ATHENS STATE UNIVERSITY

LONG - RANGE
STRATEGIC PLANS
2008-2012

MARCH 2007

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OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: University Relations

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
GOAL 1. Promote and maintain effective student recruitment and retention (University LRP Goal 8)					
1.1 Integrate recruitment of traditional & online students 1.2 Enhance student financial support.	a. Evaluate enrollment figures & Trends 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 aid.	a. Use statistics to identify trends a. Needs identified. b. Scholarship created. c. Needs identified. d. Donors identified and fundraising goals met. e. Development officer hired.	IR VP University Relations VP Student Affairs VP Academic Affairs		On going
GOAL 2. Effectively communicate the University's vision and goals as a baccalaureate degree granting institution to internal and external constituencies. (University LRP 12)					
2.1 Increase awareness of Athens State University externally.	a. Increase local & regional coverage of Athens State, its students & programs	a. Measure references in area & local media	UR		
GOAL 3. Provide opportunities for students to expand their intellectual, social and cultural horizons					
3.1 Provide growing financial support & marketing for concert/lecture series	a. Identify stable & new funding sources b. Create series that addresses broad intellectual, social & cultural issues	a. Funding identified & secured b. Series created & marketing conducted – student attendance monitored	UR		
GOAL 4. Provide educational opportunities to postsecondary students through carefully planned and implemented programs of study.					
4.1 Support development of graduate programs	a. Make appropriate contacts with legislative approval agencies b. Upon approval develop appropriate marketing plans for a successful program	a. Contact made b. Develop& implement plans	UR		

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: University Relations

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
GOAL 5. Acquire and administer, efficiently and effectively, all fiscal resources					
5.1 Seek & identify private funds to increase discretionary money for university use	a. Identify & secure private funding sources	a. Funds secured & or endowed	UR		
5.2 Increase foundation scholarship endowment	a. Identify key alumni & supporters who desire to support student scholarships b. Present proposals & secure funding	a. Endowment increased	UR		
5.3 Improve & strengthen state & federal funding	a. Strengthen & improve relationships with government leaders & agencies.	a. Funding needs addressed & increased	UR		

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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. Surveys made on an ongoing basis. Program expansion plan developed.	VP Academic Affairs		a. 2008-09 b. 2008-09 c. 2008-09 d. 2008-09 e. 2008-09 (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.	New programs offered based upon approvals. Survey completed. Feasibility study completed.	VP Academic Affairs	$2,000	a. 2008-09 (ongoing) b. 2008-09 (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.	e-College plan developed and administrator hired.	VP Academic Affairs		a. 2008-09 b. 2008-09
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.	Distance Learning policies and procedures reviewed annually. Distance Learning statistics available. Number of courses using technology. Evaluation of courses using technology by students. Capacity and convenience of student access areas.	VP Academic Affairs		a. 2008-09 b. 2008-09 c. 2008-09 d. 2008-09 e. 2008-09 (ongoing)
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		VP Academic Affairs		a. 2008-09

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	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.	Evaluation of turnaround time for schedules and catalogs			(ongoing) b. 2008-09 (ongoing) c. 2008-09 (ongoing) d. 2008-09 (ongoing) e. 2008-09 (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. 2008-09 b. 2008-09 (ongoing) c. 2007-12 (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. 2008-09 (ongoing)
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. 2008-09 (ongoing) b. 2008-09
3.3 Establish and implement policies and procedures					

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Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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		(ongoing) a. 2007-12 (ongoing) b. 2007-12 (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. 2008-09 (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. 2008-09 (ongoing) b. 2008-09 (ongoing)
GOAL 5. Evaluate the effectiveness and quality of programs. (University LRP Goal 5)					
5.1 Enhance accountability.	a. Add resources to the Office of Assessment. b. Place oversight for the strategic plan under the Office of Assessment.	Annual Assessment Report.	VP Academic Affairs		a. 2008-09 b. 2007-08
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. 2007-12 (ongoing)
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.	Annual Assessment Report.	VP Academic Affairs		a. 2007-12 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
5.4 Maintain a quality work environment.	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. 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		b. 2007-12 (ongoing) c. 2007-12 (ongoing) a. 2008-09 b. 2008-09 (ongoing) c. 2008-09
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. 2007-12 (ongoing) b. 2007-12 (ongoing) c. 2007-12 (ongoing) d. 2007-12 (ongoing) e. 2008-09 f. 2008-09 g. 2008-09
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.	Committee established.	VP Academic Affairs		a. 2008-09

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	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.	Plan developed. Scholarships or funding developed. Evaluation of joint program compiled. Evaluation of the study abroad experience by the student.			b. 2008-09 c. 2008-09 d. 2008-09 e. 2008-09 f. 2008-09 g. 2008-09
GOAL 7. Provide academic student support services. (University LRP Goal 8)					
7.1 Evaluate the new Student Advising Center.	a. Develop/update policies and procedures for the operation of a Student Advising Center.	Students served.	VP Academic Affairs		a. 2008-09 (ongoing)
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. 2008-09
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. 2008-09 b. 2008-09
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. 2007-12 (ongoing) b. 2007-12 (ongoing)
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	Plan established. Committee appointed.	VP Academic Affairs		a. 2008-09 b. 2008-09

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Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	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.	Funds generated. Monies provided. Grants writer hired.			c. 2008-09 (ongoing) d. 2008-09 (ongoing) e. 2008-09 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. 2007-12 (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. 2007-12 (ongoing) b. 2007-12 (ongoing) c. 2007-12 (ongoing)
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. Assessment of employees to determine knowledge of University Strategic Plan.	VP Academic Affairs		a. 2007-12 (ongoing) b. 2007-12 (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		VP Academic Affairs		a. 2007-12

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Academic Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	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 plan completion included in performance appraisals. Committees appointed. Attendance improved. Access improved.			(ongoing) b. 2007-12 (ongoing) c. 2007-12 (ongoing) d. 2007-12 (ongoing) e. 2007-12 (ongoing) f. 2007-12 (ongoing)

LIBRARY

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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	2008
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	2008-2012
	b. Continue in-house reference, circulation, & networking training.	b. User surveys and performance reviews.	Library Director	-0-	2008-2012
1.3. Assess employee performance	a. Conduct performance evaluations	a. Annual assessment document.	Library Director	-0-	2008-2012
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	2008-2012
	b. Survey faculty as to their library collection needs and research & teaching interests.	b. Assess response to survey.	Library faculty	$1,000.00	2008-2012
	c. Contact faculty on a regular basis to provide information of new, relevant publications	c. Assessment of collection additions.	Library faculty	-0-	2008-2012
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	2008-2012
	b. Subscribe to Resources for College Libraries, and implement collection analysis based on that resource.	b. Results of analysis.	Library faculty	$4,500.00	2008-2012
	c. Assess use of electronic databases.	c. Usage statistics.	Library faculty	-0-	2008-2012
	d. Assess e-books in the collection.	d. User surveys and usage statistics.	Library faculty	-0-	2008-2012
	e. Evaluate periodical holdings for relevance. .	e. Usage statistics and qualitative evaluation of the collection.	Library faculty & teaching faculty	-0-	2008-2012
2.3 Purchase materials based upon	a. Purchase 1,500 books annually to support the undergraduate	a. Assessment of number purchased and	Library faculty	$270,000.00	2006-2011

