

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:				College of Business			
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements

GOAL 1. PROVIDE FOR CONTINUOUS IMPROVEMENT OF THE PROGRAMS WITHIN THE COLLEGE OF BUSINESS, IN KEEPING WITH THE STANDARDS SET BY ATHENS STATE UNIVERSITY AND THE ASSOCIATION OF COLLEGIATE BUSINESS SCHOOLS AND PROGRAMS (ACBSP). (UNIVERSITY LRP GOAL 1)							
1.1 Continue to maintain a strategic plan for the College of Business	a. Conduct surveys every 3 rd year of faculty, students, and stakeholders to provide assessment of programs and needs.	a. Results of surveys provided.	Dean Dept. Chairs Faculty	\$1,500 (survey costs)	a.-d. 2007-08 (ongoing)	a. Surveys not done except on 3-year basis; strategy corrected.	a. To be done 2008-09.
	b. Appoint committee to assist in setting college goals, objectives, strategies, and to determine outcomes assessment.	b. Committee presents findings.				b. COB Assessment Committee activated. Assessment of courses defined for LiveText.	b. Continue to monitor outcomes assessment and determine course/program improvements.
	c. Utilize Student Advisory Board and Business Advisory Board to provide input for strategic plan.	c. Boards provide input.				c. Boards did not meet in 2006-07; will meet in March 2008.	c. Report will be provided for improvement of courses/programs following meeting.
	d. Review strategic plan annually and revise as necessary.	d. Strategic plan implemented. Review of plan completed				d. Complete for 2007-08; Revised for 2008-09.	d. Improvements noted in 2008-09 plan.
1.2 Continue to ensure compliance with strategic plan set by college to include outcomes assessment.	a. Assign responsibility for goals and objectives.	a. Responsibility assigned.	Dean Dept. Chairs Faculty		a.-f. 2007-08 (ongoing)	a. Combined with 1.1 for 2008-09 year.	a-b. Revised to consolidate plan for 2008-09
	b. Assess progress of strategic plan by faculty and staff committee once per semester.	b. Committee established. Progress of plan reported per semester				b. Combine with 1.1 for 2008-09 year	
	c. Ensure College strategic plan enhances University plan	c. Strategic plan updated as needed.				c. Plan updated and reviewed by Assessment Committee	c. Continue to review plan by AAP.
	d. Revise strategic plan as necessary	d. Revisions reported to Vice President of Academic Affairs.				d. Revised for 2008-09	a.-g. Used to improve plan and AAP
	e. Provide revisions to Vice President of Academic Affairs	e. Assess student outcomes.				e. Provided to VP	
	f. Prepare report for outcomes assessment as needed.	f. Progress of outcomes assessment reported.				f. Ongoing; LiveText implementation begins March, 2008.	
	g. Establish quantifiable goals for measurement of outcomes	g. Quantifiable goals established			g. 2007-08	g. Established in AAP.	

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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	a. Meetings attended	Dean Faculty Dept. Chairs Staff		a.-d. 2007-08 ongoing)	a. ACBSP attended, 2007-08.	a.-d. Report provided to ACBSP in August 2008
	b. Maintain data from surveys, programs, courses, faculty, community, etc.	b. Surveys conducted and results compiled.				b. Ongoing	
	c. Continue to use College of Business Assessment Plan to achieve continuous improvement.	c. Assessment Plan updated.				c. AAP updated	
	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.	d. Outcomes report being prepared to be submitted 7/08				d. Report being prepared to submit August, 2008.	
1.4 Assist with reaffirmation of SACS accreditation	a. Attend SACS meetings.	a. Meetings attended.	Dean Faculty Staff		a.-c. 2007-08 (ongoing)	a. Dean and SACS Liaison from COB attended SACS meeting 12/07.	a.-c. The COB will continue to support the reaffirmation effort for the next year.
	b. Assist with review of requirements for accreditation	b. Documents reviewed.				b. Dean and SACS Liaison have reviewed the reaffirmation documents and participated in meetings to discuss.	
	c. Assist in preparation of self study.	c. Participate in preparation of self study.				c. Ongoing participation by COB to prepare for self study.	
GOAL 2. PLACE EXCELLENCE IN TEACHING AS THE NUMBER ONE PRIORITY FOR SERVING STUDENTS AND FOR EVALUATING FACULTY. (UNIVERSITY LRP GOAL 1)							
2.1 Enhance teaching effectiveness	a. Emphasize effective teaching as priority for College.	a. Effective teaching priority established	Dean Dept. Chairs Faculty		a. 2007-08	a. Student evaluations of faculty have been placed in Blackboard and faculty required to assess the changes made to courses to improve teaching.	a. Used to provide assessment data to ACBSP.

