2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Provide academic programs to enhance educational opportunities for postsecondary students. (University LRP Goal 1)							
1.1 Expand and enhance distance learning.	a. Develop a plan for expansion of distance learning courses. b. Plan and provide technology as appropriate for ensuring the best quality courses for students. c. Assess the number of full-time instructors needed based upon course offerings. d. Develop an e-college to provide administrative oversight for distance learning. (See 1.5) e. Assess the distance learning program annually, using appropriate survey instruments, outcome assessment exams, and benchmarking techniques to determine progress, needs and quality of offerings.	Plan developed. Technology plan developed. Plan developed for full-time instructors for online. Assessment of need for e-college made Outcomes assessment data. Student evaluation data.	VP Academic Affairs		a. 2006-07 b. 2006-07 c. 2006-07 d. 2006-07 e. 2006-07 (ongoing)		
1.2 Develop new programs of study.	a. Conduct surveys to determine the need for new programs. b. Seek approval from appropriate bodies outside the University.	Surveys made on an ongoing basis. Program expansion plan developed. New programs offered based upon approvals.	VP Academic Affairs	$2,000	a. 2006-07 (ongoing) b. 2007-08 (ongoing)		
1.3 Develop graduate programs.	a. Conduct a survey to determine need for program. b. Develop a short-range plan to determine feasibility of a master's degree program.	Survey completed. Feasibility study completed.	VP Academic Affairs		a. 2007-08 b. 2007-08		
1.4 Develop an e-College to ensure appropriate direction for distance learning students.	a. Develop a plan in preparation of creating an e-College for the Distance Learning Program. b. Develop qualifications and responsibilities for an e-College Administrator position. c. Advertise and hire e-College Administrator. d. Review and evaluate current distance learning policies and procedures on an annual basis. e. Maintain statistics for students taking distance learning courses.	e-College plan developed and administrator hired. Distance Learning policies and procedures reviewed annually. Distance Learning statistics available.	VP Academic Affairs		a. 2007-08 b. 2007-08 c. 2007-08 d. 2007-08 e. 2007-08 (ongoing)		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
1.5 Emphasize and expand the use of technology to maintain excellence in teaching and enhance the quality of programs delivered.	a. Develop a plan for providing new technologies and equipment for the University to enhance the quality of programs. b. Evaluate the plan annually to assure appropriate decisions are made, as technology needs and equipment change rapidly. c. Create a technology infrastructure that provides easy interaction in a learning environment. d. Maintain a quality technology system. e. Utilize technology in academic support services.	Number of courses using technology. Evaluation of courses using technology by students. Capacity and convenience of student access areas. Evaluation of turnaround time for schedules and catalogs	VP Academic Affairs		a. 2007-08 (ongoing) b. 2007-08 (ongoing) c. 2008-09 (ongoing) d. 2006-07 (ongoing) e. 2006-07 (ongoing)		
GOAL 2. Provide scheduling and delivery modes to meet diverse student population needs. (University LRP Goal 2)							
2.1 Develop a long-term schedule of major course offerings.	a. Develop a schedule of semester offerings for major courses for publication in the catalog. b. Provide variable modes of delivery by all colleges within the University to include day, night, weekend, and distance learning. c. Encourage all colleges within the University to develop collaborative programs with other community and four-year institutions.	Long-term schedules available for students. All colleges providing variable modes of delivery for courses. Joint programs offered with other colleges.	VP Academic Affairs		a. 2007-08 b. 2006-07 (ongoing) c. 2006-11 (ongoing)		
GOAL 3. Enhance quality faculty and staff. (University LRP Goal 3)							
3.1 Increase faculty numbers based upon enrollment increases and distance learning needs.	a. Identify student enrollment increase for centers, classroom, and distance learning courses	Enrollment data provided by appropriate office.	VP Academic Affairs		a. 2006-07 (ongoing)		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
3.2 Provide for professional development of faculty to improve qualifications	a. Develop professional development budget for University b. Provide for application for funds following University policy.	Professional Development funds awarded.	VP Academic Affairs	$10,000	a. 2006-07 (ongoing) b. 2006-07 (ongoing)		
3.3 Establish and implement policies and procedures designed to enhance teaching effectiveness.	a. Emphasize effective teaching as a priority for the University. b. Improve method of providing evaluation feedback to faculty and administrators.	Evaluation of teaching by students provided to faculty and administrators.	VP Academic Affairs		a. 2006-11 (ongoing) b. 2006-11 (ongoing)		
3.4 Encourage faculty research to increase teaching quality.	a. Provide Professional Development funds.	Number of faculty publications, presentations, and awards.	VP Academic Affairs		a. 2006-07 (ongoing)		
GOAL 4. Develop learning resources appropriate to the mission of the University. (University LRP Goal 4)							
4.1 Assess library services needed to support excellence in learning and teaching.	a. Develop a plan to provide service to students, faculty, administration, and the community. b. Provide for an annual evaluation of the plan to track performance.	Evaluate survey responses. Progress shown in strategic plan.	VP Academic Affairs		a. 2006-07 (ongoing) b. 2006-07 (ongoing)		
GOAL 5. Evaluate the effectiveness and quality of programs. (University LRP Goal 5)							
5.1 Enhance accountability.	a. Establish an Office of Assessment. b. Place oversight for the strategic plan under the Office of Assessment.	Annual Assessment Report.	VP Academic Affairs		a. 2006-07 b. 2006-07		
5.2 Seek regular university reaccreditation and college accreditation as appropriate.	a. Perform self-studies as appropriate. b. Determine progress toward assessment.	Accreditation attained.	VP Academic Affairs		a-b. 2006-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
5.3 Determine assessment procedures and bench-marking techniques by unit based upon requirements from accrediting bodies.	a. Provide a review of all programs by college annually to assess performance and determine necessary changes. b. Require colleges to evaluate strategic plan set by each annually to assess progress and ensure changes are made as appropriate. c. Set procedures and benchmarking techniques.	Annual Assessment Report.	VP Academic Affairs		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing)		
5.4 Maintain a quality work environment.	a. Develop an appropriate review process to ensure consistency among policies and procedures. b. Revise policies and procedures as necessary. c. Develop an information system for faculty and staff to advise of changes in policies and procedures.	Annual Review of policies and procedures. Reporting process used to advise faculty and staff of changes.	VP Academic Affairs		a. 2007-08 b. 2007-08 (ongoing) c. 2007-08		
5.5 Maintain a quality/diverse faculty and staff.	a. Maintain accurate job description for all positions. b. Follow appropriate policies in hiring of faculty and staff. c. Provide resources and encourage hiring of diverse populations. d. Annually conduct performance evaluations and provide feedback. e. Provide a professional development plan. f. Expand resources for professional development and training. g. Develop and implement a plan to provide for promotional policies for faculty and staff.	Accurate job descriptions for all positions. Number of diverse faculty and staff increased. Performance Evaluation Policy followed. Active Professional Development Plan. Resources available for professional development. Promotional Plan for faculty and staff.	VP Academic Affairs		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-07 f. 2007-08 g. 2007-08		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 6. Develop programs to provide enhanced intellectual, social, and cultural opportunities. (University LRP Goal 6)							
6.1 Expand programs that encourage students to seek global opportunities to participate in study abroad.	a. Form a committee to determine feasibility of program expansion. b. Establish a plan with policies and procedures for study abroad programs. c. Provide faculty with incentives to participate in study abroad. d. Provide support for students in seeking funding for study abroad. e. Seek external funding to develop or expand study abroad. f. Determine whether the University can join with another program to enhance the experience. g. Evaluate by students who participate.	Committee established. Plan developed. Scholarships or funding developed. Evaluation of joint program compiled. Evaluation of the study abroad experience by the student.	VP Academic Affairs		a. 2006-07 b. 2006-07 c. 2007-08 d. 2007-08 e. 2008-09 f. 2007-08 g. 2008-09		
GOAL 7. Provide academic student support services. (University LRP Goal 8)							
7.1 Establish a Student Advising Center.	a. Develop policies and procedures for the operation of a Student Advising Center.	Center established.	VP Academic Affairs		a. 2006-07		
7.2 Establish an Online Advising Center for all students.	a. Develop policies and procedures for the operation of online advising.	Survey students and evaluate the value to the student. Online Advising Center established	VP Academic Affairs	$8,000	a. 2006-07		
7.3 Establish an Online Tutoring Center for all students.	a. Evaluate the technology needs and costs of online tutoring. b. Provide online tutoring.	Assess value of online tutoring to the student. Online tutoring made available to students.	VP Academic Affairs		a. 2006-07 b. 2006-07		
7.4 Recruit students seeking quality programs.	a. Continue to enhance the quality of academic programs. b. Enhance the academic environment by seeking accreditation of programs.	Recruiting success determined by student increases. Programs accredited.	VP Academic Affairs		a. 2006-11 (ongoing) b. 2006-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 8. Seek external funding opportunities for academic programs. (University LRP Goal 10)							
8.1 Address alternative sources of funding to provide opportunities for enhanced student education.	a. Establish a plan to provide for sources of funding. b. Appoint a committee to determine alternatives for sources. c. Increase funding from external sources through partnerships or grants. d. Increase funding through corporate or private donors. e. Provide monies for current employees to attend grants writing workshops. f. Hire a full-time or part-time grants writer.	Plan established. Committee appointed. Funds generated. Monies provided. Grants writer hired.	VP Academic Affairs		a. 2007-08 b. 2007-08 c. 2008-09 (ongoing) d. 2008-09 (ongoing) e. 2007-08 f. 2008-09		
GOAL 9. Provide learning environment appropriate for academic programs—labs, library, classrooms. (University LRP Goal 11)							
9.1 Determine facility needs for campus and University Centers by priority.	a. Conduct a campus-wide facilities and equipment needs assessment.	Completed needs assessment.	VP Academic Affairs		a. 2006-11 (ongoing)		
GOAL 10. Develop, implement and assess the vision and goals of academics. (University LRP Goal 12)							
10.1 Increase awareness of the plans for the University internally.	a. Provide all employees with access to the University Strategic Plan. b. Communicate the University Strategic Plan to employees at a University-wide meeting. c. Communicate the University Strategic Plan externally to centers and other interested parties, such as Foundation Board members, alumni, businesses, and families of students by placing it on the Athens State University website and in the Library.	Strategic Plan available. Conduct annual meeting to provide faculty and staff with progress for strategic plan. Provide letter from the President to internal and external constituencies on an annual basis to assess plan progress.	VP Academic Affairs		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
10.2 Develop a strategic plan for each academic college and administrative department.	a. Department or college strategic plans will be based upon University mission, goals, and objectives, as well as requirements of accrediting bodies. b. Unit plan is reviewed on an annual basis to make changes as needed.	Plans established. Plans reviewed annually.	VP Academic Affairs		a. 2006-11 (ongoing) b. 2006-11 (ongoing)		
10.3 Improve internal communication to provide faculty and staff with knowledge to effectively impart information about the goals and vision of the University.	a. Require all new staff and faculty to attend in-service training within sixty days of employment to be held in each appropriate department or college. b. Include both faculty and staff on committees for the University and the colleges for input into the strategic plan. c. Include an assessment of the strategic plan in performance appraisals. d. Encourage faculty and staff to actively serve on university and college committees, as appropriate for each, to allow for enhanced communication. e. Encourage attendance at university and college meetings. f. Provide faculty and staff with access to the strategic plan.	Assessment of employees to determine knowledge of University Strategic Plan. Assessment of plan completion included in performance appraisals. Committees appointed. Attendance improved. Access improved.	VP Academic Affairs		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-11 (ongoing) f. 2006-11 (ongoing)		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Provide educational opportunity to postsecondary students through carefully planned and implemented programs. (University LRP Goal #1)							
1.1 Expand and enhance distance learning. Increase the number of majors and courses available through distance education and where feasible get all faculty involved in distance education.	a. Develop a plan for expansion of distance learning courses. b. Plan and provide technology as appropriate for ensuring the best quality courses for students. c. Assess the number of full-time instructors needed based upon course offerings. d. Determine the need to hire adjunct instructors dedicated to teaching online only. e. Provide training for teaching faculty. f. Assess the distance learning program annually, using appropriate survey instruments, outcome assessment exams, and benchmarking techniques to determine progress, needs and quality of offerings.	a. Plan developed and reviewed annually. b. Technology plan developed. c. Plan developed for full-time and part-time instructors for online. e. Training program established. f. Outcomes assessment data. Student evaluation data.	College Dean Chairs Faculty	$3,000	a. 2006-07 b. 2006-07 c. 2006-07 d. 2006-07 e. 2006-07 (ongoing) f. 2007-08 (ongoing)		
1.2 Develop new programs of study.In the case of A&S, the College added the General Science major in 2004-05 and added options in Computer Networking and Governmental Policy in 2005-06. Currently there are no plans for other new undergraduate programs, but that will change	a. Conduct surveys to determine the need for new programs. b. Develop plans for the expansion of programs of study In the College c. Follow appropriate approval policies within the University d. Seek approval from appropriate bodies outside the University. e. Upon approval, follow appropriate hiring policies to hire faculty and staff to meet program needs.	a. Surveys made on an ongoing basis. b. Program expansion plan developed. d. New programs offered based upon approvals. e. Faculty hired.	College Dean Chairs Faculty		a. 2007-08 b. 2007-08 c. As needed d. As needed e. As needed		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
1.3. Develop graduate programs. A&S is planning on pursuing graduate programs in Library Science and Religion.	a. Conduct a survey to determine need for program. b. Develop a short-range plan to determine feasibility of a master's degree program. c. Appoint a committee to develop programs as approved by college administration. d. Seek approvals from appropriate bodies outside the University. e. Upon approval, follow appropriate hiring policies to hire faculty and staff to meet program needs.	a. Survey completed. b. Feasibility study completed. c. Committee appointed and report made to institution d. Approvals granted. e. Graduate program(s) offered.	College Dean Chairs Faculty	$3,000	a. 2006-07 for Library Science and Religion. b. 2006-07 for Library Science and Religion. c. 2006-07 for Library Science and 2007-08 for Religion d. 2006-07 for Library Science and 2007-08 for Religion e. As needed		
GOAL 2. Serve the student effectively and efficiently by providing flexible scheduling, varied modes of delivery and of delivery and cooperative arrangements with other institutions. (University LRP Goal #2)							
2.1 Develop a long-term schedule of major course offerings.	a. Develop a schedule of semester offerings for major courses for publication in the catalog. b. Provide variable modes of delivery within the College of Arts and Sciences to include day, night, weekend, and distance learning. c. Evaluate schedules and make changes as necessary to meet student needs. d. Encourage the College of Arts and Sciences to develop collaborative programs with other community and four-year institutions.	a. Long-term schedules available for students. b. All colleges providing variable modes of delivery for courses. c. Schedules evaluated as needed. d. Joint programs offered with other colleges.	College Dean Chairs Faculty		a. 2007-08 b. 2007-08 c. 2007-08 d. 2007-11 (ongoing)		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 3. Recruit, retain, and promote professional development of qualified faculty and staff. (University LRP Goal #3)							
3.1 Increase faculty numbers based upon enrollment increases and distance learning needs .	a. Identify student enrollment increase for centers, classroom, and distance learning courses b. Provide projections for increases of faculty during budget preparation c. Obtain appropriate approvals to hire. d. Advertise and recruit.	a. Enrollment data provided by appropriate office. b. Budget requests provided to VP Financial Affairs. c. Appropriate approvals made d. Positions advertised and recruitment policy followed. New faculty hired.	College Dean Chairs Faculty		a. 2006-07 (ongoing) b. 2006-07 (ongoing) c. 2007-08 d. 2007-08		
3.2 Provide for professional development of faculty to improve qualifications.	a. Develop professional development budget for University. b. Provide for application for funds following University policy.	a. Professional Development funds awarded. b. Establish policies and procedures in the College.	VP Financial Affairs College Dean	$3,000	a. 2006-07 b. 2007-08		
3.3 Establish and implement policies and procedures designed to enhance teaching effectiveness.	a. Emphasize effective teaching as a priority for the University. b. Improve method of providing evaluation feedback to faculty and administrators. c. Continue to improve technological capabilities in classrooms. d. Recognize excellence in teaching through awards annually. e. Identify and promote effective teaching practices for faculty. f. Provide support for faculty to develop innovative teaching practices.	a. Evaluation of teaching by students provided to faculty and administrators. d. Teaching awards presented by the University. e. Support for innovative teaching practices. f. Number of faculty participating in enhanced teaching practices or innovations.	College Dean	c. $3,000 d. $500 f. $2,000	a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-07 (ongoing) e. 2007-08 f. 2007-08		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
3.4 Encourage faculty research to increase teaching quality.	a. Provide Professional Development funds.	a. Number of faculty publications, presentations, and awards. b. Provide incentives to Increase research productivity. (release time/ awards) c. Provide resources for faculty to attend conferences, to present, and serve as discussants.	College Deans	 $3,000 $5,000	a. 2006-11 (ongoing) b. 2007-08 (ongoing) c. 2007-08 (ongoing)		
GOAL 4. Develop and maintain a periodic internal evaluation to ensure that all programs are operating within a manner consistent with the mission of the University. (University LRP Goal #5)							
4.1 Maintain a quality/diverse faculty and staff. (University LRP Goal #5.4)	a. Maintain accurate job description for all positions. b. Follow appropriate policies in hiring of faculty and staff. c. Provide resources and encourage hiring of diverse populations. d. Annual conduct performance evaluations and provide feedback. e. Provide a professional development plan. f. Expand resources for professional development and training. g. Provide mentoring plan for new faculty and staff. h. Develop and implement a plan to provide for promotional policies for faculty and staff.	a. Accurate job descriptions for all positions. c. Number of diverse faculty and staff increased. d. Performance evaluation policy followed. e. Active Professional Development Plan. f. Resources available for professional development. g. Mentoring policies for each unit. h. Promotional Plan for faculty and staff.	College Deans	$3,000	a. 2006-07 b. 2006-07 c. 2006-07 d. 2006-07 e. 2006-11 (ongoing) f. 2007-11 (ongoing) g. 2007-08 h. 2007-08		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 5. Provide opportunities for students to expand their intellectual, social, and cultural horizons. (University LRP Goal #6)							