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
collections analysis and curricular needs.	curriculum. b. Strengthen the materials budget for databases and other learning resources. c. Purchase replacement copies of journal issues and books.	use. b. Increase in materials budget. c. Assessment of number purchased.	Library Director Library Director	$35,000.00 $3,000.00	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	2008
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
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	-0-	2008-2012

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
			Committee		
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	2008-2008 2008-2008 2008-2008 2008-2008
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-	2008-2012 2008-2012 2008-2012
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. e. Update web-based instructional tutorial. f. Place handouts and brochures online. g. Offer face-to-face library instruction at remote sites.	a. Course evaluation. b. Course evaluations and faculty assessment. c. Evaluation of instruction. d. User survey, staff comments, and distribution statistics. e. Accomplishment of task, and user survey. f. User survey & staff comments. g. Evaluation of instruction.	Library Faculty Library Faculty and Teaching Faculty Library Faculty Library Faculty Library Faculty, Web Services Library Faculty, Web Services Library Faculty	$5,000.00 $5,000.00 $2,500.00 $5,000.00 -0- -0-	2008-2012 2008-2012 2008-2012 2008-2012 2008-2012 2008-2012

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	h. Develop video orientation on Tegrity.	h. Users survey.	Library Faculty	$5,000.00	2008-2012
				-0-	2008-2012
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	2008-2012
	b. Provide Alabama Virtual Library cards.	b. Number of AVL patrons registered onsite.	Library Staff	-0-	2008-2012
5.3 Provide effective reference service.	a. Regular meetings of reference librarians.	a. Meetings held.	Library Faculty	-0-	2008-2012
	b. Investigate and implement real-time virtual reference service.	b. Accomplishment of task, and evaluation of results.	Library Faculty, VPAA, VPFA	$3,000.00	2008-2009
5.4 Develop proposal for graduate program in Library Media.	a. Seek approval from state and accreditation agencies.	a. Approval by State Dept., ACHE, & SACS.	Library Faculty, A&S Dean, VPFA, VPUR	$4,000.00	2008-2008
	b. Seek funding.	b. Sufficient budget to operate program.	Library Faculty, A&S Dean, VPFA, VPUR	$5,000.00	2007-2008
	c. Promote program and recruit students.	c. Sufficient students recruited.	Library Faculty, Recruiters, VPUR	$15,000.00	2007-2008
	d. Purchase equipment and learning resources	d. Sufficiency and capability of resources.	Library Faculty	$100,000.00	2007-2008
	e. Hire a faculty member	e. Appropriate candidate hired.	VPAA, Library Faculty Human Resources	$70,000	2007-2008
	f. Hire an office manager.	f. Appropriate candidate hired.	VPAA, Library Faculty Human Resources	$30,000	2007-2008
	g. Enroll students.	g. 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-	2008-2012
	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	2008-2012
	c. Produce library newsletters.	c. Faculty and student response and awareness.	Library Faculty and Staff	$3,500.00	2008-2012

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
6.2 Enhance Library awareness of and involvement in curricular development.	a. Librarian serves on Curriculum Committee. b. Librarians regularly attend College meetings.	a. Report from that representative to library. b. Report from those Librarians.	Library Faculty Library Faculty	-0- -0-	2008-2012 2008-2012
GOAL 7. Cultivate cooperative relations with other libraries. (UG2) (UG4)					
7.1 Participate in library consortia.	a. Participate in Two-Year College Library Association. b. Participate in Network of Alabama Academic Libraries. c. Participate in SOLINET.	a. Evaluation of outcome. b. Evaluation of outcome. Database cost savings. Analysis of ILL turnaround time. c. Evaluation of outcome.	Library Director Library Director Library Director	$250.00 $8,000.00 $25,000.00	2008-2012 2008-2012 2008-2012
7.2 Develop relationships with libraries outside consortia.	a. Develop and assess reciprocal borrowing agreements with partner institutions. b. Continue to meet with area high school and community college librarians.	a. Evaluation of user needs and collection strengths. b. Evaluation of outcome.	Library Director Library Director	-0- -0-	2008-2012 2008-2012
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. b. Organize, clean and catalog/index material. c. Collect and organize faculty publications. d. Continue interviewing alumni and others for Oral History Project. e. Continue adding portraits to Wall of Presidents. f. Preserve cemeteries pertinent to University founding families.	a. Number of relevant materials acquired and collection analysis. b. Number of items processed and quality of work. c. Extent of organized collection. d. Transcriptions of interviews. e. Portraits added. f. Extent of work accomplished.	Archivist Archivist Archivist and Teaching Faculty Archivist Archivist and Heritage Committee	$1,000.00 $5,000.00 $1,000.00 $2,500.00 $5,000.00	2008-2012 2008-2012 2008-2012 2008-2012 2008-2012

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
			Archivist	$1,500.00	2008-2012
8.2 Enhance awareness of collection and facilitate its use.	a. Cultivate public relations program and funding base. b. Complete implementation of Archives Web Page. c. Install shelving for rare books. d. Catalog and index all materials in Archives files, and digitize as appropriate. e. Purchase computer equipment, software and supplies.	a. Funds received and interest generated. Awareness as demonstrated in user survey. b. Staff and User comments. c. Shelving installed. Collection moved and organized. d. Completion of task and accessibility of records. e. Equipment & supplies purchased. Equipment installed.	Archivist, Heritage Committee, VPUR Archivist, Web Services Archivist, Library Director, and Physical Plant Coordinator Archivist and Cataloger Archivist and VPFA	$5,000.00 -0- $30,000.00 $20,000.00 $15,000.00	2008-2012 2008-2012 2007-2008 2008-2012 2008-2012
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. b. Implement LIBQUAL. c. Implement focus groups.	a. Results and analysis of survey. b. Results and analysis of survey. c. Results of assessment.	Library Faculty & Learning Resource Committee Library Faculty and Learning Resource Committee Library Faculty, Learning Resource Committee, and Coordinator of Institutional Assessment	$2,500.00 $8,500.00 $2,000.00	2008, 2011 2010 2009, 2012
9.2 Evaluate use of collections and services	a. Collect, report, and assess data gathered through Integrated Library System and patron statistics. b. Collect, report, and assess data relating to database usage. c. Collect, report, and assess data relating to periodical usage.	a. Results of assessment. b. Results of assessment.	Library Faculty Library Faculty	$500.00 $300.00	2008-2012 2008-2012

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Library

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
		c. Results of assessment.	Library Faculty	$300.00	2008-2012
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	2007-2008
	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-	2008-2012
	b. Encourage community activities.	b. Evaluation of outcome.	Library Faculty and Staff	-0-	2008-2012
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