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	b. Identify and establish best teaching practices for the College of Business by college committee.	b. Best teaching practices developed for the College of Business (establishing equivalency).			b. 2007-08	b. Ongoing; to be completed by summer 2008.	b.-d. Ongoing
	c. Evaluate faculty based upon best teaching practices as defined	c. Faculty performance evaluations based upon best teaching practices.			c.. 2007-08 (ongoing)	c. Ongoing ; to be completed by spring 2009	
	d. Recognize excellence in teaching awards from the College of Business.	d. Teaching awards presented.			d. 2007-08 (ongoing)	d. Ongoing; to be completed by spring 2009.	
	e. Provide support for faculty to develop innovative teaching practices.	e. Innovative practices recognized			e. 2007-08	e. CIT established to train faculty. COB Technology Committee also established to assist faculty with training and learning new methods of teaching. Too new to evaluate—ongoing.	e. Will use CIT to improve faculty training using technology; also students.
	f. Continue to incorporate college goals, objectives, and strategies in preparing all course syllabi.	f. Syllabi updated using the Blackboard Content System.			f. 2007-08 (ongoing)	f. Accomplished	f. Course syllabi prepared in similar format for all courses.
	g. Encourage faculty to attend meetings and conferences that provide training for improvement in teaching.	g. Conferences attended.			g. 2007-08 (ongoing)	g. List in Dean's Office.	
	h. Encourage students to complete faculty evaluations to provide feedback using content outcomes assessment (Blackboard).	h. Evaluation of teaching by students using content system and outcomes assessment (Blackboard).			h. 2007-08 (ongoing)	h. Accomplished; evaluations placed in Blackboard; data available	h. Data available for course improvement.
	i. Continue to use student evaluations of faculty in performance evaluations by the Dean to improve performance and complete outcomes.	i. Evaluation of faculty accomplished to add to outcomes.			i. 2007-08 (ongoing)	i. Accomplished; faculty evaluated comments by students and these are included in evaluations with recommendations for improvement.	i. Improvement of courses placed in faculty evaluations.
	j. Supplement faculty course evaluations with student surveys to assess excellence in teaching within the College of Business.	j. Student surveys tied to course evaluations/ outcomes assessment.			j. 2007-08 (ongoing)	j. Ongoing	j. Ongoing

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	k. Evaluate data obtained from pre and post testing.	k. Data obtained.			k. 2007-08	k. LiveText being implemented 3/14/2008 to begin evaluation.	k. Will be used to crunch data for outcomes and will trigger program improvement.
	l. Assess use of MFAT tests for use every three years to assess learning.	l. Assessment completed			l. 2007-08	l. Assessment complete; decision to cancel MFAT pre and post-test investigation due to the expense of MFAT.	l. Pre/Post tests designed by COB will be used and data placed in AAP.
2.2 Enhance College of Business faculty qualifications	a. Encourage professionally qualified faculty to pursue doctorates.	a. Number of faculty seeking doctorates.	Dean Depart. Chairs	a.-d. \$10,000 (in-state) \$20,000 (out-of-state)	a.-d. 2007-08 (ongoing)	a. Currently have 6 faculty who are in doctoral programs.	a. Will continue to encourage faculty to complete doctorates to meet qualifications of SACS & ACBSP.
	b. Provide resources through professional development for faculty to improve credentials.	b. Professional development funds provided for credential improvement.				b. To be carried forward.	b. Ongoing
	c. Encourage faculty to continue scholarly activities and research.	c. Number of faculty presenting and publishing.				c. Currently have 12 faculty who conducted research, presented, and published in 2007-08.	c. Will maintain report as to how research, etc., has improved courses.
	d. Hire doctorally qualified faculty where possible.	d. Number of faculty hired with doctorates.				d. Hired one faculty member with doctorate.	d. Will continue to seek faculty with doctorates.
2.3 Support faculty development.	a. Encourage faculty to use professional development funds.	a. Availability and use of professional development funds by the College of Business from Academic Affairs.	Dean Dept. Chairs		a.-d. 2007-08 (ongoing)	a. Funds provided for attendance of SACS conference	a. Will improve programs with knowledge gained.
	b. Continue to provide resources for faculty scholarly activities and encourage research.	b. Number of faculty presentations, publications, and awards.				b. 12 faculty conducted research, presented, published, and attended conferences during 2007-08.	b. Will maintain faculty reports as to how research, etc., has improved courses.
	c. Encourage mentoring of new faculty in the pursuit of scholarly activities.	c. Number of new faculty with scholarly activities.				c. 5 new faculty involved in scholarly activities.	c. Will mentor new faculty to conduct research.

