – some increase in views. ▪ Has reduced off-topic emails. 	<ul style="list-style-type: none"> ▪ Update forum with pertinent faculty/staff information. 	

Institutional Advancement – Public Information

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
2. Provide local officials, neighbors, friends, and alumni information on what is going on at Gordon College and how it affects them – economic impact, campus improvements, campus events, alumni events.	<ul style="list-style-type: none"> ▪ Some progress, still need more participation from faculty/staff. ▪ Assistance needed from AA and others to reach this target. 	<ul style="list-style-type: none"> ▪ Continue to impress upon AA and SA the need for cooperation in the development of expert list/speakers' bureau – perhaps attend division head meeting. 	

Student Affairs - Admissions

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Enrollment goal of 5,000 students.	<ul style="list-style-type: none"> ▪ Fall 2010 enrollment was 5,009. 	<ul style="list-style-type: none"> ▪ Students will be actively recruited as always. Communication plan will be examined and altered as deemed necessary. 	<ul style="list-style-type: none"> ▪ ADM – 1
2. Increase incoming student academic profile.	<ul style="list-style-type: none"> ▪ Freshmen Index is up 73 points over fall 2010. ▪ SATV average is up 19 points over fall 2010. ▪ SATM is up 17 points over fall 2010. 	<ul style="list-style-type: none"> ▪ Enhance incoming student academic profile. 	<ul style="list-style-type: none"> ▪ ADM – 1
3. Cross-train counselors and specialists.	<ul style="list-style-type: none"> ▪ Counselors and specialists are about 60% interchangeable. 	<ul style="list-style-type: none"> ▪ Cross-training will continue. 	
4. Continue participation in PROBE Fairs.	<ul style="list-style-type: none"> ▪ Participated in every Probe fair. 	<ul style="list-style-type: none"> ▪ Participate in Probe Fairs. 	<ul style="list-style-type: none"> ▪ ADM – 2
5. Continue High School Counselor Luncheon Program.	<ul style="list-style-type: none"> ▪ Counselor luncheon was cancelled because of snow. ▪ Decision was made to make luncheon biannual. 	<ul style="list-style-type: none"> ▪ Schedule Counselor luncheon. 	ADM – 4

Student Affairs – Athletics

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Build a branding identity for Athletics.	<ul style="list-style-type: none"> ▪ Not able to incorporate new branding identity for athletics. ▪ Continue to reach new fans by publicizing events and updating athletic website. 	<ul style="list-style-type: none"> ▪ Branding identity for athletics. 	
2. Develop a marketing and promotions plan for Athletics.	<ul style="list-style-type: none"> ▪ Support was strong but paid attendance increase was flat. ▪ Promotional dates did increase awareness and attendance. 	<ul style="list-style-type: none"> ▪ Marketing plan to increase attendance for paid sports. 	<ul style="list-style-type: none"> ▪ ATH – 2

Student Affairs – Athletics

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
3. Create an academic component to monitor grades of current student-athletes and to streamline the admissions process for new recruits.	<ul style="list-style-type: none"> ▪ Decreased number of ineligible student-athletes for academic year. ▪ All teams did not increase grade point average (GPA). ▪ With additional support from the new Assistant Athletic Director transition along with paperwork was much smoother. 	<ul style="list-style-type: none"> ▪ Increase overall GPA for athletic teams. 	<ul style="list-style-type: none"> ▪ ATH – 1

Student Affairs – Counseling

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Contact Special Education Lead Teachers (SELT) in area high schools regarding disability services.	<ul style="list-style-type: none"> ▪ All SELTs were emailed however, 80% of the emails were valid. Received good response from SELTs. 	<ul style="list-style-type: none"> ▪ Disseminate disability information to SELTs. 	<ul style="list-style-type: none"> ▪ CSL – 1
2. Update and improve policies and procedures relevant to Counseling Services.	<ul style="list-style-type: none"> ▪ Streamlined student employment procedures with financial aid. ▪ Developed policy on sexual assault. ▪ Improved process for disability services by creating an excel spreadsheet for data keeping. 	<ul style="list-style-type: none"> ▪ Develop Sexual Misconduct policy. 	<ul style="list-style-type: none"> ▪ CSL – 4
3. Increase promotion of Counseling Center and services offered.	<ul style="list-style-type: none"> ▪ In process, examined strategies for promotion of counseling services. ▪ Emails sent to students on counseling services. ▪ Increased information available on bulletin boards and website. 	<ul style="list-style-type: none"> ▪ File folders are more effective implementation strategy for distribution of information to faculty. 	<ul style="list-style-type: none"> ▪ CSL – 2

Student Affairs – Counseling

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
4. Update Counseling Services website.	<ul style="list-style-type: none"> ▪ Current information on disability services and counseling added on website. ▪ Monthly topics added to website. 	<ul style="list-style-type: none"> ▪ Add visual enhancements to website. 	<ul style="list-style-type: none"> ▪ CSL – 3

Student Affairs – Financial Aid

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Continue to revise our internal Loan Default Prevention Program.	<ul style="list-style-type: none"> ▪ The loan default rate was reduced from 16.4% to 12.8% from 2009-2010 to 2010-2011. 	<ul style="list-style-type: none"> ▪ Modify internal Loan Default Program. 	<ul style="list-style-type: none"> ▪ FA – 1
2. Establish procedures in preparation for changes in Year Round Pell Processes that will result from the implementation of the multiple Free Application for Federal Student Aid (FAFSA) review process.	<ul style="list-style-type: none"> ▪ The awarding of the Year Round Pell funds for the summer 2011 semester is mostly complete. We utilized batch processing to the greatest extent possible. 		