UNIVERSITY CENTERS

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: University Centers

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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 2007-08 (ongoing) Ongoing Ongoing 2008-12 (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)	2008-12 (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. c. Survey community to determine needs of small businesses.	Plan developed. Facility needs determined. Survey completed.	Asst. to VP Academic Affairs for University Centers		2008-12 (ongoing)

COLLEGE OF ARTS AND SCIENCES

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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 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 on-line 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 on-line. e. Training program established. f. Outcomes assessment data. Student evaluation data.	College Dean Chairs Faculty	a. $3,000	a. 2007-08 b. 2007-08 c. 2007-08 d. 2007-08 e. 2007-08 (ongoing) f. 2007-08 (ongoing)
1.2 Develop new programs of study. During Spring 2007 the Department of Computer Science began planning the addition of a Database Management option.	a. Conduct surveys to determine the needs for new programs. b. Develop plans for the expansion of programs of study in the COAS. 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.
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.	a. Survey completed. b. Feasibility study completed.	College Dean Chairs Faculty		a. 2007-08 for Library Science and 2008-09 for Religion. b. 2007-08 for Library Science and 2008-

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	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.	c. Committee appointed and report made to institution. d. Approvals granted. e. Graduate program(s) offered.			09 for Religion. c. 2007-08 for Library Science and 2008-09 for Religion. d. 2007-08 for Library Science and 2009-10 for Religion. e. As needed.
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 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 COAS to include day, night, weekend, and distance learning. c. Evaluate schedules and make changes as necessary to meet student needs. d. Encourage the COAS to develop collaborative programs with other community and four-year institutions. e. Develop capstone courses for each major to provide students with a learning experience that integrates their major coursework and assesses the skills and knowledge gained.	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. e. Courses developed and approved (2006-07); Implemented and student learning assessed (2007-08); Adjusted and revised based on assessments of student's learning (2008-09)	College Dean Chairs Faculty		a. 2007-08 b. 2007-08 c. 2007-08 d. 2007-12 (ongoing) e, 2007-12
GOAL 3. Recruit, retain, and promote professional development of qualified faculty and staff. (University LRP #3)/					
3.1 Increase faculty numbers based upon enrollment increases and distance learning needs.	a. Identify student enrollment increases for centers, classroom, and distance learning courses.	a. Enrollment data provided by appropriate office.	College Dean Chairs		a. 2007-12 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	b. Provide projections for increases of faculty during budget preparation. c. Obtain appropriate approvals to hire. d. Advertise and recruit.	b. Budget requests provided to VP Financial Affairs. c. Appropriate approvals made. d. Positions advertised and recruitment policy followed. New faculty hired.	Faculty		b. 2007-12 (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		a. 2007-08 b. 2008-09
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. 2007-12 (ongoing) b. 2007-12 (ongoing) c. 2007-12 (ongoing) d. 2007-08 (ongoing) e. 2007-08 f. 2007-08
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.	a. College Dean	b. $3,000 c. $5,000	a. 2007-12 (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 descriptions for all positions. b. Follow appropriate policies in hiring of faculty and staff. c. Provide resources and encourage hiring of diverse populations. d. Conduct performance evaluations annually and provide feedback.	a. Accurate job descriptions for all positions. c. Number of diverse faculty and staff increased. d. Performance evaluation policy followed.	College Dean		a. 2007-08 (ongoing) b. 2007-08 (ongoing) c. 2007-08 (ongoing) d. 2007-08 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	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.	e. Active Professional Development Plan. f. Resources available for professional development. g. Mentoring policies for each unit. h. Promotional Plan for faculty and staff.		f. $3,000	e. 2007-12 (ongoing) f. 2007-12 (ongoing) g. 2007-08 h. 2007-08
GOAL 5. Provide opportunities for students to expand their intellectual, social, and cultural horizons. (University LRP Goal #6)					
5.1 Expand programs within the COAS 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 students.	College Dean Chairs Faculty		a. 2007-08 b. 2007-08 c. 2008-09 d. 2008-09 e. 2009-10 f. 2008-09 g. 2009-10
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 Chaiirs Faculty VP University Relations	a. $3,000	a. 2007-08 b. 2007-08 c. 2008-12 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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. 2007-12 (ongoing) b. 2007-09 c. 2008-12 (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 COAS. (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. 2008-09 b. 2008-09 c. 2009-10 d. 2009-10 e. 2008-09 f. 2009-10
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 Dean Administrative Departments Coordinator of Institutional Assessment		a. 2007-12 (ongoing) b. 2007-12 (ongoing) c. 2007-12 (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	a. Assessment of employees to determine knowledge of University Strategic Plan.	VP Academic Affairs College Dean Coordinator of Institutional Assessment		a. 2007-08 b. 2007-08 . c. 2007-12 (ongoing) d. 2007-12 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Arts and Sciences

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	allow for enhanced communication. e. Encourage attendance at University and college meetings. f. Provide faculty and staff with access to the strategic plan.				e. 2007-12 (ongoing) f. 2007-12 (ongoing)