5.1 Expand programs within College of Arts and Sciences that encourage students to seek global opportunities to participate in study abroad. (University LRP Goal #6.1)	a. Form a committee to determine feasibility of program expansion. b. Establish a plan with policies and procedures for study abroad programs. c. Provide faculty with incentives to participate in study abroad. d. Provide support for students in seeking funding for study abroad. e. Seek external funding to develop or expand study abroad. f. Determine whether the University can join with another program to enhance the experience. g. Evaluate by students who participate.	a. Committee established. b. Plan developed. d. Scholarships or funding developed. f. Evaluation of joint program compiled. g. Evaluation of the study abroad experience by the student.	College Dean Chairs Faculty		a. 2006-07 b. 2006-07 c. 2007-08 d. 2007-08 e. 2008-09 f. 2007-08 g. 2008-09		
GOAL 6. Promote the use of appropriate University and community resources to facilitate educational and training programs for the diversified needs of business, industry, education, and government in addition to providing cultural and intellectual enrichment. (University LRP Goal #9)							
6.1 Establish Oral History and Culture Center in cooperation with University Archives. (University LRP Goal #9.2)	a. Develop plan for establishing center with grant seed money or by other means. b. Determine facility arrangements. c. Establish a partnership with local individuals and groups to seek support.	a. Centers or institutes established. b. Identify and seek funding from individuals, agencies, and institutions.	College Dean Chairs Faculty VP University Relations	$3,000	a. 2006-08 b. 2006-08 c. 2007-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
6.2 Expand Drama Production. (University LRP Goal #9.3)	a. Develop plan for establishing program with grant seed money or by other means. b. Determine facility arrangements. c. Establish a partnership with local individuals and groups to seek support.	a. Plays performed. b. External funds applied for.	College Dean Chairs Faculty VP University Relations		a. 2006-11 (ongoing) b. 2006-08 c. 2007-11 (ongoing)		
GOAL 7. Acquire and administer, efficiently and effectively, all fiscal resources. (University LRP Goal #10)							
7.1 Address alternative sources of funding to provide opportunities for enhanced student education as appropriate to the College of Arts and Sciences. (University LRP Goal #10.1)	a. Establish a plan to provide for sources of funding. b. Appoint a committee to determine alternatives for sources. c. Increase funding from external sources through Partnerships or grants. d. Increase funding through corporate or private donors. e. Provide monies for current employees to attend grants writing workshops. f. Hire a full-time or part-time grants writer.	a. Funds generated. f. Grants writer hired.	VP Academic Affairs VP Financial Affairs College Dean		a. 2007-08 b. 2007-08 c. 2008-09 d. 2008-09 e. 2007-08 f. 2008-09		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 8. Effectively communicate the University's vision and goals as a baccalaureate degree granting institution to internal and external constituencies. (University LRP Goal #12)							
8.1 Develop a strategic plan for each academic college and administrative department. (University LRP Goal #12.3)	a. Committees appointed within each college and administrative department to develop a strategic plan. b. Department or college strategic plans will be based upon University mission, goals, and objectives, as well as requirements of accrediting bodies. c. Unit plan is reviewed on an annual basis to make changes as needed.	a. Committees appointed. b. Plans established. c. Plans reviewed annually.	VP Academic Affairs College Deans Administrative Departments Coordinator of Institutional Assessment		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing)		
8.2 Improve internal communication to provide faculty and staff with knowledge to effectively impart information about the goals and vision of the University.	a. Require all new staff and faculty to attend in-service training within sixty days of employment to be held in each appropriate department or college. b. Include both faculty and staff on committees for the University and the colleges for input into the strategic plan. c. Include an assessment of the strategic plan in performance appraisals. d. Encourage faculty and staff to actively serve on University and college committees, as appropriate for each, to allow for enhanced communication. e. Encourage attendance at university and college meetings. f. Provide faculty and staff with access to the strategic plan.	a. Assessment of employees to determine knowledge of University Strategic Plan.	VP Academic Affairs College Dean Coordinator of Institutional Assessment		a. 2006-07 b. 2006-07 c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-11 (ongoing) f. 2006-11 (ongoing)		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Provide educational opportunity to postsecondary students through carefully planned and implemented programs of study.							
1.1 Expand University Centers.	a. Develop a plan that targets specific colleges for center expansion, whether online or on-site. b. Survey appropriate stakeholders at each identified site. c. Develop programs of study for centers chosen. d. Develop plan for physical space, people, and other resources as required. e. Seek approval from appropriate bodies as necessary. f. Review plan on an annual basis.	Plan for center expansion. Completion of stakeholder survey. Expansion to center(s) as planned. Plan reviewed annually.	Asst. to VP Academic Affairs for University Centers	$375,000 ($125,000 per site x 3 sites-1 per year)	2006-09 (one center per year) (ongoing)		
1.2 Expand and enhance distance learning.	a. Develop a plan for expansion of distance learning courses. b. Plan and provide technology as appropriate for ensuring the best quality courses for students. c. Assess the number of full-time instructors needed based upon course offerings. d. Determine the need to hire adjunct instructors dedicated to teaching online only. e. Provide training for teaching faculty. f. Develop an e-college to provide administrative oversight for distance learning. (See 1.5) g. Assess the distance learning program annually, using appropriate survey instruments, outcome assessment exams, and benchmarking techniques to determine progress, needs and quality of offerings.	Plan developed. Technology plan developed. Plan developed for full-time and part-time instructors for online. Training program established. Assessment of need for e-college made Outcomes assessment data. Student evaluation data.	VP Academic Affairs College Deans		a. 2006-07 b. 2006-07 c. 2006-07 d. 2006-07 e. 2006-07 (ongoing) f. 2007-08 g. 2006-07 (ongoing)		
1.3 Develop new programs of study.	a. Conduct surveys to determine the need for new programs. b. Develop plans for the expansion of programs of study by each college. c. Follow appropriate approval policies within the University. d. Seek approval from appropriate bodies outside the	Surveys made on an ongoing basis. Program expansion plan developed. New programs offered based	VP Academic Affairs College Deans		a. 2006-07 (ongoing) b. 2006-07 c. 2006-07 (ongoing) d. 2007-08		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	University. e. Upon approval, follow appropriate hiring policies to hire faculty and staff to meet program needs.	upon approvals. Faculty hired.			(ongoing) e. 2007-08 (ongoing)		
1.4 Develop graduate programs.	a. Conduct a survey to determine need for program. b. Develop a short-range plan to determine feasibility of a master's degree program. c. Appoint a committee to develop programs as approved by college administration. d. Seek approvals from appropriate bodies outside the University. e. Upon approval, follow appropriate hiring policies to hire faculty and staff to meet program needs.	Survey completed. Feasibility study completed. Committee appointed and report made to institution. Approvals granted. Graduate program(s) offered.	VP Academic Affairs College Deans		a. 2007-08 b. 2007-08 c. 2007-08 d. 2007-08 e. 2008-09		
1.5 Develop an e-College to ensure appropriate direction for distance learning students.	a. Develop a plan in preparation of creating an e-College for the Distance Learning Program. b. Develop qualifications and responsibilities for an e-College Administrator position. c. Advertise and hire e-College Administrator. d. Review and evaluate current distance learning policies and procedures on an annual basis. e. Maintain statistics for students taking distance learning courses.	e-College plan developed and administrator hired. Distance Learning policies and procedures reviewed annually. Distance Learning statistics available.	VP Academic Affairs College Deans		a. 2007-08 b. 2007-08 c. 2008-09 d. 2006-07 (ongoing) e. 2006-07 (ongoing)		
1.6 Emphasize and expand the use of technology to maintain excellence in teaching and enhance the quality of programs delivered.	a. Develop a plan for providing new technologies and equipment for the University to enhance the quality of programs. b. Evaluate the plan annually to assure appropriate decisions are made, as technology needs and equipment change rapidly. c. Create a technology infrastructure that provides easy interaction in a learning environment. d. Maintain a quality technology system. e. Fund and manage technology as a University-wide resource. f. Ensure state-of-the-art software campus-wide using site licensing. g. Maintain labs with updated equipment for student use.	Number of courses using technology. Evaluation of courses using technology by students. Capacity and convenience of student access areas. Evaluation of lab capability by students. Evaluation of complaints by	VP Academic Affairs VP Financial Affairs		a. 2007-08 b. 2007-08 (ongoing) c. 2008-09 d. 2007-08 (ongoing) e. 2007-08 (ongoing) f. 2008-09 (ongoing) g. 2007-08		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	h. Provide appropriate updated technology resources for online instruction. i. Provide wireless access areas to provide convenience for students. j. Support faculty who seek to incorporate new technologies into their courses. k. Provide training support for faculty and staff as needed. l. Provide support for student problems.	students. Wireless provided. New technology evaluated and provided Training provided. Plan developed to better serve student issues.			(ongoing) h. 2007-08 (ongoing) i. 2008-09 j. 2008-09 k. 2006-07 (ongoing) l. 2006-07 (ongoing)		
GOAL 2. Serve the student effectively and efficiently by providing flexible scheduling, varied modes of delivery and cooperative arrangements with other institutions.							
2.1 Develop a long-term schedule of major course offerings.	a. Develop a schedule of semester offerings for major courses for publication in the catalog. b. Provide variable modes of delivery by all colleges within the University to include day, night, weekend, and distance learning. c. Evaluate schedules and make changes as necessary to meet student needs. d. Encourage all colleges within the University to develop collaborative programs with other community and four-year institutions.	Long-term schedules available for students. All colleges providing variable modes of delivery for courses. Schedules evaluated as needed. Joint programs offered with other colleges.	VP Academic Affairs College Deans		a. 2007-08 b. 2007-08 c. 2007-08 d. 2006-11 (ongoing)		
2.2 Establish plan at each center for appropriate persons to determine and provide information necessary to develop schedules, delivery modes, and other student needs.	a. Determine persons responsible for center scheduling. b. Establish long-term schedules of semester offerings. c. Survey students annually to provide information relative to schedules, delivery modes and other needs. d. Evaluate and make changes as necessary to meet needs.	Plan established at each center to provide schedules. Survey completed.	Asst. to VP Academic Affairs For University Centers	$5,000 ($200 per site/year)	2006-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 3. Recruit, retain, and promote professional development of qualified faculty and staff.							
3.1 Increase faculty numbers based upon enrollment increases and distance learning needs.	a. Identify student enrollment increase for centers, classroom, and distance learning courses b. Provide projections for increases of faculty during budget preparation c. Obtain appropriate approvals to hire. d. Advertise and recruit	Enrollment data provided by appropriate office. Budget requests provided to VP Financial Affairs. Appropriate approvals made. Positions advertised and recruitment policy followed. New faculty hired.	VP Academic Affairs College Deans		a. 2006-07 (ongoing) b. 2006-07 (ongoing) c. 2007-08 d. 2007-08		
3.2 Provide for professional development of faculty to improve qualifications	a. Develop professional development budget for University b. Provide for application for funds following University policy.	Professional Development funds awarded.	VP Academic Affairs		a. 2006-07 b. 2006-07		
3.3 Establish and implement policies and procedures designed to enhance teaching effectiveness.	a. Emphasize effective teaching as a priority for the University. b. Improve method of providing evaluation feedback to faculty and administrators. c. Continue to improve technological capabilities in classrooms. d. Recognize excellence in teaching through awards annually. e. Identify and promote effective teaching practices for faculty. f. Provide support for faculty to develop innovative teaching practices.	Evaluation of teaching by students provided to faculty and administrators. Teaching awards presented by University. Support for innovative teaching practices. Number of faculty participating in enhanced teaching practices or innovations.	VP Academic Affairs College Deans		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-07 (ongoing) e. 2007-08 f. 2007-08		
3.4 Encourage faculty research to increase teaching quality.	a. Provide Professional Development funds. b. Provide incentives to increase research productivity. c. Provide resources for faculty to attend conferences, to present, and serve as discussants.	Number of faculty publications, presentations, and awards.	VP Academic Affairs College Deans		a. 2006-07 b. 2006-07 c. 2006-07		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 4. Provide and maintain appropriate learning resources which are supportive of student learning, quality teaching, scholarly research, diversity and technological proficiency.							
4.1 Assess library services needed to support excellence in learning and teaching.	a. Develop a plan to provide service to students, faculty, administration, and the community. b. Provide for an annual evaluation of the plan to track performance. c. Conduct a survey of faculty and staff to determine perceptions and needs. d. Conduct a survey of students to determine perceptions and needs. e. Provide colleges with updated lists of academic holdings to determine needs. f. Expand library holdings in all areas, especially electronic databases with resources available. g. Market and promote the quality of library collections	Evaluate survey responses. Progress shown in strategic plan. Evaluations of progress in expansion of holdings.	Library Director				
GOAL 5. Develop and maintain a periodic internal evaluation to ensure that all programs are operating within a manner consistent with the mission of the University.							
5.1 Enhance accountability.	a. Establish an Office of Assessment. b. Place oversight for the strategic plan under the Office of Assessment. c. Establish a committee to assist with oversight of strategic planning and assessment. d. Identify measurable key factors to determine a quality-based and performance-based assessment system. e. Establish an annual evaluation of strategic plan to ensure changes made as appropriate.	Annual Assessment Report.	VP Academic Affairs Coordinator of Institutional Assessment		a. 2006-07 b. 2006-07 c. 2006-07 d. 2006-07 e. 2006-11 (ongoing)		
5.2 Determine assessment procedures and bench-marking techniques by unit based upon requirements from accrediting bodies.	a. Provide a review of all programs by college annually to assess performance and determine necessary changes. b. Require colleges to evaluate strategic plan set by each annually to assess progress and ensure	Annual Assessment Report.	VP Academic Affairs Coordinator of Institutional Assessment		a. 2006-11 (ongoing) b. 2006-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	changes are made as appropriate. c. Set procedures and benchmarking techniques.				c. 2006-07		
5.3 Maintain a quality work environment.	a. Develop an appropriate review process to ensure consistency among policies and procedures. b. Revise policies and procedures as necessary. c. Develop an information system for faculty and staff to advise of changes in policies and procedures.	Annual Review of policies and procedures. Reporting process used to advise faculty and staff of changes.	VP Academic Affairs		a. 2007-08 b. 2007-08 (ongoing) c. 2007-08		
5.4 Maintain a quality/diverse faculty and staff.	a. Maintain accurate job description for all positions. b. Follow appropriate policies in hiring of faculty and staff. c. Provide resources and encourage hiring of diverse populations. d. Annually conduct performance evaluations and provide feedback. e. Provide a professional development plan. f. Expand resources for professional development and training. g. Provide mentoring plan for new faculty and staff. h. Develop and implement a plan to provide for promotional policies for faculty and staff.	Accurate job descriptions for all positions. Number of diverse faculty and staff increased. Performance Evaluation Policy followed. Active Professional Development Plan. Resources available for professional development. Mentoring policies for each unit. Promotional Plan for faculty and staff.	VP Academic Affairs College Deans		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-07 f. 2007-08 g. 2007-08 h. 2007-08		
GOAL 6. Provide opportunities for students to expand their intellectual, social, and cultural horizons							
6.1 Expand programs that encourage students to seek global opportunities to participate in study abroad.	a. Form a committee to determine feasibility of program expansion. b. Establish a plan with policies and procedures for study abroad programs. c. Provide faculty with incentives to participate in study abroad. d. Provide support for students in seeking funding for study abroad.	Committee established. Plan developed. Scholarships or funding developed.	VP Academic Affairs College Deans		a. 2006-07 b. 2006-07 c. 2007-08 d. 2007-08		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	e. Seek external funding to develop or expand study abroad. f. Determine whether the University can join with another program to enhance the experience. g. Evaluate by students who participate.	Evaluation of joint program compiled. Evaluation of the study abroad experience by the student.			e. 2008-09 f. 2007-08 g. 2008-09		
GOAL 7. Provide and maintain student services which furnish necessary information, financial assistance, and guidance counseling to assist progress toward personal, academic, and career goals.							
7.1 Determine the feasibility of a formalized Experiential Education Program to include practicums, cooperative education, internships, and volunteer activities to enhance student goal achievement.	a. Survey students and employers relative to need. b. Appoint committee to assess and make recommendations c. If established need exists, develop or revise policy relative to each: practicums, cooperative education, internships and volunteer activities. d. Incorporate results of assessment into Strategic Plan.	Experiential Education Program established.	VP Student Affairs				
7.2 Determine organizational improvements and technological improvements in Student Services that may assist the student to further educational goals.	a. Survey students, faculty, staff, and alumni to determine improvements needed and services that could be provided for students. b. Appoint committee to assess the results of the survey and make recommendations. c. Incorporate results of assessment into strategic plan and based upon availability of resources.	Survey of student satisfaction. Assessment of organization completed.	VP Student Affairs				
GOAL 8. Promote and maintain effective student recruitment and retention.							
8.1 Determine feasibility of establishing an Office of Enrollment Management.	a. Appoint and charge committee to examine need for Enrollment Manager. b. If need is determined to exist, advertise and hire based upon appropriate University approval process. c. Empower manager to develop an enrollment management plan to include policies and procedures consistent with University priorities.	Enrollment Office established	VP Student Affairs				