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	d. Continue mentoring of new faculty.	d. Mentoring of new faculty continued.				d. Completed; mentoring policy established and incorporated	d. Will continue mentoring new faculty
GOAL 3. ENCOURAGE GROWTH AND DIVERSITY IN THE FACULTY AND STUDENT BODY. (UNIVERSITY LRP GOAL 4)							
3.1 Increase student enrollment and retention.	a. Continue to expand distance learning opportunities to provide students with convenient course schedules.	a. Distance learning programs expanded.	Dean Dept. Chairs Faculty		a.-d. 2007-08 (ongoing)	a. Number of courses last year vs. number of courses year before.	a. Sections offered via DL increased from 163 to 221.
	b. Continue to enhance distance technology to provide excellent quality in online teaching.	b. Distance learning technology improved.				b. Wimba added and faculty training improved by COB Teachnology Group	b. Use of Wimba to include online office hours and advising.
	c. Determine program opportunities for technical students to seek a degree through the College of Business.	c. Increase in numbers of technical students.				c. Number of technology (MOT-ISM) students increased from 7 to 14.	c. Will continue to recruit MOT students to provide for technology student needs.
	d. Ensure that scheduling of classes meets needs of students using flexible schedules and varied modes of delivery.	d. Increase in numbers of students.				d. Blended classes added; number of students increased from 40 to 219 for this mode of delivery.	d. Will continue to meet student needs in blended format.
3.2 Improve advising services for students for growth and retention.	a. Continue to conduct advising workshops for faculty to review procedures.	a. Advising workshops continued.	Dean Dept. Chairs Faculty		a. 2007-08	a. Workshops provided by the Advising Center	a. Will continue workshops to cut advising mistakes.
	b. Continue two-week advising service at the beginning of each registration period to encourage students to seek counseling.	b. Two-week advising service continued.			b. 2007-08	b. Ongoing—a permanent feature of registration for COB.	b. Ongoing.
	c. Implement online advising using online office hours.	c. Online advising established.			c. 2007-08	c. Ongoing	b. Ongoing
	d. Mentor new faculty to improve advising skills.	d. Mentoring of faculty continued. Determine improvement in advising by faculty based upon number of advising errors.			d. 2007-08 (ongoing)	d. Advising error rate improved; Faculty mentored/workshops provided.	d. Mentoring of new faculty to be continued

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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.	a. Student increases documented.	Dean		a. 2007-08 (ongoing)	a. Four faculty hired.	a. Will continue to reduce part-time faculty to ensure better quality teaching.
	b. Establish priority of academic needs by year, based upon projected resources, increase in student numbers, and curriculum changes	b. Faculty need documented based upon new programs, student increase, or expansion of distance learning.			b. 2007-08	b. Tablet PCs ordered for all faculty. Other needs on hold due to budget proration.	b. Will provide resources as budget allows.
	c. Request new positions to support growth of distance learning classes.	c. Distance positions requested.			c. 2007-08 (ongoing)	c. One position requested.	c. Ongoing
	d. Request new positions to support outcome assessment and SACS.	d. New positions requested			d. 2007-08 (ongoing)	d. Half-time position requested.	d. Ongoing
	e. Encourage diversity in hiring.	e. Hiring diversity encouraged.			e. 2007-08 (ongoing)	e. Ongoing	e. Ongoing
	f. Seek approval from the Vice President of Academic Affairs for new positions.	f. Approvals granted			f. 2007-08 (ongoing)	f. No requests approved to date.	f. Ongoing
	g. Upon approval, follow appropriate hiring policies and procedures including obtaining hiring recommendations from search committees established from within the University.	g. New faculty and/or staff hired following appropriate procedures			g. 2007-08 (ongoing)	g. Procedures followed	g. Ongoing
3.4 Determine feasibility of a graduate program.	a. Conduct a graduate needs assessment survey from students, alumni, and the community	a. Feasibility study completed.	Dean Dept. Chairs Faculty		a. 2007-08	a. Student and alumni survey conducted. Of 140 responses received, 111 responded as interested in graduate program.	a. Will continue to pursue graduate program.
	b. Based upon an assessment of the survey data, develop a plan for a graduate program using College of Business faculty input.	b. Plan developed.			b. 2007-08	b. Graduate proposal developed	b. On hold
	c. Seek approval from appropriate University committees and administration.	c. Approvals granted.			c. 2007-08	c. On hold	c. On hold