COLLEGE OF BUSINESS

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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 Continue to maintain 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.	a. Results of surveys provided. b. Committee presents findings. c. Boards provide input. d. Strategic plan implemented. Review of plan completed.	Dean Department Chairs Faculty	$10,000 (survey costs for five years)	a.-d. 2007-12 (ongoing)
1.2 Continue to 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. Prepare report for outcomes assessment as needed. g. Establish quantifiable goals for measurement of outcomes.	a. Responsibility assigned. b. Committee established. Progress of plan reported per semester. c. Strategic plan updated as needed. d. Revisions reported to Vice President of Academic Affairs. e. Assess student outcomes. f. Progress of outcomes assessment reported. g. Quantifiable goals established.	Dean Department Chairs Faculty		a. –f. 2007-12 (ongoing) g. 2007-08
1.3 Continue to review ACBSP requirements, maintain data for ACBSP accreditation, and implement 2004 ACBSP standards.	a. Attend ACBSP meeting in July and October 2007 to assess new requirements. b. Maintain data from surveys, programs, courses, faculty, community, etc. c. Continue to use College of Business Assessment Plan to achieve continuous improvement. d. Report assessment of outcomes to ACBSP by compiling information regarding the use of faculty evaluations by faculty to improve their classes to submit to ACBSP in August 2008.	a. Meetings attended. b. Surveys conducted and results compiled. b. Assessment Plan used. c. Outcomes report prepared.	Dean Faculty Department Chairs Staff		a.-d. 2007-12 (ongoing)
1.4 Assist with reaffirmation of SACS accreditation.	a. Attend SACS meetings. b. Assist with review of requirements for accreditation.	a. Meetings attended. b. Documents reviewed.	Dean Faculty		a.-c. 2007-12 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	c. Assist in preparation of self study.	c. Participate in preparation of self study.	Staff		
GOAL 2. Place excellence in teaching as the number one priority for serving students and for evaluation faculty. (University LRP Goal 1)					
2.1 Enhance teaching effectiveness.	a. Emphasize effective teaching as priority for College. b. Identify and establish best teaching practices for the College of Business by college committee. c. Evaluate faculty based upon best 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. Continue to 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 using content outcomes assessment (Blackboard). i. Continue to use student evaluations of faculty in performance evaluations by the Dean to improve performance and complete outcomes. j. Supplement faculty course evaluations with student surveys to assess excellence in teaching within the College of Business. k. Evaluate data obtained from pre and post testing. l. Assess use of MFAT tests for use every three years to assess learning.	a. Effective teaching priority established. b. Best teaching practices developed for the College of Business (establishing equivalency). c. Faculty performance evaluations based upon best teaching practices. d. Teaching awards presented. e. Innovative practices recognized. f. Syllabi updated using the Blackboard Content System. g. Conferences attended. h. Evaluation of teaching by students using content system and outcomes assessment (Blackboard). i. Evaluation of faculty accomplished to add to outcomes. j. Student surveys tied to course evaluations/outcomes assessment. k. Data obtained. l. Assessment completed.	Dean Department Chairs Faculty		a. 2007-08 b. 2007-08 c. 2007-12 (ongoing) d. 2007-12 (ongoing) e. 2007-08 f. 2007-12 (ongoing) g. 2007-12 (ongoing) h. 2007-12 (ongoing) i. 2007-12 (ongoing) j. 2007-12 (ongoing) k. 2007-08 l. 2007-08
2.2 Enhance College of Business faculty qualifications.	a. Encourage professionally qualified faculty to pursue doctorates. b. Provide resources through professional development for faculty to improve credentials. c. Encourage faculty to continue scholarly activities and research.	a. Number of faculty seeking doctorates. b. Professional development funds provided for credential improvement. c. Number of faculty presenting and publishing.	Dean Department Chairs	$175,000 (five years)	a.-d. 2007-12 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	d. Hire doctorally qualified faculty where possible.	d. Number of faculty hired with doctorates.			
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. d. Continue mentoring of new faculty.	a. Availability and use of professional development funds by the College of Business from Academic Affairs. b. Number of faculty presentations, publications, and awards. c. Number of new faculty with scholarly activities. d. Mentoring of new faculty continued.	Dean Department Chairs		a.-d. 2007-12 (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. Implement diversity program through Global Connections website maintained by Apple Computer. d. Promote our program for students to attend Huron University in London, England to promote global opportunities or other programs as deemed possible. e. Continue to expand distance learning opportunities to provide students with convenient course schedules. f. Continue to 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 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.	a. Survey of students to determine if needs met. b. Programs added to meet needs. c. Partner with another university to exchange ideas and cultural information. d. Enhanced promotion of international program occurs. e. Distance learning programs expanded. f. Distance learning technology improved. g. Increase in numbers of technical students. h. Increase in numbers of students. i. Visibility and participation at off-site centers increased. j. Offer visibility at business luncheons and with other stakeholders to explain programs.	Dean Department Chairs Faculty		a. 2008-12 (ongoing) b. 2008-12 (ongoing) c. 2009-10 d. 2008-09 e. 2007-12 (ongoing) f. 2007-12 (ongoing) g. 2007-12 (ongoing) h. 2007-12 (ongoing) i. 2008-09 j. 2008-09

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	k. Contact students who have missed two consecutive semesters.	k. Students contacted.			k. 2008-09
3.2 Improve advising services for students for growth and retention.	a. Continue to conduct advising workshops for faculty to review procedures. b. Continue 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.	a. Advising workshops continued. b. Two-week advising service continued. c. Survey students to determine if advising needs met. d. Online advising established. e. Mentoring of faculty continued. Determine improvement in advising by faculty based upon number of advising errors.	Dean Department Chairs Faculty		a. 2007-08 b. 2007-08 c. 2008-09 d. 2007-08 e. 2007-12 (ongoing)
3.3 Enhance faculty and staff 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 outcome assessment and SACS. 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 procedures including obtaining hiring recommendations from search committees established from within the University.	a. Student increases documented. b. Faculty need documented based upon new programs, student increase, or expansion of distance learning. c. Distance positions requested. d. New positions requested. e. Hiring diversity encouraged. f. Approvals granted. g. New faculty and/or staff hired following appropriate procedures.	Dean	$125,000 (Data Specialist-five years)	a. 2007-12 (ongoing) b. 2007-08 c. 2007-12 (ongoing) d. 2007-12 (ongoing) e. 2007-12 (ongoing) f. 2007-12 (ongoing) g. 2007-12 (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. See approval from appropriate state organizations and	a. Feasibility study completed. b. Plan developed. c. Approvals granted. d. Approvals received.	Dean Department Chairs Faculty	$5,000 (two years)	a. 2007-08 b. 2007-08 c. 2007-08 d. 2008-09

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	SACS. e. Implement program based upon approval.	e. Graduate program offered.			e. 2009-10
3.5 Continue to improve Internship Program.	a. Request College of Business committee to review program requirements to determine if changes need to be made in policy. b. Continue to notify students, faculty, and businesses of program. c. Survey students and businesses annually to evaluate program.	a. Program improved. b. Notifications made. c. Assessment completed and improvements made.	Dean Faculty		a. 2007-08 (ongoing) b. 2007-08 (ongoing) c. 2007-08 (ongoing)
3.6 Promote student knowledge of diversity and global relationships.	a. Seek partnership through Global Connections website for our students with another college.	a. Partnership established.	Dean Faculty	$6,000 (Apple Computers-five years)	a. 2007-12 (ongoing)
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.	a. Training classes provided. b. Faculty teach in Workforce Development Program. c.-d. Business and student boards provide input. e. Partnerships developed with businesses or other universities to offer courses or programs. f. Surveys conducted.	Dean Faculty		a. 2007-09 (ongoing) b. 2007-09 (ongoing) c. 2007-12 (ongoing) d. 2007-12 (ongoing) e. 2007-08 f. 2007-12 (ongoing)
4.2 Develop a Small Business Incubator to provide assistance to community and area businesses.	a. Develop a plan for establishing center with grant seed money. b. Determine facility arrangements. c. Determine technology needs. d. Determine resource needs. e. Survey community to determine needs of small businesses.	a.-d. Plan developed to include faculty need, technology need, and resource need. e. Survey data provided.	Dean Faculty	Grants	a.-d. 2007-09 e. 2007-08

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	f. Establish partnership with local chambers to seek support.	f. Small Business Development Agency established.			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.	a. Funds provided. b. Committee established. Grant monies solicited. c. Funding awarded.	Dean Faculty		a. 2007-08 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 Continue support for University Centers by 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 institutions. j. Develop survey to assess College of Business programs at centers. k. Assure equivalency of programs by following policies set.	a. Programs of study developed and offered at approved sites or online. b. Sites visited. c. Programs developed. d. Advising and training provided at centers. Online advising provided. e. Faculty hired. f. Technical support and training provided. g. Full time faculty hired. h. Expansion of faculty efforts to visit other centers. i. Joint programs established. j. Completion of survey to assess programs at centers. k. Policies established to ensure equivalency.	Dean Faculty		a.-c. 2007-12 (ongoing) d. 2007-08 e.-k. 2007-12 (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	a. Survey completed and results utilized. b. Faculty hired.	Dean Department Chairs Faculty	$250,000 (Five	a. 2007-12 (ongoing) b. 2007-12