Student Affairs – Registrar

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Implement improvements identified in Survey of Expectations.	<ul style="list-style-type: none"> ▪ 2007- 2008 New Student Handbook under review. ▪ Review of degree requirements and advising notes for students (website) incorporated into Registrar's New Student Orientation (NSO) session. 	<ul style="list-style-type: none"> ▪ Complete review of 2007-2008 New Student Handbook and revise as needed. Place handbook on website. 	<ul style="list-style-type: none"> ▪ REG – 3

Student Affairs – Registrar

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
	<ul style="list-style-type: none"> ▪ Campus map included in NSO folders. Location of campus map on website included in Registrar's NSO session. 		
2. Utilize Banner functionality to increase service to students.	<ul style="list-style-type: none"> ▪ Report of possible duplicate records reviewed weekly. Records corrected as needed. 	<ul style="list-style-type: none"> ▪ Correct duplicate records. 	
3. Continue implementation of transfer articulation.	<ul style="list-style-type: none"> ▪ Course equivalencies increased from 4,020 as of 12/31/2010 to 6,575 as of 5/31/2011. ▪ Staff training for Admissions and Registrar offices completed with USG ITS on 5/3/2011. Assistant Registrar attended additional training provided by USG on 6/2/2011. ▪ Assistant Registrar assigned to work on transfer articulation full-time as of 5/16/2011. 	<ul style="list-style-type: none"> ▪ Assistant Registrar assigned to work on transfer articulation. 	
4. Add Transfer Evaluator position to Student Affairs.	<ul style="list-style-type: none"> ▪ Position approved for FY 2011. ▪ In progress. Working with HR on position questionnaire, description, announcement and advertisement. 	<ul style="list-style-type: none"> ▪ Fill Transfer Evaluator position. 	<ul style="list-style-type: none"> ▪ REG – 2

Student Affairs – Residence Life

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Provide additional assistance for completing housing forms properly.	<ul style="list-style-type: none"> ▪ Created tutorial for the online housing application process. ▪ Housing instructions were embedded within the housing process pages. ▪ Housing assignment process increased applications. ▪ Reduced incomplete paper applications. 	<ul style="list-style-type: none"> ▪ Enhance housing process. 	<ul style="list-style-type: none"> ▪ RL – 1
2. Enhance campus life programs through club/organization involvement, faculty and community resources.	<ul style="list-style-type: none"> ▪ Invited campus clubs and organizations to host programs/sessions in residence hall areas. ▪ Emailed invitations to 26 clubs/organizations (22 advisors). ▪ Confirmed and hosted 3 club/organization meetings. ▪ Offered 5 meeting spaces. 	<ul style="list-style-type: none"> ▪ Meet with club/organizations advisors. 	<ul style="list-style-type: none"> ▪ RL – 2

Student Affairs – Student Activities

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
1. Increase student participation in activities by ten percent.	<ul style="list-style-type: none"> ▪ Student participation in activities increased 22.1% from the previous year. Total participation for 2010-2011 was 19,058. 	<ul style="list-style-type: none"> ▪ Conduct survey to find out activities of interest to student. 	<ul style="list-style-type: none"> ▪ STA – 1
2. Educate new faculty/staff on the opportunities Gordon College offers in the area of club advising.	<ul style="list-style-type: none"> ▪ Ten current advisors and one potential advisor attended the meeting and one potential advisor attended. ▪ Placed a one page summary of Advising Clubs on campus in the faculty handout. 	<ul style="list-style-type: none"> ▪ Facilitate events that allow students, faculty, and staff to interact. 	<ul style="list-style-type: none"> ▪ STA – 3

Student Affairs – Student Activities

2010-2011 Objective	Status	Follow-through	Related 2011-2012 Objective
3. Increase the knowledge and ability of the game room attendants.	<ul style="list-style-type: none"> ▪ Met with student workers on the 4th Monday of each month. ▪ Held informal individual progress meetings. ▪ Overall, had better communication among game room personnel. 		
4. Make the students of Gordon College and the community aware of their student government.	<ul style="list-style-type: none"> ▪ Held a campus wide event every semester. ▪ Held more than two community service projects per semester. 	<ul style="list-style-type: none"> ▪ Offer a meet and greet when the new SGA members take office. 	<ul style="list-style-type: none"> ▪ STA – 2
5. Conduct student activity survey to see what events students may be more likely to attend.	<ul style="list-style-type: none"> ▪ Spoke with Director of Institutional Research and it was decided that we would better meet the needs of students if we conducted this survey at the beginning of an academic year. 	<ul style="list-style-type: none"> ▪ Plan to conduct a student survey in August/September so that the results will plan events for those who participated in the survey. 	<ul style="list-style-type: none"> ▪ STA – 1