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	d. Review and modify the enrollment management plan annually for the University and the Colleges to ensure priorities are met. e. Identify and promote successful retention programs and activities. f. Establish a method to document enrollment statistics for assessment purposes.	Present retention data to University officials annually to determine if progress made. Graduation rate determined.					
8.2 Establish a Student Advising Center.	a. Develop policies and procedures for the operation of a Student Advising Center. b. Evaluate the technology needs for the center. c. Develop job descriptions and advertise and hire counselors for the center. d. Establish a tracking method to assess the productivity and service to the student.	Center established. Critique the value of the Center to the student through the use of surveys and data obtained.	VP Student Affairs VP Academic Affairs		a. 2006-07 b. 2006-07 c. 2006-07 d. 2006-07		
8.3 Establish an Online Advising Center for all students.	a. Develop policies and procedures for the operation of online advising. b. Evaluate technology needs for online advising. c. Staff the time slots with current faculty from each college and staff depending upon the areas to be served.	Survey students and evaluate the value to the student. Online Advising Center established	VP Academic Affairs VP Student Affairs		a. 2006-07 b. 2006-07 c. 2006-07		
8.4 Establish an Online Tutoring Center for all students.	a. Evaluate the technology needs and costs of online tutoring. b. Determine the need for online tutoring. c. Provide online tutoring.	Assess value of online tutoring to the student. Assess the results annually. Online tutoring made available to students.	VP Academic Affairs VP Student Affairs		a. 2006-07 b. 2006-07 c. 2006-07 (ongoing)		
8.5 Recruit students seeking quality programs.	a. Continue to enhance the quality of academic programs. b. Enhance the academic environment by seeking accreditation of programs. c. Increase the reputation of all programs through marketing and advertising efforts. d. Increase academic and college scholarships. e. Ensure that recruiting is a priority for all segments of the University.	Recruiting success determined by student increases. Programs accredited. Marketing efforts enhanced. Scholarships increased. Conduct training for faculty and staff to stress importance of recruiting	VP Academic Affairs VP Student Affairs VP University Relations		a. 2007-08 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
8.6 Enhance student financial support.	a. Establish target levels for scholarship support. b. Increase marketing efforts that address the need for increased student financial support. c. Identify and solicit individuals and businesses for potential gifts.	Increase in scholarship and gifts to institution for students.	VP Student Affairs VP University Relations				
GOAL 9. Promote the use of appropriate University and community resources to facilitate educational and training programs for the diversified needs of business, industry, education, and government in addition to providing cultural and intellectual enrichment.							
9.1 Encourage expansion of Workforce Development to provide enhanced community and business relationships.	a. Develop strategic plan for workforce development including community enrichment opportunities. b. Support faculty and staff involvement in workforce development. c. Provide assistance to workforce development team in form of technology equipment and facilities as necessary. d. Evaluate programs annually to assess progress.	Number of Workforce Development programs. Number of people served in various programs. Evaluation of customers served. Program assessment provided	VP University Relations				
9.2 Establish centers or institutes to enhance community and individual relationships.	a. Develop plan for establishing center with grant seed money or by other means. b. Determine facility arrangements. c. Survey community to determine needs of small businesses. d. Establish a partnership with local chambers to seek support.	Centers or institutes established.	VP University Relations Asst. to VP Academic Affairs/University Centers.	See 1.1	2006-09 (ongoing)		
GOAL 10. Acquire and administer, efficiently and effectively, all fiscal resources.							
10.1 Address alternative sources of funding to provide opportunities for enhanced student education.	a. Establish a plan to provide for sources of funding. b. Appoint a committee to determine alternatives for sources. c. Increase funding from external sources through partnerships or grants.	Plan established. Committee appointed. Funds generated.	VP Academic Affairs VP Financial Affairs		a. 2007-08 b. 2007-08 c. 2008-09		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:	Athens State University						
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	d. Increase funding through corporate or private donors. e. Provide monies for current employees to attend grants writing workshops. f. Hire a full-time or part-time grants writer.	Monies provided. Grants writer hired.			d. 2008-09 e. 2007-08 f. 2008-09		
10.2 Ensure fiscal accountability.	a. Continue to comply with reporting and assessment requirements by state. b. Develop internal mechanism to allocate resources based upon university, college, and administrative area priorities. c. Hold open budget meetings for informational purposes.	Budget report made available to all employees. Reports based upon State requirements provided to State. Budgeting process policy identified	VP Financial Affairs				
GOAL11. Provide, develop, and maintain a physical plant appropriate for the support of University programs.							
11.1 Determine facility needs for campus and University Centers by priority.	a. Conduct a campus-wide facilities and equipment needs assessment. b. Develop a facilities and equipment master plan based upon needs assessment. c. Develop maintenance plan for University. d. Determine resources available for facility, equipment, and maintenance needs. e. Review and revise facility plan on an annual basis	Completed needs assessment. Completed facilities and equipment master plan. Maintenance plan developed and projects completed following plan. Annual review and revision occurs.	VP Academic Affairs VP Financial Affairs				
GOAL 12. Effectively communicate the University's vision and goals as a baccalaureate degree granting institution to internal and external constituencies.							
12.1 Increase awareness of Athens State University externally.	a. Develop a marketing plan for the University. b. Appoint an advisory board to assist with development of the marketing plan. c. Promote and enhance Athens State University's image and successes. d. Develop advertising and promotional ideas to be used to promote University achievements and outstanding students and employees.	Documentation of the successes of the marketing plan. Marketing materials available from a central source. Survey the community for image recognition.	VP University Relations				