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	excellence.			faculty-five years)	(ongoing)
	c. Ensure proficient utilization of technology in all courses to include placing all courses on Blackboard and use of Tegrity, no matter the venue.	c. Blackboard and Tegrity used in all courses.			c. 2007-08
	d. Ensure that full-time faculty are scheduled to teach at all sites.	d. Faculty scheduled.			d. 2007-12 (ongoing)
	e. Develop a rotation plan for each site where full-time faculty are needed.	e. Rotation plan established for centers.			e. 2007-12 (ongoing)
	f. Standardize all syllabi on Blackboard.	f. Syllabi standardized on Blackboard.			f. 2007-08
	g. Establish the use of rubrics for all courses.	g. Rubrics utilized.			g. 2007-08
	h. Use the MFAT as the pre-test and post-test.	h. Pre-test and post-test established.			h. 2007-08
	i. Establish a passing grade for the MFAT.	i. Passing grade determined.		$10,000 (MFAT-one time, 2008-09)	i. 2007-08
	j. Provide online tutoring for students at all sites.	j. Online tutoring established.			j. 2007-08
	k. Appoint a committee within the College of Business to continue to develop and revise academic standards for use in teaching.	k. Committee established			k. 2007-08
	l. Develop an orientation for students, new faculty, and adjunct faculty.	l. Orientation developed.		$3,000 (orientation-five years)	l. 2007-08
6.2 Develop new programs and improve current offerings.	a. Develop a long-range schedule of course offerings for all sites.	a. Schedules of course offerings developed.	Dean Department Chairs Faculty		a. 2007-08
	b. Review all course offerings to ensure that courses meet Common Professional Components.	b. Review of courses completed.			b. 2007-12 (ongoing)
	c. Develop a plan for new programs to be offered by the College of Business.	c. Plan for new programs developed.			c. 2007-12 (ongoing)
	d. Assess current programs to determine whether all courses meet requirements as set forth by the college.	d. Evaluation of programs completed.			d. 2007-12 (ongoing)
	e. Survey students, alumni, businesses, and community members to determine suggestions for new programs.	e. Survey completed and utilized.			e. 2007-12 (ongoing)
	f. Consult the College of Business Advisory Board and Student Advisory Board for input concerning new programs.	f. Board input evaluated.			f. 2007-12 (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.	a. Survey completed and utilized.	Dean Department Chairs Faculty		a. 2007-08
	b. Develop a plan to include technology needs to improve the quality of programs within the College of Business.	b. Technology plan developed.			b. 2007-08

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	c. Continue to upgrade faculty computers on a projected basis each year. d. Ensure all faculty have a Tablet PC to enhance teaching. e. Implement video streaming (Tegrity) for all online classes. f. Select and implement Online Advising for students. g. Select and implement Online Tutoring for students. h. Continue to upgrade software on a projected basis each year. i. Provide funding for faculty and staff to attend instructional technology workshops. j. Continue to provide and upgrade labs to meet student needs. k. Continue to provide on-site labs for students for tutoring purposes. l. Provide students with training information to assist in understanding the technology used in courses.	c. Computer upgrade plan developed. d. Tablet PCs purchased. e. Video streaming implemented. f. Online advising implemented. g. Online tutoring implemented. h. Technology software upgrade plan developed. i. Training plan developed. j. Labs upgraded. k. Labs provided. l. Student training enhanced.		$50,000.00 (computers and software-five years) $15,000 (tutor-two years)	c. 2007-12 (ongoing) d. 2007-08 e. 2007-08 f. 2007-08 g. 2007-08 h. 2007-12 (ongoing) i. 2007-12 (ongoing) j. 2007-12 (ongoing) k. 2007-08 l. 2007-12 (ongoing)
6.4 Continue to enhance and expand distance learning.	a. Plan for expansion of distance learning to include assessing the number of full-time and part-time instructors needed based upon course offerings. b. Determine the need to hire instructors dedicated to teaching online only. c. Plan and provide technology as needed to ensure quality for students. d. Provide training for faculty to teach distance courses and to learn new technologies. e. Assess online courses to ensure that they meet best practices to ensure quality, as set by the College and University. f. Recommend use of Wimba-Live Classroom. g. Recommend use of Blackboard Outcomes Assessment.	a. Plan for expansion of distance learning faculty developed. b. Instructor plan developed. c. Technology plan for distance learning approved. d. Training provided as required. e. Assessment of online courses provided. f. Wimba purchased. g. Blackboard Outcomes Assessment purchased.	Dean Department Chairs Faculty	$30,000	a. 2007-12 (ongoing) b. 2007-08 c. 2007-08 d. 2007-12 (ongoing) e. 2007-08 f. 2007-08 g. 2007-08
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 Continue to maintain standards for all business	a. Continue to improve processes to meet new standards of	a. Processes improved toward meeting standards.	Dean	$3,000 (five	a.-i. 2007-12

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Business

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
programs and assess all programs.	accreditation based upon outcomes assessment. b. Continue to maintain requirements set by SACS and improve processes to meet new standards. c. Continue high academic standards in all courses following the Common Professional Components to include ethics, diversity, and globalization. d. Prepare students to meet graduate school admission requirements. e. Develop faculty and staff dedicated to encouraging student success through internal workshops. f. Provide resources for faculty to grow academically through professional development. g. Ensure academic excellence through faculty and course evaluation. h. Provide resources for staff development programs. i. Evaluate progress of programs and students. j. Establish quantifiable goals for measurement of outcomes.	b. Course standards reviewed. c. Courses assessed to ensure Common Professional Components requirements maintained. d. Survey of alumni to assess preparation. e. Attendance of faculty and staff at meetings and workshops. f. Resources provided for professional development. g. Faculty determine improvement in courses based upon evaluations and best practices. h. Resources provided for staff development. i. Determine progress through outcomes assessment. j. Quantifiable goals established.	Department Chairs Faculty	years)	(ongoing) j. 2007-08

COLLEGE OF EDUCATION

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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 update the long range plan developed in 2006 1.2 To review goals and objectives yearly 1.3 To use assessment data to make changes to strategic plan	Update by February each year Review and amend plan every fall Amend every fall	Plan written by March Amendments by February of each year	Deans Department Chairs Faculty Staff	0	Ongoing
GOAL 2. To retain NCATE Accreditation for the College of Education (University Goals 1 and 5)					
2.1 To continue development of electronic data analysis methods to better assess the programs and unit in the College	The data entry specialist was hired, and the assessment system continues to improve. By fall, the State Department Assessment will be in Banner.	State Department Individual Banner system in by fall 2007	Assessment Coordinator; Data entry specialist	0	Ongoing
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
2.3 Continuance of NCATE assessment and program data review every year	Review by College on a yearly basis, in an all-day retreat off campus (St. Bernard's for 2006)	Assessment Coordinators continue assessment data and proposed changes	Entire College	$2,000.00	Ongoing