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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.	a. Program improved.	Dean Faculty		a.-c. 2007-08 (ongoing)	a. Moved to 2008-09 Year.	a. Moved to 2008-09
	b. Continue to notify students, faculty, and businesses of program.	b. Notifications made.				b. Students, businesses, and faculty routinely notified of internships.	b. Continue to review procedures.
	c. Survey students and businesses annually to evaluate program.	c. Assessment completed and improvements made.				c. Evaluations returned by students and businesses automatically and changes made based upon suggestions.	c. Evaluations to be continued to help assess programs.
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		a. 2007-08 (ongoing	a. Moved to 2008-09 year	a. Moved to 2008-09 year.
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	a. Training classes provided.	Dean Faculty		a. 2007-08 (ongoing)	a. On hold.	a. On hold.
	b. Encourage faculty to teach in the Workforce Development Program.	b. Faculty teach in Workforce Development Program.			b. 2007-08 (ongoing)	b. Oh hold.	b. On hold.
	c. Utilize the Business Advisory Board to provide advice and support for our programs.	c.-d. Business and student boards provide input.			c. 2007-08 (ongoing)	c. Advisory Board met in 2006-07 and new programs and policies presented. Suggestions made included more student interns needed in community.	c. Expansion of internship program with employers accomplished.
	d. Utilize the Student Advisory Board to provide input to support student needs.				d. 2007-08 (ongoing)	d. Students in Delta Mu Delta were asked for suggestions for the COB.	d. No particular changes made based upon student comments; students were mainly interested in discussing programs.

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	.e. Encourage partnerships with other colleges to provide programs.	e. Partnerships developed with businesses or other universities to offer courses or programs.			e. 2007-08	e. Moved to 2008-09 year.	e. N/A
	f. Conduct periodic surveys of alumni and businesses to provide input for improvement.	f. Surveys conducted.			f. 2007-08 (ongoing)	f. No surveys in 2007-08.	f. N/A
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.	a.-d. Plan developed to include faculty needs, technology needs and resource needs.	Dean Faculty	Grants	a.-f. 2007-08	a. Moved to 2008-09	a. N/A
	b. Determine facility arrangements.					b. Moved to 2008-09	b. N/A
	c. Determine technology needs.					c. Moved to 2008-09	c. N/A
	d. Determine resource needs.					d. Moved to 2008-09	d. N/A
	e. Survey community to determine needs of small businesses.	e. Survey data provided				e. Moved to 2008-09	e. N/A
	f. Establish partnership with local chambers to seek support.	f. Small Business Development Agency established.				f. Moved to 2008-09	f. N/A
4.3 Obtain external funding to support quality programs.	a. Provide funds for faculty to attend grants-writing workshops	a. Funds provided.	Dean Faculty		a.-b. 2007-08	a. Moved to 2008-09	a. N/A
	b. Establish a grants-writing committee within the College of Business to develop strategies to seek funding.	b. Committee established; Grant monies solicited.				b. Moved to 2008-09	b. N/A