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Athens State University							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
12.2 Increase awareness of the plans for the University internally.	a. Provide all employees with access to the University Strategic Plan. b. Communicate the University Strategic Plan to employees at a University-wide meeting. c. Communicate the University Strategic Plan externally to centers and other interested parties, such as Foundation Board members, alumni, businesses, and families of students by placing it on the Athens State University website and in the Library.	Strategic Plan available. Conduct annual meeting to provide faculty and staff with progress for strategic plan. Provide letter from the President to internal and external constituencies on an annual basis to assess plan progress.	VP Academic Affairs Coordinator of Institutional Assessment VP University Relations		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing)		
12.3 Develop a strategic plan for each academic college and administrative department.	a. Committees appointed within each college and administrative department to develop a strategic plan. b. Department or college strategic plans will be based upon University mission, goals, and objectives, as well as requirements of accrediting bodies. c. Unit plan is reviewed on an annual basis to make changes as needed.	Committees appointed. Plans established. Meeting goals and objectives as set in unit plan. Plans reviewed annually.	VP Academic Affairs College Deans Administrative Depts. Coordinator of Institutional Assessment		a. 2006-07 b. 2006-07 c. 2006-11 (ongoing)		
12.4 Improve internal communication to provide faculty and staff with knowledge to effectively impart information about the goals and vision of the University.	a. Require all new staff and faculty to attend in-service training within sixty days of employment to be held in each appropriate department or college. b. Include both faculty and staff on committees for the University and the colleges for input into the strategic plan. c. Include an assessment of the strategic plan in performance appraisals. d. Encourage faculty and staff to actively serve on university and college committees, as appropriate for each, to allow for enhanced communication. e. Encourage attendance at university and college meetings. f. Provide faculty and staff with access to the strategic plan.	Assessment of employees to determine knowledge of University Strategic Plan. Assessment of plan completion included in performance appraisals. Committees appointed. Attendance improved. Access improved.	VP Academic Affairs College Deans Coordinator of Institutional Assessment		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-11 (ongoing) f. 2006-11 (ongoing)		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:			College of Business				
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. PROVIDE FOR CONTINUOUS IMPROVEMENT OF THE PROGRAMS WITHIN THE COLLEGE OF BUSINESS, IN KEEPING WITH THE STANDARDS SET BY ATHENS STATE UNIVERSITY AND THE ASSOCIATION OF COLLEGIATE BUSINESS SCHOOLS AND PROGRAMS (ACBSP). (UNIVERSITY LRP GOAL 1)							
1.1 Develop a strategic plan for the College of Business.	a. Conduct surveys of faculty, students, and stakeholders to provide assessment of programs and needs. b. Appoint committee to assist in setting college goals, objectives, strategies, and to determine outcomes assessment. c. Utilize Student Advisory Board and Business Advisory Board to provide input for strategic plan. d. Review strategic plan annually and revise as necessary.	Results of surveys provided. Committee presents findings. Boards provide input. Strategic plan implemented. Review of plan completed.	Dean Dept. Chairs Faculty	$ 1,500 (postage) $ 4,000 (printing)	a.-c. 2006-11 (ongoing) d. 2007-11 (ongoing)		
1.2 Ensure compliance with strategic plan set by college to include outcomes assessment.	a. Assign responsibility for goals and objectives. b. Assess progress of strategic plan by faculty and staff committee once per semester. c. Ensure College Strategic Plan enhances University plan. d. Revise strategic plan as necessary. e. Provide revisions to Vice President of Academic Affairs. f. Report outcomes assessment annually. g. Determine the feasibility of using portfolios versus pre and post tests to assess programs.	Responsibility assigned. Committee established. Progress of plan reported per semester. Strategic plan updated as needed. Revisions reported to Vice President of Academic Affairs. Assess student outcomes. Progress of outcomes assessment reported.	Dean Dept. Chairs Faculty		a. 2006-07 b. 2006-11 (ongoing) c. 2006-07 d. 2006-11 (ongoing) e. 2006-11 (ongoing) f. 2006-11 (ongoing) g. 2007-08		
1.3 Attain reaffirmation of ACBSP accreditation	a. Attend ACBSP meetings and conferences. b. Review all requirements for accreditation. c. Hire a consultant to provide advice with requirements. d. Complete Self-Study during 2005-2006 academic year. e. Assign faculty to complete sections of documents during Fall, 2005 and Spring, 2006. f. Begin review of the document in April, 2006. g. Submit document in July, 2006.	Meetings attended. Review of documents. Consultant hired. Self-study document completed.	Dean Faculty Staff	$ 7,500 (See 7.1)	a. 2006-11 (ongoing) b. 2006-07 c. 2006-07 d. 2006-07 e. 2006-07 f. 2006-07 g. 2006-07		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:		College of Business					
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	h. Prepare the University for the reaffirmation visit. i. Receive visiting Evaluation Team in October, 2006. j. Prepare an annual ACBSP Quality Assurance Report.	 Review team visit completed. Decision received regarding reaffirmation. Report prepared.			h. 2006-07 i. 2006-07 j. 2006-11 (ongoing)		
GOAL 2. PLACE EXCELLENCE IN TEACHING AS THE NUMBER ONE PRIORITY FOR SERVING STUDENTS AND FOR EVALUATING FACULTY. (UNIVERSITY LRP GOAL 1)							
2.1 Enhance teaching effectiveness.	a. Emphasize effective teaching as priority for College. b. Identify and establish effective teaching practices for the College of Business. c. Evaluate faculty based upon effective teaching practices as defined. d. Recognize excellence in teaching awards from the College of Business. e. Provide support for faculty to develop innovative teaching practices. f. Incorporate college goals, objectives, and strategies in preparing all course syllabi. g. Encourage faculty to attend meetings and conferences that provide training for improvement in teaching. h. Encourage students to complete faculty evaluations to provide feedback. i. Continue to use student evaluations of faculty in annual performance evaluations by the Dean to improve performance. j. Supplement faculty course evaluations with student surveys to assess excellence in teaching within the College of Business. k. Implement pre and post testing.	Effective teaching priority established. Best teaching practices developed for the College of Business (establishing equivalency). Faculty performance evaluations based upon best teaching practices. Teaching awards presented. Innovative teaching practices recognized. Syllabi prepared. Conferences attended. Evaluation of teaching by students. Evaluation of faculty accomplished annually. Student surveys tied to course evaluations. Testing implemented.	Dean Dept. Chairs Faculty		a. 2006-07 b. 2006-07 c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2007-08 f. 2006-11 (ongoing) g. 2006-11 (ongoing) h. 2006-11 (ongoing) i. 2006-11 (ongoing) j. 2006-11 (ongoing) k. 2006-07		
2.2 Enhance College of Business faculty qualifications.	a. Encourage professionally qualified faculty to pursue doctorates. b. Provide resources through professional development	Number of faculty seeking doctorates. Professional development	Dean Dept. Chairs		a. 2006-07 b. 2006-11		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	for faculty to improve credentials. c. Encourage faculty to continue scholarly activities and research. d. Hire doctorally qualified faculty where possible.	funds provided for credential improvement. Number of faculty presenting and publishing. Number of faculty hired with doctorates.			(ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing)		
2.3 Support faculty development.	a. Encourage faculty to use professional development funds. b. Continue to provide resources for faculty scholarly activities and encourage research. c. Encourage mentoring of new faculty in the pursuit of scholarly activities.	Availability and use of professional development funds by the College of Business. Number of faculty presentations, publications, and awards. Number of new faculty with scholarly activities. Mentoring of new faculty accomplished.	Dean Dept. Chairs	$ 2,500 (Transfer to instate)	a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-11 (ongoing)		
GOAL 3. ENCOURAGE GROWTH AND DIVERSITY IN THE FACULTY AND STUDENT BODY. (UNIVERSITY LRP GOAL 4)							
3.1 Increase student enrollment and retention.	a. Conduct a needs assessment survey for business students. b. Provide programs of study as determined to be viable. c. Offer opportunities for international students to participate in an exchange program through the International Business program to promote student diversity. d. Promote our program for students to attend Huron University in London, England to promote global opportunities or other programs as deemed possible. e. Expand distance learning opportunities to provide students with convenient course schedules. f. Enhance distance technology to provide excellent quality in online teaching. g. Determine program opportunities for technical students to seek a degree through the College of Business. h. Ensure that scheduling of classes meets needs of students using flexible schedules and varied modes of	Survey of students to determine if needs met. Increase in International programs. Distance learning programs expanded. Distance learning technology improved. Increase in numbers of technical students. Increase in numbers of students.	Dean Dept. Chairs Faculty		a. 2007-08 b. 2007-08 c. 2008-09 d. 2008-09 e. 2007-08 f. 2006-07 g. 2008-09 h. 2008-09		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:	College of Business						
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	delivery. i. Utilize opportunities off-site to participate in activity days to ensure visibility of the College of Business and to ensure collaboration with other institutions. j. Improve visibility with off-site area stakeholders to ensure awareness of the mission and goals of the College of Business.	Visibility and participation at off-site centers increased. Offer visibility at business luncheons and with other stakeholders to explain programs.			i. 2007-08 j. 2008-09		
3.2 Improve advising services for students for growth and retention.	a. Conduct advising workshops for faculty to review procedures. b. Establish two-week advising service at the beginning of each registration period to encourage students to seek counseling. c. Survey students to determine advising needs. d. Implement Online Advising using Online Office Hours. e. Mentor new faculty to improve advising skills.	Advising workshops continued. Two-week advising service established Survey students to determine if advising needs met. Online advising established. Mentoring of faculty continued. Determine improvement in advising by faculty based upon number of advising errors.	Dean Dept. Chairs Faculty		a. 2006-07 b. 2006-07 c. 2007-08 d. 2007-08 e. 2006-07		
3.3 Enhance faculty numbers based upon student increases and need.	a. Forecast faculty needs for five years based upon numbers of students and course projections. b. Establish priority of academic needs by year, based upon projected resources, increase in student numbers, and curriculum changes. c. Request new positions to support growth of distance learning classes. d. Request new positions to support needs at campus and center sites. e. Encourage diversity in hiring. f. Seek approval from the Vice President of Academic Affairs for new positions. g. Upon approval, follow appropriate hiring policies and	Student increases documented. Faculty need documented based upon new programs, student increase, or expansion of distance learning. Distance positions requested. New positions requested for centers and campus Hiring diversity encouraged.. Approvals granted. New faculty hired based	Dean		a. 2006-11 (ongoing) b. 2006-07 c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-11 (ongoing) f. 2006-11 (ongoing) g. 2006-11		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:		College of Business					
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	procedures including obtaining hiring recommendations from search committees established from within the University.	upon need.			(ongoing)		
3.4 Determine feasibility of a graduate program.	a. Conduct a graduate needs assessment survey from students, alumni, and the community. b. Based upon an assessment of the survey data, develop a plan for a graduate program using College of Business faculty input. c. Seek approval from appropriate University committees and administration. d. Seek approval from appropriate state organizations and SACS. e. Implement program based upon approval.	Feasibility study completed. Plan developed. Approvals granted. Approvals received. Graduate program offered.	Dean Dept. Chairs Faculty		a. 2007-08 b. 2007-08 c. 2007-08 d. 2008-09 e. 2009-10		
3.5 Institute an Internship Program.	a. Select faculty to chair this program. b. Develop a plan for internship. c. Notify students, faculty and businesses of program. d. Survey students and businesses annually to evaluate program.	Program developed. Assessment completed and improvements made.					
GOAL 4. SEEK COMMUNITY AND BUSINESS RELATIONSHIPS FOR ADVICE AND SUPPORT OF STUDENT AND CURRICULUM NEEDS. (UNIVERSITY LRP GOAL 9)							
4.1 Enhance relationships with stakeholders.	a. Develop partnerships with businesses to provide training classes. b. Encourage faculty to teach in the Workforce Development Program. c. Utilize the Business Advisory Board to provide advice and support for our programs. d. Utilize the Student Advisory Board to provide input to support student needs. e. Encourage partnerships with other colleges to provide programs. f. Conduct periodic surveys of alumni and businesses to provide input for improvement.	Training classes provided. Faculty teach in Workforce Development Program. Business and student boards provide input. Partnerships developed with businesses or other universities to offer courses or programs.	Dean Faculty		a. 2006-07 b. 2006-07 c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2007-08 f. 2006-11 (ongoing)		
4.2 Develop a Small Business Incubator to provide assistance	a. Develop a plan for establishing center with grant seed money.	Plan developed to include faculty need, technology	Dean Faculty		a.-d. 2006-07		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:			College of Business				
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
to community and area businesses.	b. Determine facility arrangements. c. Determine technology needs. d. Determine resource needs. e. Survey community to determine needs of small businesses. f. Establish partnership with local chambers to seek support.	need, and resource need. Survey data provided. Small Business Development Agency established.			e. 2007-08 f. 2007-08		
4.3 Obtain external funding to support quality programs.	a. Provide funds for faculty to attend grants-writing workshops. b. Establish a grants-writing committee within the College of Business to develop strategies to seek funding. c. Encourage collaborative efforts with other institutions.	Funds provided. Committee established. Grant monies solicited. Funding awarded.	Dean Faculty		a. 2006-07 b. 2007-08 c. 2008-09		
GOAL 5. MAINTAIN COOPERATIVE RELATIONSHIPS WITH OTHER EDUCATIONAL INSTITUTIONS TO FACILITATE STUDENT TRANSFER, MAXIMIZE RESOURCE UTILIZATION, AND PROVIDE QUALITY PROGRAMS. (UNIVERSITY LRP GOALS 1 AND 12)							
5.1 Develop a plan for expansion to University Centers for College of Business.	a. Use University survey to determine resources needed. b. Visit approved site to enhance understanding of needs. c. Develop programs of study based upon survey of needs. d. Facilitate student transfer by providing on-site or online advising, easy access to counselors, technology training online or on-site, as appropriate. e. Ensure quality faculty hired to provide quality programs. f. Ensure appropriate technical support. g. Continue to encourage full-time faculty to teach courses at centers. h. Continue to encourage faculty to visit other educational institutions, to attend special events, and to advise students. i. Promote joint programs with other educational	Programs of study developed and offered at approved sites or online. Sites visited. Advising and training provided at centers. Online advising provided. Faculty hired. Technical support and training provided. Full time faculty hired. Expansion of faculty efforts to visit other centers. Joint programs established.	Dean Faculty		a.-b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2007-08 e. 2006-11 (ongoing) f. 2006-11 (ongoing) g. 2006-11 (ongoing) h. 2006-11 (ongoing) i. 2006-11		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:	College of Business						
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	institutions. j. Develop survey to assess College of Business programs at centers. k. Assure equivalency of programs by following policies set.	Completion of survey to assess programs at centers Policies established to ensure equivalency.			(ongoing) j. 2006-11 (ongoing) k. 2006-11 (ongoing)		
GOAL 6. SUPPORT A QUALITY-BASED, EQUIVALENT LEARNING ENVIRONMENT FOR ALL STUDENTS IN ALL SETTINGS. (UNIVERSITY LRP GOAL 4)							
6.1 Ensure academic excellence by offering all courses, whether online, campus-based, or at centers, on an equivalent basis.	a. Conduct surveys to determine needs for all sites. b. Hire new faculty where needed to support academic excellence. c. Ensure proficient utilization of technology in all courses to include placing all courses on Blackboard and use of Tegrity, no matter the venue. d. Ensure that full-time faculty are scheduled to teach at all sites. e. Develop a rotation plan for each site where full-time faculty are needed. f. Standardize all syllabi. g. Establish the use of rubrics for all courses. h. Use the MFAT as the pre-test and post-test. i. Establish a passing grade for the MFAT. j. Provide online tutoring for students at all sites. k. Appoint a committee within the College of Business to continue to develop and revise academic standards for use in teaching.	Survey completed and results utilized. Faculty hired. Blackboard and Tegrity used in all courses. Faculty scheduled. Rotation plan established for centers. Syllabi standardized. Rubrics utilized. Pre-test and post-test established. Online tutoring established. Committee established.	Dean Dept. Chairs Faculty		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2006-07 d. 2006-11 (ongoing) e. 2006-11 (ongoing) f. 2006-07 g. 2007-08 h. 2007-08 i. 2007-08 j. 2007-08 k. 2006-07		
6.2 Develop new programs and improve current offerings.	a. Develop a long-range schedule of course offerings for all sites. b. Review all course offerings to ensure that courses meet Common Professional Components. c. Develop a plan for new programs to be offered by the College of Business. d. Assess current programs to determine whether all courses meet requirements as set forth by the college. e. Survey students, alumni, businesses, and community members to determine suggestions for new programs.	Schedules of course offerings developed. Review of courses completed. Plan for new programs developed. Evaluation of programs completed. Survey completed and utilized.	Dean Dept. Chairs Faculty		a. 2007-08 b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-11 (ongoing)		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:	College of Business						
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	f. Consult the College of Business Advisory Board and Student Advisory Board for input concerning new programs.	Board input evaluated.			f. 2006-11 (ongoing)		
6.3 Continue to improve and expand the use of technology to improve curriculum and student outcomes.	a. Survey students to assess technology expertise and determine needs to enhance learning experiences. b. Develop a plan to include technology needs to improve the quality of programs within the College of Business. c. Continue to upgrade faculty computers on a projected basis each year. d. Implement video streaming (Tegrity) for all online classes. e. Select and implement Online Advising for students. f. Select and implement Online Tutoring for students. g. Continue to upgrade software on a projected basis each year. h. Provide funding for faculty and staff to attend instructional technology workshops. i. Continue to provide and upgrade labs to meet student needs. j. Continue to provide on-site labs for students for tutoring purposes. k. Provide students with training information to assist in understanding the technology used in courses.	Survey completed and utilized. Technology plan developed. Computer upgrade plan developed. Video streaming implemented. Online advising implemented. Online tutoring implemented. Technology software upgrade plan developed. Training plan developed. Labs upgraded. Labs provided. Student training enhanced.	Dean Dept. Chairs Faculty		a. 2006-07 b. 2006-07 c. 2006-11 (ongoing) d. 2007-08 e. 2007-08 f. 2007-08 g. 2006-11 (ongoing) h. 2006-11 (ongoing) i. 2006-11 (ongoing) j. 2006-07 k. 2006-11 (ongoing)		
6.4 Continue to enhance and expand distance learning.	a. Continue to participate in the college-wide distance learning committee to finish the development of distance learning policies and procedures. b. Plan for expansion of distance learning to include assessing the number of full-time and part-time instructors needed based upon course offerings. c. Determine the need to hire instructors dedicated to teaching online only. d. Plan and provide technology as needed to ensure quality for students. e. Provide training for faculty to teach distance courses and to learn new technologies. f. Assess online courses to ensure that they meet best practices to ensure quality, as set by the College and	Distance learning policy completed and approved. Plan for expansion of distance learning faculty developed. Instructor plan developed. Technology plan for distance learning approved. Training provided as required. Assessment of online courses provided.	Dean Dept. Chairs Faculty		a. 2006-11 (ongoing) b. 2006-11 (ongoing) c. 2007-08 d. 2007-08 e. 2006-11 (ongoing) f. 2007-08		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:	College of Business						
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	University.						
GOAL 7. GRADUATE STUDENTS, WHO WILL BE ACADEMICALLY AND PROFESSIONALLY PREPARED BY THE QUALITY TEACHING PROGRAMS OF THE COLLEGE OF BUSINESS FOR WORK IN AN INCREASINGLY DIVERSE, GLOBAL ENVIRONMENT. (UNIVERSITY LRP GOALS 4 AND 6)							
7.1 Develop and maintain standards for all business programs.	a. Seek reaffirmation of accreditation with ACBSP. b. Continue to improve processes to meet new standards of accreditation based upon outcomes assessment. c. Continue to maintain requirements set by SACS and improve processes to meet new standards. d. Continue high academic standards in all courses following the Common Professional Components to include ethics, diversity, and globalization. e. Prepare students to meet graduate school admission requirements. f. Develop faculty and staff dedicated to encouraging student success through internal workshops. g. Provide resources for faculty to grow academically through professional development. h. Ensure academic excellence through faculty and course evaluation. i. Provide resources for staff development programs. j. Evaluate progress of programs and students.	Attain reaffirmation from ACBSP. Processes improved toward meeting standards. Course standards reviewed. Assess courses to ensure admission requirements maintained. Continue to develop faculty and staff. Resources provided for professional development. Continue evaluation of faculty and programs. Resources provided for staff development. Determine progress through outcomes assessment.	Dean Dept. Chairs Faculty	$ 7,500 (See 1.3)	a. 2006-07 b. 2006-11 (ongoing) c. 2006-11 (ongoing) d. 2006-11 (ongoing) e. 2006-11 (ongoing) f. 2006-11 (ongoing) g. 2006-11 (ongoing) h. 2006-11 (ongoing) i. 2006-11 (ongoing) j. 2006-11 (ongoing)		