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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 3.2 Establish the Dean's Council, which meets annually to discuss strategic planning for the College.	Meet at least once per semester, rather than once per year Meet at least once each spring to discuss the suggestions from the fall faculty assessment retreat and implement them in the strategic plan	Successful semester meetings with large groups of stakeholders, as well as the Council Successful annual meetings	College Dean College Dean	0 0	Ongoing
3.3 Continuing development of a Cultural Diversity Program to better address the need for candidates to be aware of the cultural differences of students and teachers (Project Design) 3.4 Formal set up of Partner Faculty	Set up Project Design with at least five other universities Define Partner Faculty List and Duties	Successful implementation of Project Design Successful utilization of Partner Faculty in committees and TEP panels, as well as curricular changes	Dr. Wanda Hutchinson College Dean	$3000.00 0	Ongoing Ongoing
GOAL 4. To develop graduate programs (University Goal 1)					
4.1 Develop Masters programs in Library Media 4.2 Look at other Masters program possibilities	Develop the proposal to be forwarded to post-secondary and ACHE Develop committees to look into other Master's needs	Completed proposals Committees set up and proposals made	Committee Committee	$1000.00 $1000.00	12 months 24 months

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Education					
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable

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
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
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

GOAL 6. To further develop University Center programs (University Goal 1)					
6.1 Fully develop Northeast programs	Increased enrollment by 50 students One new full-time faculty hired	Amount of new enrollment	Dean	$50,000.00	12 months
6.3 Continue 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
6.4 Increase enrollment at Hanceville	One new full-time faculty hired Increased enrollment by 50 students	More course offerings with new hire	Dean Principal Professor at Hanceville	$50,000.00	12 months

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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 (NCATE Standard 2 Committee)	$1000	12 months
7.2 Diversity training	Offer two diversity/tolerance training workshops per year	Completion of workshops	Diversity Committee	$4000	12 months
GOAL 8. To offer better counseling services to students (University Goals 2, 4, 6, 7)					
8.1 Continuing participation in the University Advising Center	Work with Advising Center objectives to offer better advising and mentoring to students	Number of students advised	Counselor	0	12 months
8.2 Mentoring guidelines for faculty for mentoring program	Set up mentoring guidelines with faculty and institute a mentoring system	Student satisfaction with mentoring	Department Chairs Faculty	$2000.00	Ongoing
8.3 Set up advising weeks each semester	Determine two weeks for each semester for advising prior to registration	Number of students advised	Department Chairs Faculty	0	Ongoing
GOAL 9. To increase the diversity of the faculty and student body of the College.					
9.1 Continue implementation of the Diversity Enhancement Plan for Faculty	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
9.2 Continue implementation of Diversity Enhancement Plan for increased enrollment of students of diverse backgrounds	Ask Diversity Committee to implement plan of recruitment, and revise if necessary	Number of new students of diverse backgrounds	Diversity Committee	0	12 months

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: College of Education

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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
10.2 Develop the service learning-policy study/ senior thesis process, to begin an undergraduate scholarly journal implementation	The service learning/policy study committee will set up the guidelines for each student to do a service project, beginning in ED 301, that culminates in a policy study/senior thesis in the Capstone methods course in each program. These senior theses will then be jury-read and 12 will be chosen to be included in the College of Education's new *Service Learning through Policy Study Annual Journal of Teaching.*	Quality of senior theses	Service Learning/Policy Study Committee Co-Chairs: Dr. Rosemary Hodges, Dr. Prentice Chandler,	$5000.00	24 months

PLANNING, RESEARCH AND ASSESSMENT

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Office of Planning, Research & Assessment

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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. (Restructure of planning, research and assessment functions)	a. Proposal document establishing the Office of Institutional Planning, Research and Assessment	Coordinator of Institutional Assessment		FY 2007-08 (on going)
	1. Staffing Requirements-2 positions a. Administrative support position (priority) b. Analyst position	a.1 Fill administrative position	(Through VP-Academic Affairs- Coordinated w/ VP Financial Affairs)	$32,000.00 (through VP-Academic Affairs)	FY 2007-08 FY 2008-09
	2. Office Equipment Requirements a. Scanner b. Copy Machine	a.2 Purchase equipment	Coordinated w/ VP Financial Affairs/IT	$1,500.00	FY 2007-08
	3. IT Support-Assessment Infrastructure	a.3 Development of a system software (web-based) to accommodate assessment business processes.			
	4. OIPRA website	a.4 Develop content material, links, etc.	(Coordinated w/ VP University Relations)		FY 2007-08
	B. Develop a 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 program planning and decision-making. 1. Identify measurable key performance indicators (metrics) across core and within discipline specific) institutional programs and support functions. a. Academic Programs (Learning outcomes) b. Academic Support (Library, IT) c. Administrative-Student Services 2. Develop, maintain, and expand a longitudinal database of assessment information at college, administrative unit, and university-level. 3. Develop a document control system for assessment instruments and tools.	b. Development of: 1.Institutional Outcomes Assessment Policy Phase 1: AAP Submitted/Reviewed/Approved Phase 2: Assessment Data Collection Phase 3: AAR Submitted/Reviewed/Approved 2. Institutional Outcomes Assessment Master Plan. 3. Institutional Research Common Databank Inventory 4. Institutional Effectiveness Matrix (B1) 5. Institutional Effectiveness Data Tracking System (B2) 6. Assessment Instruments Master Inventory (B3) 7. Continuous Improvement Report (assessment impact) 8. Evaluation Plan for Planning, Research and Assessment functions	Coordinator of Institutional Assessment Coordinator of Institutional Research (b3) (Coordinated w/ VP Academic Affairs) (b7)		FY 2007-12 (on-going) FY 2006-07 FY 2007-08 FY 2008-09 FY 2006-07 FY 2007-08 FY 2008-09 FY 2006-07 (on-going) FY 2007-08 FY 2007-08

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Office of Planning, Research & Assessment