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GOAL 5. MAINTAIN COOPERATIVE RELATIONSHIPS WITH OTHER EDUCATIONAL INSTITUTIONS TO FACILITATE STUDENT TRANSFER, MAXIMIZE RESOURCE UTILIZATION, AND PROVIDE QUALITY PROGRAMS. (UNIVERSITY LRP GOALS 1 AND 12)							
5.1 Develop a plan for expansion to University Centers for College of Business.	a. Use University survey to determine resources needed.	a. Programs of study developed and offered at approved sites or online.	Dean Faculty		a.-c. 2007-08 (ongoing)	a. Determined not viable due to budget resources.	a. N/A
	b. Visit approved site to enhance understanding of needs.	b. Sites visited.				b. Canceled	b. N/A
	c. Develop programs of study based upon survey of needs.	c. Programs developed.				c. Canceled	c. N/A
	d. Facilitate student transfer by providing on-site or online advising, easy access to counselors, technology training online or on-site, as appropriate.	d. Advising and training provided at centers. Online advising provided.			d. 2007-08	d. Canceled	d. N/A
	e. Ensure quality faculty hired to provide quality programs	e. Faculty hired.			e.-k. 2007-08 (ongoing)	e. Canceled	e. N/A
	f. Ensure appropriate technical support.	f. Technical support and training provided.				f. Canceled	f. N/A
	g. Continue to encourage full-time faculty to teach courses at centers.	g. Full time faculty hired.				g. FT Faculty continue to teach at current centers. Dr. Kerner, Dr. Whitley, Prof. Smith, Dr. Kennedy and Dr. Pevahouse have taught during past year.	g. Continue sending faculty when possible .
	h. Continue to encourage faculty to visit other educational institutions, to attend special events, and to advise students.	h. Expansion of faculty efforts to visit other centers.				h. Faculty have recruited at Calhoun, Wallace and N.E. over the past year.	h. Assess statistics of student transfer institutions and improve recruitment.
	i. Promote joint programs with other educational institutions.	i. Joint programs established.				i. Joint program established with Huntsville Hospital School of Radiology.	i. Review results in three years.
	j. Develop survey to assess College of Business programs at centers.	j. Completion of survey to assess programs at centers				j. Canceled	j. N/A
	k. Assure equivalency of programs by following policies set.	k. Policies established to ensure equivalency				k. Canceled	k. N/A

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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.	a. Survey completed and results utilized.	Dean Dept. Chairs Faculty	\$120,000 (Two faculty)	a. 2007-08 (ongoing)	a. Canceled; surveys used are university-sponsored	a. N/A
	b. Hire new faculty where needed to support academic excellence	b. Faculty hired.			b. 2007-08 (ongoing)	b. Four new faculty hired.	b. Reduction of part-time faculty.
	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	c. CIT established to train faculty; training needs and programs being developed.	c. Will be reviewed at a later date.
	d. Ensure that full-time faculty are scheduled to teach at all sites.	d. Faculty scheduled.			d. 2007-08 (ongoing)	d. Faculty scheduled: Kerner, Smith, Kennedy, Whitley, Pevahouse.	d. Full-time faculty continue to be used to ensure quality.
	e. Develop a rotation plan for each site where full-time faculty are needed.	e. Rotation plan established for centers.			e. 2007-08 (ongoing)	e. Rotation dates assessed at time schedule is made.	e. Continue to rotate where possible.
	f. Standardize all syllabi on Blackboard.	f. Syllabi standardized on Blackboard.			f. 2007-08	f. Ongoing	f. Ongoing
	g. Establish the use of rubrics for all courses	g. Rubrics utilized.			g. 2007-08	g. Ongoing	g. Ongoing
	h. Use the MFAT as the pre-test and post-test.	h. Pre-test and post-test established.			h. 2007-08	h. Canceled; continue to use current pre- and post-test.	h. N.A.
	.i. Establish a passing grade for the MFAT.	i. Passing grade determined.			i. 2007-08	i. Canceled.	i. N/A
	j. Provide online tutoring for students at all sites.	j. Online tutoring established.			j. 2007-08	j. SmartThinking currently being evaluated.	j. N/A.
	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	k. Move to 2008-09	k.. Ongoing
	l. Develop an orientation for students, new faculty, and adjunct faculty.	l. Orientation developed.		\$1,000 (orientation)	l. 2007-08	l. Being developed by CIT (established Feb. 2008).	l. Review at a later date.
6.2 Develop new programs and	a. Develop a long-range schedule of course offerings for	a. Schedules of course	Dean		a. 2007-08	a. Schedules developed	a. No changes