* This column will form the basis for next year's related objectives.

2006-2011 Long Range PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. To adhere to the use of a long range plan in all College planning and movement (University Goals 1-12)							
1.1 To Develop a Five Year Strategic Plan for the College of Education	Beginning in Fall 2006, develop the plan via full college weekly meetings	Plan written by October 2006	Deans Department Chairs Faculty Staff	0	6 months	Written and Approved Strategic Plan	
1.2 To review goals and objectives yearly	Review and amend plan every fall semester	Amendments by October of each year	Deans Department Chairs Faculty Staff	0	Ongoing	Yearly amendments	
1.3 To use assessment data to make changes to strategic plan	Amend plan every fall semester	Amendments by October of each year	Entire College	0	Ongoing	Yearly amendments	
GOAL 2. To retain NCATE Accreditation for the College of Education (University Goals 1 and 5)							
2.1 To develop electronic data analysis methods to better assess the programs and unit in the College	Beginning in summer 2006, there will be a data entry specialist hired for the College. This person will help our assessment person with the collection and recording of data for our ongoing assessments of programs.	Person hired and system in place by fall 2006	Assessment Coordinator; Data entry specialist	27,000.00	Ongoing	Assessment information available for program changes	
2.2 Successful NCATE review March 17-21, 2007	Prepare through committees for the review by making sure that all standards have been addressed in the report Prepare an assessment manual to show how our assessments fuel program changes	Successful exit review	Entire College	10,000.00	Ongoing	Successful Review by NCATE	
2.3 Continuance of NCATE assessment and program data review every year	Review by College on a yearly basis	Assessment Coordinators continue assessment data and proposed changes	Entire College	0	Ongoing	Yearly review	

* This column will form the basis for next year's related objectives.

2006-2011 Long Range PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 3. To better communicate and have better partnerships with P-12 schools (University Goals 6, 9, and 12)							
3.1 More interaction between the Teacher Education Council and the schools and College	Meet at least once per semester, rather than once per year	Successful semester meetings with large groups of stakeholders, as well as the Council	Dean	0	Ongoing	Three meetings during 2006-2007	
3.2 Develop Professional Development Schools	Set up and sign contracts with schools for Professional Development School status and partnership	Number of schools successfully set up	Professional Development School Committee	0	Ongoing	Number of schools newly involved and considered	
3.3 Develop a Cultural Diversity Program to better address the need for candidates to be aware of the cultural differences of students and teachers (Project Design)	Set up Project Design with at least five other universities	Successful implementation of Project Design	Dr. Wanda Hutchinson	5000.00	Ongoing	Number of universities partnered with our programs	
GOAL 4. To develop graduate programs (University Goal 1)							
4.1 Develop Masters programs in gifted education and in instructional technology	Appoint committees for both degrees and develop the proposals to be forwarded to post-secondary and ACHE	Completed proposals	Committees Chairpersons	0	6 months	Completed proposals	
GOAL 5. To further develop online offerings and programs (University Goal 1)							
5.1 Develop online special education and secondary education courses	Give professional development hours to work on programs Appoint a committee to work with online courses and help faculty and staff understand how to develop those courses	Course materials taught online	Chairpersons Dean	0	12 months	Number of new online courses taught	
5.2 Further develop elementary and early childhood courses online	Give professional development hours to work on programs	Course materials evaluated for improvements	Chairpersons Dean	0	12 months	Evaluations of new online materials	

* This column will form the basis for next year's related objectives.

2006-2011 Long Range PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
5.3 Develop "Tegrity" modules for all Blackboard courses	Have groups make "Tegrity" modules to be used in all classes Use the "buddy" system to work through challenges	Tegrity segment use in courses	Faculty	0	Ongoing	Number of segments used in each course	
GOAL 6. To further develop University Center programs (University Goal 1)							
6.1 Fully develop Snead and Northeast programs	Increased enrollment by 50 students	Amount of new enrollment	Dean	0	Ongoing	Number of new students	
6.2 Develop Alabama Southern Programs	Increased enrollment by 50 students	Amount of new enrollment	Dean	0	Ongoing	Number of new students	
6.3 Begin offering TEP interviews at Hanceville Center	Set up TEP faculty panels and interviews	Number and quality of interviews at the Center	Principal Professor at Hanceville	0	Ongoing		
GOAL 7. To offer more professional development opportunities to faculty and staff (University Goal 3)							
7.1 Assessment workshops for faculty and staff	Offer two assessment workshops per year	Completion of workshops	Assessment Committee	$1000	Ongoing	Number of workshops and changes in assessment use	
7.2 Diversity training	Offer two diversity tolerance training workshops per year	Completion of workshops	Diversity Committee	$1000	Ongoing	Number of workshops	
GOAL 8. To offer better counseling services to students (University Goals 2, 4, 6, 7)							
8.1 Develop a comprehensive counseling service for programs in the College	Hire a counselor for the college; develop strategies for working with students	Hiring of counselor and assessment of strategies	Counselor	$30,000	3 months	Hiring of counselor and development of strategies	
8.2 Hire another full-time person in the field experience office on a 12 month basis	Develop a job description for another full-time (twelve month) person to deal with field experiences and internship issues	Hiring of new person	Dean Field Experience Office	10,000	6 months	Hiring of new person	
8.3 Participate in the University Advising Center	COE counselor will set up a comprehensive program for advising and working with students on career options	Advising Center numbers	Counselor	0	12 months	Advising Center numbers	

* This column will form the basis for next year's related objectives.

2006-2011 Long Range PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 9. To increase the diversity of the faculty and student body of the College.							
9.1 Develop a plan for increased faculty diversity	Ask Diversity Committee to recruit diverse faculty from doctoral programs and increase "grow our own" efforts	Number of new faculty and adjuncts of diverse backgrounds	Diversity Committee	0	12 months	Number of new faculty and adjuncts hired	
9.2 Develop a plan for increased enrollment of students of diverse backgrounds	Ask Diversity Committee to create a plan of recruitment	Number of new students of diverse backgrounds	Diversity Committee	0	12 months	Number of new faculty and adjuncts hired	
GOAL 10. To increase grant writing and scholarly work as a means of better teaching and learning.							
10.1 Develop a grant writing focus in the College	The grant writing committee will hold a monthly brown bag lunch and help faculty and staff who are interested find grants and research projects, as well as help them develop their proposals	Number of grant and research proposals produced	Grant Writing Committee	0	12 months	Number of proposals	

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Financial Affairs							
Objectives	**Strategies**	**Means of Assessment**	**Person Responsible**	**Budget**	**Timetable**	**Assessment of Performance, 2006-07**	**Use of Results* Planned Improvements**
GOAL 1. Financial Affairs is committed to providing the highest level of financial and business support to the University community. (UG 1)							
1.1 To provide effective, efficient financial services, while maintaining the fiscal integrity of the University	a. Provide for Electronic Purchase Requisitions and Approvals.	Are departments submitting Purchase Request Electronically	VP Financial Affairs	N/A	2007/08		
	b. Provide Imaging system for Business Office to scan invoices and payroll Records. Two scanners needed.	Assess whether Business Office has imaging system.	VP Financial Affairs	15,000	2007/08		
	c. Upgrade Payment Server to provide hosting by outside vendor, and to offer more payment options (ACH, Discover, American Express).	Verify if contract was executed.	VP Financial Affairs	6,000	2006/07		
	d. Establish a web page for Business Office.	Verify if established.	VP Financial Affairs	N/A	2006/07		
	e. Provide for electronic request for travel reimbursement.	Verify if established.	VP Financial Affairs	N/A	2006/07		
	f. Establish a web page for Business Office.	Verify if established	VP Financial Affairs	N/A	2006/07		
1.2 To provide Human Resources the ability to attract, cultivate, and retain an exceptional, talented and diverse workforce within the University	a. Establish a web page for Human Resources to provide for employee payroll information and employee web self-service.	Verify if established.	VP Financial Affairs	N/A	2006/07		

*This column will for the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Financial Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
Goal 2. Acquire and administer, efficiently and effectively all fiscal resources. (UG 10)							
2.1 Ensure fiscal accountability.	a. Hold open budget meetings for informational purposes to present Long-Range Plan Document.	Meetings held.	VP Financial Affairs	N/A	Annual		