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
1.2 Determine assessment procedures and benchmarking techniques by unit based upon requirements from accrediting bodies.	A. Establish schedule for submission and review of Annual Assessment Plans (AAP) and Annual Assessment Reports (AAR) based on the Institutional Outcomes Assessment Master Plan. 1. AAP/AAR Guidelines 2. AAP/AAR Evaluation Criteria (IAC) B. Oversee data entry of assessment findings (AAR) into the Institutional Effectiveness Data Tracking System.	a. Compliance Review Reports (assessment cycle) b. Availability of annual assessment data for each individual program and administrative unit.	Coordinator of Institutional Assessment (Coordinated w/ Institutional Assessment Committee) (Coordinated w/ programs' designated Assessment POCs)		FY 2007-12 (on-going) FY 2007-12 (on-going)
1.3 Ensure readiness for SACS Reaffirmation of Accreditation (2011).	A. Develop work plan for the upcoming Self Study. 1. Planning Group; B. Conduct Readiness Audit: 1. Initial review of Core Requirements and Comprehensive Standards 2. Identification of documents and supporting material 3. Develop informational resources, databases, and Web sites. C. Preparation of Compliance Certification Report due March 2010. D. Preparation of Quality Enhancement Plan (QEP) and Focused Reports due 6 weeks in advance of on-site visit (Sept/Nov). E. SACS On site Visit (Sept/Nov 2010) F. Implementation of SACS Recommendations (if applicable)	Web-based application for outcomes assessment business process and SACS reporting is completed Focused Reports approved by SACS.	Coordinator of Institutional Assessment (Coordinated w/ all areas within the University) (Coordinated w/IT) (Coordinated w/ all areas within the University) (Coordinated w/ applicable areas within the University)	(Under VP-Academic Affairs)	FY 2007-08 (on going) FY 2009-10 FY 2010 FY 2010-12 (on going)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Office of Planning, Research & Assessment

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
Goal 2. Develop, implement and assess the vision and goals of academics (University LRP Goal 12)					
2.1 Coordinate the development of the Annual and 5-Year Strategic Plans.	A. Request colleges and support programs to evaluate their Long (LRP) and Short (SRP) Range Plans to assess progress and ensure changes are made appropriately. 1. Participate in annual review of plans as scheduled. 2. Provide technical guidance and assistance as requested on changes/updates to strategic plans.	a. Programs' submission of LRPs and SRPs completed within schedule. b. Annual review conducted and finalized in time to meet budgeting schedules.	Coordinator of Institutional Assessment (Coordinated w/ VP Financial Affairs)		FY 2007-12 (on going)
	B. Restructure committee assisting oversight of strategic planning and assessment by incorporating roles/responsibilities, scope, and procedures for conducting committee business	B. Planning committee conduct activities under revised and approved guidelines and procedures.	Coordinator of Institutional Assessment (Through VP-Academic Affairs		FY 2007-12 (on going/as needed)
2.2 Increase awareness and understanding of the University's vision and goals.	A. Improve internal communication to faculty and staff regarding strategic planning and assessment processes. 1. Expand content material in OIPRA's web page. 2. Conduct general and custom-tailored training sessions B. Assess awareness and satisfaction levels among faculty and staff collected via OIPRA's evaluation surveys.	a. Changes in awareness and satisfaction levels.	(Coordinated w/ VP University Relations-Webmaster)		FY 2007-12 (on going)

OFFICE OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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. f. Offer club and organizational experiences that enhance the student educationally and socially.	Results of survey provided. Committee presents recommendations. Activities planned. Evaluate success with University Colleges and Concert Lecture Series Committee Clubs provided.	VP Student Affairs	$1000.00	a.-f. 2008-12 ongoing
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 practicum, 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.-d. 2008-12 (ongoing)

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
2.2 Determine organizational improvements and technological improvements in Student Services that may assist the student to further educational goals.	a. Maintain the 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. 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. Hire a full-time person to manage the optic filing system in Admissions/Records.	Continued operation. Students surveyed. Center established. Students surveyed. Center established. Coordinator hired. Employee hired.	VP Student Affairs	5,000.00 7,500.00 20,000.00 20,000.00	a.-b. 2008-12 (ongoing) c.-d. 2008-09 e.-f. 2009-10 g. 2008-09
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.	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) Enrollment manager.	VP Student Affairs	80,000.00	a.-e. 2008-09

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	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.				f.-i. 2008-10
3.2 Enhance Student Financial Support.	a. Establish target levels for scholarship support of enrollment goals. b. Direct recruiting efforts to meet stated scholarship goals.	Increased scholarship funding. Goals met.	VP Student Affairs	5,000.00	2008-12
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. 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. 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. d. Present recommendations to VP Academic Affairs and VP Student Affairs. e. Provide online Tutoring. f. Evaluate/Modify online tutoring annually. g. Hire Coordinator of Student Tutoring Programs. (half-time); investigate grant possibilities.	Meet monthly and provide update reports to VP of Academic Affairs and VP of Student Affairs. Results tabulated. Compile results. Recommendations reported. Student usage and grade comparison. Report from faculty. Coordinator hired. (a) Plan developed. (b) Banner reports generated.	VP Student Affairs VP Academic Affairs	$1,500.00 10,000.00 10,000.00	a.-d.. 2008-09 e.2008-09

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Student Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
3.4 Recruit 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. e. Host various information sessions with counselors from feeder colleges. f. Promote recruiting as a priority for all faculty and staff.	(c,d) Recruiting success determined by student increases and year-end recruiting report of college visits. (e) Feedback surveyed from counselors of feeder colleges. (f) Conduct training for faculty and staff to stress importance of recruiting. .	VP Academic Affairs VP Student Affairs	20,000.00 $25,000.00	f.2008-09 g.2009-10 a. 2008-09 b.-f. 2008-12 (ongoing)

OFFICE OF THE VICE PRESIDENT FOR FINANCIAL AFFAIRS

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Financial Affairs

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
GOAL 1. Financial Affairs is committed to providing the highest level of financial and business support to the University community. (UG1)					
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 requests 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. Establish a web page for Business Office	Verify if established	VP Financial Affairs	N/A	2007'08
	d. Provide custom cabinets/shelving for business office storage	Design and develop specifications for bidding	VP Financial Affairs	8,000	2007/08
	e. Provide updated color printer for executive assistant's office	Verify if established	VP Financial Affairs	400	2007/08
	f. Provide color copier (Lease/State Contract)	Verify if established	VP Financial Affairs	250 (monthly)	2007/08
	g. High speed mail sealer/folder	Verify if established	VP Financial Affairs	$8,000	2007/08
1.2 To provide Human Resources the ability to attract, cultivate, and retain an exceptional, talented and diverse workforce within the University System.	a. Provide 4 fire proof file cabinets to secure confidential employee information	Develop specifications and purchase as needed	VP of Financial Affairs	$10,000	2007-2008
GOAL 2. Acquire and administer, efficiently and effectively all Auxiliary Services (UG 10)					
2.1. To operate efficiently and effectively the Auxiliary Services for the University	a. Administrative reassessment outsourced Food Service	Continue to provide areas for students, employees and guests to gather for meals.	VP Financial Affairs	Ongoing	
	b. Administrative reassessment of Coffee Shop	Continue to provide areas for students, employees and guests to gather for snacks and socializing.	VP Financial Affairs	Ongoing	
	c. Administrative reassessment of outsourced campus telecommunications	Continue to provide effective and efficient telecommunications for University and University Centers.	VP Financial Affairs	Ongoing	