*This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Physical Plant

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
Goal 3. Provide, develop, and maintain a physical plant appropriate for the support of University Programs. (UG 11)							
3.1. Determine facility needs for campus and University Centers by priority.	a. Waters – Make building professional, includes windows, exterior walls, hip roof, interior renovation, mech/electrical/safety upgrades	Develop Design Documents for Renovation	Dir. Physical Plant	2,000,000	2008/09		
	b. Waters – Additional Space	Determine Requirements/Design	Dir. Physical Plant	2,200,000	2008/09		
	c. Sanders – Refinish and upgrade services. Complete interior renovation including electrical/mech/safety services	Develop design documents	Dir. Physical Plant	1,717,000	2008/09		
	d. McCandless – Correct safety items, Accessibility, includes elevator, restrooms, electrical/mec. Upgrades, total refinish	Develop design documents	Dir. Physical Plant	2,256,750	2008/09		
	e. McCain – Improve heating/cooling Egress, safety, & accessibility, windows, including elevator addition.	Develop design documents	Dir. Physical Plant	1,675.000	HVAC – 2007 Constr. - 08 Elevator - 09		
	f. Brown – Refinish interior, level 2nd floor, Finish 3rd floor, include electrical/mech/ safety.	Determine scope of work	Dir. Physical Plant	1,325,000	2007/08		
	g. Brown – Elevator	Determine adequate size and function capability	Dir. Physical Plant	400,000	2009		
	h. Carter – Utilize vacated space	Determine and evaluate requirements	Dir. Physical Plant	4,000,000	2008/09		
	i. Chasteen – New hip roof	Determine requirements	Dir. Physical Plant	500,000	2010		
	j. Chasteen – Redesign Parking/HVAC equipment	Determine requirements	Dir. Physical Plant	50,000	2008		
	k. Chasteen – New windows, new entrance.	Complete design	Dir. Physical Plant	100,000	2009		
	l. Campus - Camera Security System, Install security surveillance equipment.	Complete design and start installation	Dir. Physical Plant	100,000	ongoing thru 2011		
	m. Campus – Lock Security System, Complete the propriatory locking system for the campus	Complete installation	Dir. Physical Plant	15,000	2007		

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:	Physical Plant						
Objectives	**Strategies**	**Means of Assessment**	**Person Responsible**	**Budget**	**Timetable**	**Assessment of Performance, 2006-07**	**Use of Results* Planned Improvements**
3.1 Determine facility needs for campus and University Centers by Priority (con't.)	n. Sandridge – Replace Fire Detection System	Complete installation	Dir. Physical Plant	30,000	2007		
	o. Sandridge – Renovate Admissions area	Complete installation	Dir Physical Plant	35,000	2007		
	p. Sandridge – Renovate Bear Cage area	Complete installation	Dir Physical Plant	35,000	2007		
	q. Campus – Pave parking lot @ Pryor & Elkton	Complete installation	Dir Physical Plant	100,000	2008		
	r. Campus – New street & parking South Of Sandridge	Complete installation	Dir Physical Plant	100,000	2009		
	s. Campus – Install additional lighting	Complete installation	Dir Physical Plant	32,000	ongoing thru 2011		
	t. Storage Building – Space needed for storage for all organizations on campus	Complete survey of needs	Dir Physical Plant	150,000	2009		
	u. Interior Painting – all buildings as needed.	Determine needs	Dir Physical Plant	15,000 (year)	Ongoing thru 2011		
	v. Exterior Painting – all buildings as needed.	Determine needs	Dir. Physical Plant	35,000 (year)	ongoing thru 2011		
	w. Replace Founders Roof	Develop specifications	Dir. Physical Plant	130,000	2007/08		
	x. Replace NATE Roof	Develop specifications	Dir. Physical Plant	7,500	2007		
	y. Replace Hargrove Street House Roof	Develop specifications	Dir. Physical Plant	7,000	2007		
	z. Replace Sandridge Roof	Develop specifications	Dir. Physical Plant	7,000	2007		
	aa. Renew Gym Roof	Develop specifications	Dir. Physical Plant	30,000	2007		
	bb. Other Roofs	Determine needs	Dir. Physical Plant	150,000	Ongoing thru 2011		
	cc. Carter North Floor	Develop specifications	Dir. Physical Plant	6,000	2007		
	dd. Sandridge 2nd Floor Office Floor	Develop specifications	Dir. Physical Plant	10,000	2007		
	ee. Refinish Founders 3rd Floor South Restroom	Develop plan	Dir. Physical Plant	6,000	2007		
	ff. Add Covered area to Maintenance Bld. to protect lawn equipment.	Develop specifications	Dir. Physical Plant	30,000	2008		
	gg. Rearrange Maintenance Building.	Develop design/specs	Dir. Physical Plant	10,000	2007		
	hh. Add Paint Area in Maint. Building	Develop design/specs	Dir. Physical Plant	20,000	2919		

*This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Financial Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
3.2 Determine motor vehicle needs for campus and University Centers by Priority.	a. Add Maintenance Bucket Truck	Determine whether vehicles have been purchased.	VP Financial Affairs	30,000	2007/8		
	b. Replace Maintenance Utility Truck (2)	Verify if purchased.	VP Financial Affairs	40,000	2008/09		
	c. Maintain adequate Auto Pool. Purchase New Van.	Determine whether vehicle has been purchased.	VP Financial Affairs	22,000	2007/08		
	d. Purchase Replacement Recruiting Autos.	Determine if two vehicles have been purchased	VP Financial Affairs	35,000	2008/09		
	e. Replace 4 Motor Pool Cars	Verify if purchased	VP Financial Affairs	70,000	2009/10		

*This column will form the basis for next year's related object

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Information Technology Department

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Provide an effective and evolving academic computer environment for the educating post-secondary students. (UG1, 3, 8)							
1.1. Maintain classroom technology operational and up-to-date.	a. Develop a replacement plan for all classroom technology. b. Stock sufficient parts to keep classroom technology up in the event of equipment failure. c. Solicit input from faculty on classroom equipment and software needs on an annual basis. d. Hire additional classroom technology specialist. e. Provide regularly scheduled training opportunities for current and new faculty and adjuncts in the proper use of the classroom technology.	a. Maintain failure and replacement logs to identify failure trends and ensure equipment is replaced before failure. b. Monitor downtime of classroom technology. c. Survey of faculty to see if their needs met. d. None e. Track the number of support calls for basic operation of equipment and sample surveying of instructors.	a - c. Curtis Cagle d. Doug Clark & Gary McCullors e. Curtis Cagle	$17,000 $35,000 $0	2006-2008 2006-2007 2006-2011		
1.2. Enhance technology services for students and increase awareness of available technological.	a. Convert student email from open-source to Novell. b. Develop an Information Technology web site for one-stop source of technology and projects at Athens State. c. Provide wireless technology to common use areas. d. Expand wireless technology to classroom and other locations. e. Continue two-year Banner application and hardware upgrade/enhancement program.	a. Direct and indirect feedback from students, faculty, and staff. b. Sample survey of faculty and students for applicability. c. Faculty and student assessment of service d. Faculty and student assessment of service e. Successful upgrade of Banner.	a. Gary McCullors b. Steve Clark & Tom King c. Gary McCullors & Bud Gifford d. Gary McCullors & Bud Gifford e. Debra Miller & Gary McCullors	$6,000 $0 $30,000 $12,000 $37,000	2006 2006 2007 2008-2010 2008-2009		
1.3. Maintain, enhance, and extend distant learning technology.	a. Outsource Blackboard hosting for better availability and safer backup. b. Expand the use of the portal system for faster and better dissemination of target information. c. Provide a central repository for instructor and student class materials using Blackboard Content System. d. Attend national and regional conferences. e. Provide more training opportunities for Blackboard and	a. Monitor up time, sample survey faculty and students, test restoration of select files and classes. b. Direct and indirect feedback from faculty, students, and staff. c. Monitor utilization.	a. Gary McCullors & Steve Clark b. Steve Clark c. Steve Clark d. Debra Miller & Steve Clark e. Steve Clark	$69,000 $0 $40,000 $9,000 $0	2006 2006-2007 2007-2008 2006-2011 2006-2011		

* This column will form the basis for next year's related objectives.

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	Tegrity using local resource and vendor webinars.	d. Ideas brought back for adoption. e. Training critiques from participants, attendance records, and follow-up survey to determine usage or non-usage.					
1.4. Maintain lab computers and software up-to-date.	a. Continue the four-year upgrade plan for lab computers. b. Monitor software licensing for currency and applicability.	a. Monitor lab computers for failure trends and solicit faculty needs for lab computers. b. Evaluate and survey faculty software needs.	a. Tim Crafton b. Tim Crafton	$90,000 $20,000	2006-2011 2006-2011		
GOAL 2. Provide a stable and technologically advanced infrastructure for serving academic and administrative computing. **(UG1, 3, 8)**							
2.1. Maintain a quality network environment.	a. Upgrade the fiber backbone to 1GB capability. b. Establish a systematic upgrade program for the university's servers and other network components. c. Train additional personal for administering the network.	a. None b. Monitor equipment logs for failure and replacement trends. c. Better distribution of networking responsibilities among available network administrators.	a. Gary McCullors & Bud Gifford b. Gary McCullors, Bud Gifford, & Debra Miller c. Gary McCullors & Bud Gifford	UNK $30,000 $6,000	2007-2008 2006-2011 2006-2007		
2.2. Monitor the current bandwidth to ensure it is adequate for provided services and develop a plan for proactively increasing bandwidth.	a. Maintain the current bandwidth level and utilize the tools provided by the Alabama Supercomputer Authority to monitor bandwidth utilization. b. Work with Alabama Supercomputer to develop an assessment guide for determining when to upgrade bandwidth. c. Upgrade the bandwidth to accommodate increased services and needs.	a. Successful assessment of current bandwidth utilization. b. Successful application of the bandwidth upgrade guide. c. No appreciable loss of throughput for services.	Gary McCullors & Bud Gifford Gary McCullors & Bud Gifford Gary McCullors & Bud Gifford	$0 $0 UNK	2006 2006 2008-2009		
2.3. Enhance the university level technology services provided	Continue monitoring technology advancements for applicability and adoption.	Survey of faculty and staff satisfaction with services, and IT	Gary McCullors & Bud Gifford				

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Information Technology Department

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
the faculty and staff.		assessment of services' level of applicability.					
2.4. Increase the capability for maintaining computers, and upgrading and deploying software to faculty, staff, and lab computers.	a. Deploy ZenWorks for Desktop. b. Train technicians to use ZenWorks for all applicable maintenance and management of desktop computers.	Successful deployment and utilization of ZenWorks.	Gary McCullors, Curtis Cagle, Tim Crafton, Bud Gifford, Tom King, & Jim Limbach	$12,000	2006-2007		
2.5. Increase functional knowledge and skills associated with institution and office level applications.	Provide more training opportunities for faculty and staff in the use of GroupWise email, Argos, various Microsoft Office applications, and other application tools.	Track number of service calls for basic application use and sample surveying to determine effectiveness of training.	Gary McCullors, Curtis Cagle, & Steve Clark	UNK	2006-2011		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Insure adequate human resources to provide library services. (UG3)							
1.1 Change part-time archivist to full-time.	a. Develop job description and secure administrative approval and funding.	a. Employment of full-time archivist.	Library Director, VPAA, VPFA	$18,000.00	2006-2007		
1.2 Promote professional development of employees.	a. Develop staff via workshops, conferences and professional development activities.	a. Report & evaluation of activities attended.	Library Director	$7,500.00	2006-2011		
	b. Continue in-house reference, circulation, & networking training.	b. User surveys and performance reviews.	Library Director	-0-	2006-2011		
1.3. Assess employee performance	a. Conduct performance evaluations	a. Annual assessment document.	Library Director	-0-	2006-2011		
GOAL 2. Develop a quality and responsive collection of materials. (UG4)							
2.1 Involve faculty in the purchase of resources.	a. Subscribe to and disseminate Choice cards	a. Faculty comments, and assessment of book ordering & collection improvements.	Library faculty	$1,750.00	2006-2011		
	b. Survey faculty as to their library collection needs and research & teaching interests.	b. Assess response to survey.	Library faculty	$1,000.00	2006-2011		
	c. Contact faculty on a regular basis to provide information of new, relevant publications	c. Assessment of collection additions.	Library faculty	-0-	2006-2011		
2.2 Evaluate existing collection and determine needs.	a. Systematically identify bibliographies in curricular disciplines and check vis-à-vis library holdings.	a. Evaluation of collection.	Library faculty and teaching faculty	$1,000.00	2006-2011		
	b. Subscribe to Resources for College Libraries, and implement collection analysis based on that resource.	b. Results of analysis.	Library faculty	$4,500.00	2006-2011		
	c. Assess use of electronic databases.	c. Usage statistics.	Library faculty	-0-	2006-2011		
	d. Assess e-books in the collection.	d. User surveys and usage statistics.	Library faculty	-0-	2006-2011		
	e. Evaluate periodical holdings for relevance. .	e. Usage statistics and qualitative evaluation of the collection.	Library faculty & teaching faculty	-0-	2006-2011		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
2.3 Purchase materials based upon collections analysis and curricular needs.	a. Purchase 1,500 books annually to support the undergraduate curriculum. b. Strengthen the materials budget for databases and other learning resources. c. Purchase replacement copies of journal issues and books.	a. Assessment of number purchased and use. b. Increase in materials budget. c. Assessment of number purchased.	Library faculty Library Director Library Director	$270,000.00 $35,000.00 $3,000.00	2006-2011 2006-2011 2006-2011		
2.4 Assess collection development policy and weeding policy	a. Compare existing policy to current needs & practices, and make changes as necessary.	a. Completion of task.	Library faculty	-0-	2006-2007		
2.5 Process books added to the collection in a timely manner.	a. Catalog 2,200 books annually.	a. Assessment of quantity of output and quality of catalog records.	Cataloger and Library Director	$35,000.00	2006-2011		
2.6 Explore implementation of electronic reserve module.	a. Training of personnel and entry of data.	a. Accomplishment of task.	Library faculty and LMN Coordinator	$10,000.00	2006-2011		
GOAL 3. Insure availability of learning resources. (UG4)							
3.1 Provide convenient and effective access to all library services for all ASU students and faculty.	a. Insure a secure means of remote authorization. b. Expedite ILL turnaround. c. Assess remote ILL Service. d. Assess plan of library support of proposed off-campus programs. e. Assess services to persons with disabilities.	a. Assess effectiveness of authorization system. b. Access turnaround time. c. User survey and written assessment. d. Collection assessment and user surveys. e. User survey.	Library Director, Director of IT Library Director Library Director Library Director, Council of Deans, Learning Resource Committee Library faculty and ADA Coordinator	$5,000.00 -0- -0- -0- $10,000.00	2006-2007 2006-2007 2006-2011 2006-2011 2006-2011		
3.2 Insure availability of physical materials.	a. Conduct analysis of shelf availability. b. Assess sufficiency of shelving and purchase needed shelving units.	a. Tabulation of data and written report. b. Assess capacity needed and purchase shelving units.	Library Staff Library Director, VPAA,VPFA	$500.00 $10,000.00	2006-2011 2007-2008		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
3.3 Provide hours of service to best support the University Community.	a. Assess hours of library operation.	a. User survey and assessment.	Library Director, VPAA, Learning Resource Committee	-0-	2006-2011		
GOAL 4. Insure adequate technology for learning resources.							
4.1 Assess current library automation system, investigate alternatives, and implement as necessary.	a. Identify needs and determine priorities vis-à-vis current system and consortial relationships. b. Contact vendors and request RFPs c. Secure funding. d. Train staff and implement system.	a. Staff assessment and user surveys. b. Response to vendor presentations and RFPs c. Sufficient funding secured. d. User surveys and staff assessment.	Library faculty Library Director, VPFA Library Director, VPAA, VPFA Library faculty and staff	-0- -0- $100,000.00 $10,000.00	2006-2007 2006-2007 2006-2008 2006-2008		
4.2 Assess sufficiency of technology to meet user needs.	a. Evaluate demands for computer technology and printing by users and staff. b. Access need for additional word processing support for public use. c. Enhance Library web page.	a. New computers and/or printers purchased and installed. b. Usage statistics and user surveys. c. Library staff and user satisfaction.	Library Director, Director of IT Library Director, Director of IT, Learning Resource Committee Library Faculty, Web Services	$90,000.00 $15,000.00 -0-	2006-2011 2006-2011 2006-2011		
GOAL 5. Insure an appropriate and effective program of orientation and instruction for library services.							
5.1 Provide orientation and instruction for ASU students.	a. Offer course in use of library resources. b. Develop and instruct research courses for specific disciplines. c. Offer instruction to classes. d. Design and distribute handouts and brochures.	a. Course evaluation. b. Course evaluations and faculty assessment. c. Evaluation of instruction. d. User survey, staff comments, and distribution statistics.	Library Faculty Library Faculty and Teaching Faculty Library Faculty Library Faculty	$5,000.00 $5,000.00 $2,500.00 $5,000.00	2006-2011 2006-2011 2006-2011 2006-2011		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	e. Update web-based instructional tutorial.	e. Accomplishment of task, and user survey.	Library Faculty, Web Services	-0-	2006-2007		
	f. Place handouts and brochures online.	f. User survey & staff comments.	Library Faculty, Web Services	-0-	2006-2007		
	g. Offer face-to-face library instruction at remote sites.	g. Evaluation of instruction.	Library Faculty	$5,000.00	2006-2011		
5.2 Provide orientation and instruction to broader community.	a. Provide outreach program to area high school and community college students.	a. Analysis of survey responses. Library usage data.	Library Faculty	$2,500.00	2006-2011		
	b. Provide Alabama Virtual Library cards.	b. Number of AVL patrons registered onsite.	Library Staff	-0-	2006-2011		
5.3 Provide effective reference service.	a. Regular meetings of reference librarians.	a. Meetings held.	Library Faculty	-0-	2006-2011		
	b. Investigate and implement real-time virtual reference service.	b. Accomplishment of task, and evaluation of results.	Library Faculty, VPAA, VPFA	$3,000.00	2006-2007		
5.4 Develop proposal for graduate program in Library Media.	a. Formulate program outcomes, guidelines, and syllabi.	a. Accomplishment of tasks.	Library Faculty, A&S Dean, VPAA	$2,500.00	2006-2007		
	b. Seek approval from state and accreditation agencies.	b. Approval by State Dept., ACHE, & SACS.	Library Faculty, A&S Dean, VPFA, VPUR	$4,000.00	2006-2007		
	c. Seek funding.	c. Sufficient budget to operate program.	Library Faculty, A&S Dean, VPFA, VPUR	$5,000.00	2006-2008		
	d. Promote program and recruit students.	d. Sufficient students recruited.	Library Faculty, Recruiters, VPUR	$15,000.00	2006-2008		
	e. Purchase equipment and learning resources	e. Sufficiency and capability of resources.	Library Faculty	$100,000.00	2006-2008		
	f. Enroll students.	f. Assessment of number and quality of students.	Library Faculty, Admissions and Records Office	$5,000.00	2007-2008		
GOAL 6. Foster communication between Library and teaching faculty. (UG4) (UG12)							
6.1 Foster awareness of library collections and service	a. Promote library through college liaison program.	a. Faculty comments and assessment.	Library Faculty	-0-	2006-2011		
	b. Create & disseminate orientation packets for all faculty at fall in-service day.	b. Faculty and student response and awareness.	Library Faculty	$2,000.00	2006-2011		
	c. Produce library newsletters.	c. Faculty and student	Library Faculty and	$3,500.00	2006-2011		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
		response and awareness.	Staff				
6.2 Enhance Library awareness of and involvement in curricular development.	a. Librarian serves on Curriculum Committee.	a. Report from that representative to library.	Library Faculty	-0-	2006-2011		
	b. Librarians regularly attend College meetings.	b. Report from those Librarians.	Library Faculty	-0-	2006-2011		
GOAL 7. Cultivate cooperative relations with other libraries. (UG2) (UG4)							
7.1 Participate in library consortia.	a. Participate in Library Management Network.	a. Evaluation of outcome. Library system performance and cost savings.	Library Director	$20,000.00	2006-2007		
	b. Participate in Two-Year College Library Association.	b. Evaluation of outcome.	Library Director	$250.00	2006-2011		
	c. Participate in Network of Alabama Academic Libraries.	c. Evaluation of outcome. Database cost savings. Analysis of ILL turnaround time.	Library Director	$8,000.00	2006-2011		
	d. Participate in SOLINET.	d. Evaluation of outcome.	Library Director	$25,000.00	2006-2011		
7.2 Develop relationships with libraries outside consortia.	a. Develop and assess reciprocal borrowing agreements with partner institutions.	a. Evaluation of user needs and collection strengths.	Library Director	-0-	2006-2011		
	b. Continue to meet with area high school and community college librarians.	b. Evaluation of outcome.	Library Director	-0-	2006-2011		
GOAL 8. Create and promote a useful repository of materials pertinent to Athens State University history. (UG4) (UG9)							
8.1 Collect and preserve historic materials	a. Identify and acquire materials suitable for addition to Archives.	a. Number of relevant materials acquired and collection analysis.	Archivist	$1,000.00	2006-2011		
	b. Organize, clean and catalog/index material.	b. Number of items processed and quality of work.	Archivist	$5,000.00	2006-2011		
	c. Collect and organize faculty publications.	c. Extent of organized collection.	Archivist and Teaching Faculty	$1,000.00	2006-2011		
	d. Continue interviewing alumni and others for Oral	d. Transcriptions of interviews.	Archivist	$2,500.00	2006-2011		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	History Project.						
	e. Continue adding portraits to Wall of Presidents.	e. Portraits added.	Archivist and Heritage Committee	$5,000.00	2006-2011		
	f. Preserve cemeteries pertinent to University founding families.	f. Extent of work accomplished.	Archivist	$1,500.00	2006-2011		
8.2 Enhance awareness of collection and facilitate its use.	a. Cultivate public relations program and funding base.	a. Funds received and interest generated. Awareness as demonstrated in user survey.	Archivist, Heritage Committee, VPUR	$5,000.00	2006-2011		
	b. Complete implementation of Archives Web Page.	b. Staff and User comments.	Archivist, Web Services	-0-	2006-2011		
	c. Install shelving for rare books.	c. Shelving installed. Collection moved and organized.	Archivist, Library Director, and Physical Plant Coordinator	$30,000.00	2006-2007		
	d. Catalog and index all materials in Archives files, and digitize as appropriate.	d. Completion of task and accessibility of records.	Archivist and Cataloger	$20,000.00	2006-2011		
	e. Purchase computer equipment, software and supplies.	e. Equipment & supplies purchased. Equipment installed.	Archivist and VPFA	$15,000.00	2006-2011		
GOAL 9. Assess library use and patron satisfaction. (UG5)							
9.1 Implement measures to evaluate user awareness and satisfaction.	a. Implement survey developed in-house.	a. Results and analysis of survey.	Library Faculty & Learning Resource Committee	$2,500.00	2008, 2010		
	b. Implement LIBQUAL.	b. Results and analysis of survey.	Library Faculty and Learning Resource Committee	$8,500.00	2007, 2009, 2011		
	c. Implement focus groups.	c. Results of assessment.	Library Faculty, Learning Resource Committee, and Coordinator of Institutional Assessment	$2,000.00	2008, 2010		
9.2 Evaluate use of collections and services	a. Collect, report, and assess data gathered through Integrated Library System and patron	a. Results of assessment.	Library Faculty	$500.00	2006-2011		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	statistics.						
	b. Collect, report, and assess data relating to database usage.	b. Results of assessment.	Library Faculty	$300.00	2006-2011		
	c. Collect, report, and assess data relating to periodical usage.	c. Results of assessment.	Library Faculty	$300.00	2006-2011		
9.3 Assess library policies, procedures, and manuals.	a. Examine and evaluate current policies, procedures, and manuals.	a. Policies revised and adopted.	Library Faculty, VPAA, Learning Resource Committee	$200.00	2006-2007		
	b. Develop new policies, procedures, and manuals as needed.	b. Policies developed and adopted.	Library Faculty, VPAA, Learning Resource Committee	$200.00	2007-2008		
GOAL 10. Explore supplemental means of library support. (UG10)							
10.1 Support Friends of the Library	a. Attend meetings.	a. Meeting minutes.	Library Faculty and Staff	-0-	2006-2011		
	b. Encourage community activities.	b. Evaluation of outcome.	Library Faculty and Staff	-0-	2006-2011		
10.2 Seek external funding.	a. Investigate grant opportunities.	a. List of potential grants.	Library Director, VPUR	-0-	2008-2009		
	b. Make application.	b. Application made.	Library Director, VPUR	$500.00	2008-2009		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Office of Institutional Assessment/Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Evaluate the effectiveness and quality of programs (University LRP Goal 5)							
1.1 Enhance accountability and efficiency of institutional research, planning, and assessment processes.	a. Reorganize the Office of Institutional Planning, Research, and Assessment (OIPRA) to include oversight of Strategic Plan.	a-1. Approval of reorganization of the OIPRA.	Coordinator of Institutional Assessment		FY 2006-07		
	b. Restructure committee assisting oversight of strategic planning and assessment by incorporating responsibilities, scope, and procedures for conducting committee business.						
	c. Develop a centralized and systematic research and assessment process to improve consistency of outcomes measurement, data quality and comparability, analysis, reporting, and documentation of use of data results in planning activities.	Development of: 1. Institutional Assessment & Evaluation Master Plan. 2. Institutional Research Data Inventory.				Implementation of Institutional Assessment & Evaluation Master Plan and Master Database.	
	d. Identify measurable key factors and drivers of performance across (core) and within (discipline-specific) institutional programs and functions.	Development of an Institutional Effectiveness Matrix				Implementation of an Institutional Effectiveness Matrix.	
	e. Develop, maintain and continually expand a longitudinal database of assessment and performance information at student, college, support unit, and university-level.	Development of an Institutional Assessment Database				Implementation of an Institutional Assessment Database.	
	f. Evaluate the effectiveness and efficiency of the research and assessment process.						

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Office of Institutional Assessment/Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements

1.2 Determine assessment procedures and benchmarking techniques by unit based upon requirements from accrediting bodies.	a. Establish schedule for annual performance assessment reviews for all programs/colleges based on the Institutional Assessment & Evaluation Master Plan and individual programs/colleges reporting requirements. b. Require colleges to evaluate strategic plan set by each annually to assess progress and ensure changes are made appropriately. c. Set assessment and reporting procedures and benchmarking techniques.	Annual Assessment Report	Coordinator of Institutional Assessment		FY 2006-11 (on-going)	Annual Assessment Report	

Goal 2. Develop, implement and assess the vision and goals of academics (University LRP Goal 12)

2.1 Increase awareness and knowledge of the Strategic Plan via improved internal communication to faculty and staff.	a. Coordinate placement of the Strategic Plan and those pertaining to individual programs/colleges in the University's website, under each individual college page(s), and the library. b. Prepare/update a standard presentation and related material of the Strategic Plan for internal (individual and university-wide) and external audiences, and available upon request. c. Assess knowledge and awareness among faculty and staff (internal).	a. Availability and accessibility upon request of paper and electronic versions of the Strategic Plan. b. Conduct annual meeting to present Strategic Plan and related matters to faculty and staff. c. Changes in Knowledge and Awareness levels.	Coordinator of Institutional Assessment		FY 2006-11 (on going)	a. Strategic Plan featured in University's website and paper copies are available at the Library. b. Power Point Presentation of the Strategic Plan is available for use and distribution. c. Increase in knowledge and awareness.	

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Office of Institutional Assessment/Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements

2.2 Develop a strategic plan for each academic college and administrative department. 2.3 Improve internal communication to provide faculty and staff with knowledge to effectively impart information about the goals and vision of the University.	a. Participate in annual review of plans as scheduled in the Institutional Assessment and Evaluation Master Plan. b. Provide technical guidance and assistance as requested on changes to strategic plans. **PLEASE REFER TO INFORMATION PROVIDED IN OBJECTIVE 2.1**	Plans established. Annual review conducted as scheduled in the Institutional Assessment and Evaluation Master Plan.	Coordinator of Institutional Assessment		FY 2006-11 (on going)	Revised Strategic plans established and disseminated.	