PHYSICAL PLANT

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Physical Plant

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
GOAL 1. Provide, develop, and maintain a physical plant appropriate for the support of the University Programs. (UG 11)					
1.1 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		2008/09
	b. Waters – Additional space	Determine requirements/design	Dir. Physical Plant		2008/09
	c. Sanders – Refinish and upgrade services. Complete interior renovation including electrical/mech/safety services	Determine requirements/design	Dir. Physical Plant		2008/09
	d. McCandless – Correct safety items, accessibility includes elevator, restrooms, electrical/mech upgrades, total refinish	Develop design documents	Dir. Physical Plant		2008/09
	e. McCain – Improve heating/cooling. Egress, safety, & accessibility, windows, including elevator addition	Develop design documents	Diir. Physical Plant		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		2007/08
	g. Brown – Elevator	Determine adequate size and function capability	Dir Physical Plant		2009
	h. Carter – Utilize vacated space	Determine and evaluate requirements	Dir. Physical Plant		2008/09
	i. Chasteen – New hip roof	Determine requirements	Dir. Physical Plant		2010
	j. Chasteen – Redesign Parking/HVAC Equipment	Determine requirements	Dir. Physical Plant		2008
	k. Chasteen – New windows, new entrance	Complete design	Dir. Physical Plant		2009
	l. Campus – Camera Security System, Install security surveillance equipment	Complete design and start installation	Dir. Physical Plant		Ongoing thru 2012

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Physical Plant

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
	m. Campus – Pave Parking Lot at Pryor and Elkton	Complete specifications and bid	Dir. Physical Plant		2008
	n. Campus – New Street & Parking South of Sandridge	Complete design	Dir. Physical Plant		2009
	o. Campus – Install Additional Lighting	Complete installation	Dir. Physical Plant		Ongoing thru 2012
	p. Storage Building – Space needed for storage for all organizations on campus	Complete installation	Dir. Physical Plant		2009
	q. Interior Painting – all buildings as needed	Complete survey of needs	Dir. Physical Plant		Ongoing thru 2012
	r. Exterior Painting – all buildings as needed	Determine needs	Dir. Physical Plant		Ongoing thru 2012
	s. Replace Founders Roof	Prepare specifications and bid	Dir. Physical Plant		2008
	t. Other Roofs	Determine needs	Dir. Physical Plant		Ongoing thru 2012
	u. Carter North Floor	Determine feasibility	Dir. Physical Plant		Future Status
	v. Add covered area to Maintenance Building to protect lawn equipment	Develop specifications	Dir. Physical Plant		2008
	w. Add paint area to Maintenance Building	Develop design/specs	Dir. Physical Plant		2009
1.2 Determine motor vehicle needs for Campus and University Centers	a. Add Maintenance Bucket Truck	Develop specifications	Dir. Physical Plant		2008
	b. Purchase Mini Van	Develop specifications	Dir. Physical Plant		2008/09
	c. Replace 4 motor pool vehicles	Develop specifications and bid as needed	Dir. Physical Plant		2009/10

INFORMATION TECHNOLOGY

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Information Technology Department

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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, and extend equipment uptime/availability.	a. Develop a replacement plan for all classroom technology. b. Maintain higher availability of classroom technology through the classroom replacement plan. c. Stock sufficient parts to keep classroom technology up in the event of equipment failure. d. Annually solicit input from faculty on classroom equipment and software needs on an annual basis. e. Provide regularly scheduled training opportunities for current and new faculty and adjuncts in the proper use of the classroom technology. f. Ongoing collaboration with college deans and instructors to ensure equipment with life-time limits are turned off when not in use.	a. Maintain failure and replacement logs to identify failure trends and ensure equipment is replaced before failure. b. Periodic surveying of faculty for degree of satisfaction with classroom technology and availability c. Monitor downtime of classroom technology. d. Survey of faculty to see if their needs met. e. Track the number of support calls for basic operation of equipment and sample surveying of instructors. f. Equipment mean time-to-failure more aligned with predicted classroom usage.	a. Curtis Cagle b – d. Curtis Cagle e. Curtis Cagle f. Curtis Cagle	$17,000 $0 $0	2008 2008-2012 2008-2012 2008-2012
1.2. Enhance technology services for students and increase awareness of available technological.	a. Expand wireless technology to classroom and other locations. b. Continue two-year Banner application and hardware upgrade/enhancement program.	a. Faculty and student assessment of service b. Successful upgrade of Banner.	a. Gary McCullors b. Debra Miller & Gary McCullors	$12,000 $37,000	2008-2010 2008-2009
1.3. Maintain, enhance, and extend distant learning technology.	a. Attend national and regional conferences. b. Provide training opportunities for Blackboard and Tegrity using local resource and vendor webinars.	a. Ideas brought back for adoption. b. Training critiques from participants, attendance records, and follow-up survey to determine usage or non-usage. b. Evaluate and survey faculty software needs.	a. Debra Miller & Steve Clark b. Steve Clark	$9,000 $2,000	2008-2012 2008-2012
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.	a. Tim Crafton b. Tim Crafton	$90,000 $20,000	2008-2012 2008-2012
GOAL 2. Provide a stable and technologically advanced infrastructure for serving academic and administrative computing. (UG1, 3, 8)					

2008-2012 LONG RANGE PLANNING AND ASSESSMENT FOR: Information Technology Department

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable
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.	a. Increased throughput speed over the intranet b. Monitor equipment logs for failure and replacement trends.	a. Gary McCullors & Bud Gifford b. Gary McCullors, Bud Gifford, & Debra Miller	UNK $30,000	2007-2008 2008-2012
2.2. Monitor the bandwidth to ensure it is adequate for provided services and develop a plan for proactively increasing bandwidth.	Upgrade the bandwidth to accommodate increased services and needs.	No appreciable loss of throughput for services.	Gary McCullors & Bud Gifford	UNK	2008-2009
2.3. Enhance the university level technology services provided the faculty and staff.	Continue monitoring technology advancements for applicability and adoption.	Survey of faculty and staff satisfaction with services, and IT assessment of services' level of applicability.	Gary McCullors & Bud Gifford		
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	2008
2.5. Maintain and enhance 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	2008-2012
2.6 Maintain data integrity and safety and business continuity.	a. Continue upgrading our backup solution to accommodate data growth. b. Establish data mirroring sites on-campus to minimize the potential to lose data due to natural or man-made disasters. c. Create a duplicate data center with real-time synchronization of data and applications to minimize loss of business activity in the event the primary data center is lost. d. Evaluate the need for off-site, hosted backup	a. The ability to meet all backup requirements within a 24 hour period, and recover data lost due to corruption or accidental change. b. No loss of data in the event of a data center disaster. c. The ability to return to normal business activities within a 12-24 hour period.	a. Gary McCullors & Bud Gifford b. Gary McCullors & Bud Gifford c. Gary McCullors & Bud Gifford d. Gary McCullors & Bud Gifford	$2,5000 $36,000 $90,000 UNK	2008-2012 2008 2011 2008-2010