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Office of Institutional Research and Assessment

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Evaluate the effectiveness and quality of programs (University LRP Goal 5)							
1.1 Enhance Accountability	a. Establish the Office of Institutional Assessment with oversight of Strategic Plan. b. Restructure committee assisting oversight of strategic planning and assessment by incorporating responsibilities, scope, and procedures for conducting committee business. c. Identify measurable key factors and drivers of performance across (core) and within (discipline-specific) institutional programs and functions. d. Implement a consolidated and standardized approach to all data collections (surveying and related evaluations) to eliminate duplication and variation in measurement efforts, improve data quality and comparability, and obtain valid and realistic benchmarks. e. Establish an internal centralized master database for data findings (all surveys and related studies) with capabilities for data entry (including data import from online surveys), analysis, tracking, and reporting.	Development of an Institutional Assessment & Evaluation Master Plan.	Coordinator of Institutional Assessment		FY 2006-07	Approval and implementation of Institutional Assessment & Evaluation Master Plan and Master Database.	
1.2 Determine assessment procedures and benchmarking techniques by unit based upon requirements from accrediting bodies.	a. Establish schedule for annual performance assessment reviews for all programs/colleges based on the Institutional Assessment & Evaluation Master Plan and individual programs/colleges reporting requirements. b. Require colleges to evaluate strategic plan set by each annually to assess progress and ensure changes are made appropriately. c. Set assessment and reporting procedures and benchmarking techniques.	Annual Assessment Report	Coordinator of Institutional Assessment		FY 2006-11 (on-going)	Annual Assessment Report	

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR:					Office of Institutional Research and Assessment		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
Goal 2. Develop, implement and assess the vision and goals of academics (University LRP Goal 12)							
2.1 Increase awareness and knowledge of the Strategic Plan via improved internal communication to faculty and staff.	a. Coordinate placement of the Strategic Plan and those pertaining to individual programs/colleges in the University's website, under each individual college page(s), and the library. b. Prepare/update a standard presentation and related material of the Strategic Plan for internal (individual and university-wide) and external audiences, and available upon request. c. Assess knowledge and awareness among faculty and staff (internal).	a. Availability and accessibility upon request of paper and electronic versions of the Strategic Plan. b. Conduct annual meeting to present Strategic Plan and related matters to faculty and staff. c. Changes in Knowledge and Awareness levels.	Coordinator of Institutional Assessment		FY 2006-11 (on going)	a. Strategic Plan featured in University's website and paper copies are available at the Library. b. Power Point Presentation of the Strategic Plan is available for use and distribution. c. Increase in knowledge and awareness.	
2.2 Develop a strategic plan for each academic college and administrative department.	a. Participate in annual review of plans as scheduled in the Institutional Assessment and Evaluation Master Plan. b. Provide technical guidance and assistance as requested on changes to strategic plans.	Plans established. Annual review conducted as scheduled in the Institutional Assessment and Evaluation Master Plan.	Coordinator of Institutional Assessment		FY 2006-11 (on going)	Revised Strategic plans established and disseminated.	
2.3 Improve internal communication to provide faculty and staff with knowledge to effectively impart information about the goals and vision of the University.	PLEASE REFER TO INFORMATION PROVIDED IN OBJECTIVE 2.1						

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Provide opportunities for students to expand their intellectual, social and cultural horizons. (University LRP Goal 6)							
1.1 Expand programs that provide opportunities for students to meet their goals that expand their intellectual, social and cultural horizons in a primarily commuter university as well as distant learning students.	a. Survey students to determine interest and needs. b. Appoint a committee to access and make recommendations. c. Collaborate efforts between Student Activities, University Colleges, and University Centers. d. Incorporate plans with Concert and Lecture Series Committee. e. Research similar institutions to gain insight on successful programs.	Results of survey provided. Committee presents recommendations. Activities planned. Evaluate success with University Colleges and Concert Lecture Series Committee	VP Student Affairs	$1000.00	a.-e. 2006-07		
GOAL 2. Provide and maintain student services which furnish necessary information, financial assistance, and guidance counseling to assist progress toward personal, academic, and career goals. (University LRP Goal 7)							
2.1 Determine the feasibility of a formalized Experiential Education Program to include practicums, cooperative education, internships, and volunteer activities to enhance student goal achievement.	a. Survey students, registered alumni, and faculty to determine value of what Career Services is currently providing. b. Survey students, registered alumni, and faculty to determine need of other types of experimental education that is available. c. Survey various organizations to see what types of experimental education is available and workable. d. Review all surveys and revise current policies as needed.	Results of survey provided. Results of survey provided. Results of Survey provided. New strategies for Career Services implemented.	VP Student Affairs	$1000.00	a.-c. 2006-07 d. 2007-08		
2.2 Determine organizational improvements and technological improvements in Student Services that may assist the student to further educational goals.	a. Establish a Student Transfer Center. b. Evaluate the value of the Center to the students through the use of surveys. c. Establish an online Advising Center for all students. d. Survey students and evaluate the value to the students.	Center established. Students surveyed. Center established. Students surveyed.	VP Student Affairs	5,000.00 7,500.00	a.-b. 2006-07 c.-d. 2007-08		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	e. Establish a curriculum advising and planning program center, which would implement CAPP and coordinate CAPP with the Transfer Center. f. Empower a coordinator to develop a process by which CAPP can be implemented to be used campus wide. g. Empower an articulation specialist to be responsible for course equivalencies and maintain course catalogs. h. Hire a full-time person to manage the optic filing system in Admissions/Records.	Center established. Coordinator hired. Articulation specialist hired. Employee hired.		20,000.00 10,000.00 20,000.00	e.-g. 2008-09 h. 2007-08		
GOAL 3. Promote and maintain effective student services to improve student recruitment and retention. (University LRP Goal 8)							
3.1 Determine the feasibility of establishing an Office of Enrollment Management.	a. Define institutional goals and objectives for recruitment and retention in measurable terms. b. Define the areas responsible for meeting institutional objectives. c. Define university priorities. d. Appoint and charge a committee to examine the need for an Enrollment Manager based on assessment of university departments' current successes toward goals, objectives and priorities in the areas of recruitment and retention. e. If need is determined to exist, advertise and hire based upon appropriate University approval process. f. Empower manager to develop an enrollment management plan to include policies and procedures consistent with university priorities. g. Review and modify the enrollment management plan annually for the University and the colleges to ensure priorities are met. h. Identify and promote successful retention programs and activities. i. Establish a method to document enrollment statistics for assessment purposes.	University goals and objectives stated in measurable terms. (a) Areas of responsibility defined with priorities. (b,c) Committee recommendations for enrollment management oversight. (d,e) Hire enrollment manager.	VP Student Affairs	80,000.00	a.-e. 2007-08 f.-i. 2008-10		

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
3.2 Enhance Student Financial Support.	a. Establish target levels for scholarship support of enrollment goals. b. Direct marketing efforts to meet stated scholarship goals.	Increased scholarship funding.	VP Student Affairs	5,000.00	a.-b. 2006-11 (ongoing)		
3.3 Establish an Online Tutoring Center for all students.	a. Establish a small committee with Director of Counseling/Career Services, one faculty representative from each College (to include Math Lab and Writing Center), and two students (one traditional and one non-traditional) who will meet to discuss, plan, implement and evaluate the strategy and present a report to the VP of Academic Affairs and the VP of Student Affairs.	Meet monthly and provide update reports to VP of Academic Affairs and VP of Student Affairs.	VP Student Affairs VP Academic Affairs		a.-d.. 2006-07		
	b. Determine the need for online tutoring and the subjects that will be offered by developing a student survey to be administered via snail mail, email, in-class, & club meetings to achieve significant response rate.	Results tabulated.		$1,500.00			
	c. Committee will interview ASU faculty and other universities, contact vendors to assess cost, and research current literature to assess the effectiveness of online tutoring programs.	Compile results.					
	d. Present recommendations to VP Academic Affairs and VP Student Affairs.	Recommendations reported.					
	e. Provide online Tutoring.	Student usage and grade comparison.		10,000.00	e.2007-08		
	f. Evaluate/Modify online tutoring annually.	Report from faculty.		10,000.00	f.2008-09		
	g. Hire Coordinator of Student Tutoring Programs. (half-time); investigate grant possibilities.	Coordinator hired.		20,000.00	g.2009-10		
3.4 Recruit quality students.	a. Develop a plan for online recruiting. b. Track students using Banner. c. Continue to visit all feeder colleges each semester. d. Continue to attend College Fairs at the community colleges.	Plan developed. (a) Banner reports generated. (b) Recruiting success determined by student increases and year-end recruiting report of college visits. (c,d)	VP Academic Affairs VP Student Affairs	$25,000.00	a. 2006-07 b.-f. 2006-11 (ongoing)		
	e. Host various information sessions with counselors from feeder colleges.	Feedback surveyed from counselors of feeder colleges.					

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	f. Promote recruiting as a priority for all faculty and staff.	(e) Conduct training for faculty and staff to stress importance of recruiting. (f)					

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: University Centers

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Provide educational opportunity to postsecondary students through carefully planned and implemented programs of study. (University LRP Goal 1)							
1.1 Expand University Centers.	a. Develop a plan that targets specific colleges for center expansion, whether online or on-site. b. Survey appropriate stakeholders at each identified site. c. Develop programs of study for centers chosen. d. Develop plan for physical space, people, and other resources as required. e. Seek approval from appropriate bodies as necessary. f. Review plan on an annual basis.	Plan for center expansion. Completion of stakeholder survey. Programs developed. Plan developed. Expansion to center(s) as planned. Plan reviewed annually.	Asst. to VP Academic Affairs for University Centers College Deans VP of Financial Affairs	$375,000.00 ($125,000 per site x 3)	Ongoing 2006-07 Ongoing Ongoing 2006-09 (one center each year) Ongoing		
GOAL 2. Serve the student effectively and efficiently by providing flexible scheduling, varied modes of delivery and cooperative arrangements with other institutions. (University LRP Goal 2)							
2.1 Establish plan at each center for appropriate persons to determine and provide information necessary to develop schedules, delivery modes, and other student needs.	a. Determine persons responsible for center scheduling. b. Establish long-term schedules of semester offerings. c. Survey students annually to provide information relative to schedules, delivery modes and other needs. d. Evaluate and make changes as necessary to meet needs.	Plan established at each center to provide schedules. Survey completed.	Asst. to VP Academic Affairs for University Centers	$ 5,000.00 ($200 per site/year)	2006-11 (ongoing)		
GOAL 3. Promote the use of appropriate University and community resources to facilitate educational and training programs for the diversified needs of business, industry, education, and government in addition to providing cultural and intellectual enrichment. (University LRP Goal 9)							
3.1 Establish centers or institutes to enhance community and individual relationships.	a. Develop plan for establishing center with grant seed money or by other means. b. Determine facility arrangements.	Plan developed. Facility needs determined.	Asst. to VP Academic Affairs for University Centers				

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: University Centers

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	c. Survey community to determine needs of small businesses.	Survey completed.					
GOAL 4.							
GOAL 5.							
GOAL 6.							
GOAL 7.							

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: University Centers

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 8.							
GOAL 9.							
GOAL 10.							

* This column will form the basis for next year's related objectives.

2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: University Relations

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
GOAL 1. Promote and maintain effective student recruitment and retention. (University LRP Goal 8)							
1.1 Recruit students seeking quality programs.	a. Evaluate enrollment figures and trends. b. Survey students on their impressions of university and its programs. c. Develop a plan to increase the reputation of programs through marketing and advertising efforts. d. Identify programs that lend themselves to significant marketing efforts.	a. Enrollment figures reported. b. Survey developed. c. Marketing plan developed. d. Programs identified.	Coordinator of Institutional Research VP University Relations		ongoing		
1.2 Ensure that recruiting is a priority for all segments of the University.	a. Develop comprehensive plan for training of faculty and staff. b. Conduct training.	a. Plan developed. b. Training conducted.	VP University Relations VP Student Affairs VP Academic Affairs		2006-07		
1.3 Enhance student financial support.	a. Evaluate student scholarship needs. b. Identify goals for increased student scholarships. c. Identify capital and technology needs that support student academic programs. d. Seek state/private funding. e. Hire development officer to increase solicitation and student financial support.	a. Needs identified. b. Scholarships created. c. Needs identified. d. Donors identified and fundraising goals met. e. Development officer hired.	VP University Relations VP Student Affairs VP Academic Affairs		ongoing 2007-08		
GOAL 2. Effectively communicate the University's vision and goals as a baccalaureate degree granting institution to internal and external constituencies. (University LRP Goal 12)							
2.1 Increase awareness of Athens State University externally.	a. Develop and implement comprehensive marketing plan for University and its centers. b. Survey students and groups on name and image recognition. c. Appoint an advisory board to assist with the development, direction and review of the comprehensive marketing plan. d. Develop, design, and update University website. e. Communicate University strategic plan to Foundation and Alumni Boards at annual presentation highlighting	a. Plan developed and implemented. b. Survey completed and results reported. c. Appointments made and meetings documented. Review of marketing plan completed. d. Website updated as needed. e. Presentation conducted.	VP University Relations Director of Institutional Research		2006-07		

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2006-2011 LONG RANGE PLANNING AND ASSESSMENT FOR: University Relations

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results* Planned Improvements
	top priorities and goals. f. Increase communications and solicitations with alumni through newsletters and mailings. g. Hire media specialist to support increased communication with external and alumni audiences.	Priorities and goals identified and presented. f. Columns newsletter and other mailings increased. g. Media specialist approved and hired.					
2.2 Increase awareness of the plans for the University internally.	a. Provide all employees with access to the University Strategic Plan through an annual meeting and via a link on the Athens State website.	a. Annual meeting held; link created.	VP University Relations VP Academic Affairs		ongoing		

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