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improve current offerings.	all sites.	offerings developed.	Dept. Chairs Faculty			and changed when necessary.	
	b. Review all course offerings to ensure that courses meet Common Professional Components for ACBSP/	b. Review of courses completed.			b. 2007-08 (ongoing)	b. Completed.	b. Will continue to review CPC requirements met to ensure quality of programs.
	c. Develop a plan for new programs to be offered by the College of Business	c. Plan for new programs developed.			c. 2007-08 (ongoing)	c. Canceled	c. N/A
	d. Assess current programs to determine whether all courses meet requirements as set forth by the college.	d. Evaluation of programs completed.			d. 2007-08 (ongoing)	d. Assessed by COB Assessment Committee.	d. Ongoing
	e. Survey students, alumni, businesses, and community members to determine suggestions for new programs.	e. Survey completed and utilized.			e. 2007-08 (ongoing)	e. Canceled (will use Advisory Board	e. N/A
	f. Consult the College of Business Advisory Board and Student Advisory Board for input concerning new programs.	f. Board input evaluated.			f. 2007-08 (ongoing)	f. Ongoing; no current input	f. 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 Dept. Chairs Faculty		a. 2007-08	a. Canceled (COB will not do; delegated to CIT as needed)	a. N/A
	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	b. Canceled; to be developed by CIT	b. N/A
	c. Continue to upgrade faculty computers on a projected basis each year.	c. Computer upgrade plan developed.			c. 2007-08 (ongoing)	c. 12 new computers in place .	c. No change planned
	d. Ensure all faculty have a Tablet PC to enhance teaching.	d. Tablet PCs purchased		\$6,000.00 (computers and software)	d. 2007-08	d. Last 6 tablet PCs purchased.	d. No change planned
	e. Implement video streaming (Tegrity) for all online classes.	e. Video streaming implemented.			e. 2007-08	e. Canceled; CIT to provide training for Tegrity to enhance usage.	e. N/A
	f. Select and implement Online Advising for students.	f. Online advising implemented.			f. 2007-08	f. Moved to 2008-09	f. Ongoing
	g. Select and implement Online Tutoring for students	g. Online tutoring implemented.			g. 2007-08	g. SmarThinking currently being evaluated.	g. Ongoing
	h. Continue to upgrade software on a projected basis	h. Technology software			h. 2007-08	h. Microsoft Project	h. N/A

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	each year.	upgrade plan developed.			(ongoing)	upgraded.	
	i. Provide funding for faculty and staff to attend instructional technology workshops.	i. Training plan developed.			i. 2007-08 (ongoing)	i. CIT established to provide workshops; faculty went to Educause or Blackboard conferences.	i. Ongoing
	j. Continue to provide and upgrade labs to meet student needs.	j. Labs upgraded.			j. 2007-08 (ongoing)	j. Labs up to date	j. Ongoing
	k. Continue to provide on-site labs for students for tutoring purposes	k. Labs provided.		\$7,500 (tutor)	k. 2007-08	k. Labs provided	k. Ongoing
	l. Provide students with training information to assist in understanding the technology used in courses.	l. Student training enhanced.			l. 2007-08 (ongoing)	l. CIT will provide	l. 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.	a. Plan for expansion of distance learning faculty developed.	Dean Dept. Chairs Faculty		a. 2007-08 (ongoing)		
	b. Determine the need to hire instructors dedicated to teaching online only.	b. Instructor plan developed			b. 2007-08	b. Canceled	b. N/A
	c. Plan and provide technology as needed to ensure quality for students.	c. Technology plan for distance learning approved			c. 2007-08	c. CIT formed to ensure quality	c. Center will create training for faculty and students.
	d. Provide training for faculty to teach distance courses and to learn new technologies	d. Training provided as required.			d. 2007-08 (ongoing)	d. CIT developed.	d. Center will create training for faculty and students
	e. Assess online courses to ensure that they meet best practices to ensure quality, as set by the College and University.	e. Assessment of online courses provided.			e. 2007-08	e. Canceled; surveys to be provided by University.	d. N/A
	f. Recommend use of Wimba-Live Classroom.	f. Wimba purchased.			f. 2007-08	f. Wimba purchased	f. Wimba will be used to provide office hours and online advising.
	g. Recommend use of Blackboard Outcomes Assessment.	g. Blackboard Outcomes Assessment purchased			g. 2007-08	g. Canceled; decision to do this in house	g. N/A

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:				College of Business			
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
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 programs and assess all programs.	a. Continue to improve processes to meet new standards of accreditation based upon outcomes assessment.	a. Processes improved toward meeting standards.	Dean Dept. Chairs Faculty		a.-i. 2007-08 (ongoing)	a. Student evaluations used to enable faculty to make changes in courses to improve teaching.	a. Faculty are documenting use of student comments to improve courses; data to be sent to ACBSP in August, 2008.
	b. Continue to maintain requirements set by SACS and improve processes to meet new standards.	b. Course standards reviewed.				b. Review of courses being assessed by COB Assessment Committee. Recommendations to be voted on by faculty. LiveText being adopted to provide assessment data.	b. Data from AAP and LiveText will provide assessment of outcomes.
	c. Continue high academic standards in all courses following the Common Professional Components to include ethics, diversity, and globalization.	c. Courses assessed to ensure Common Professional Components requirements maintained.				c. Requirement for Common Professional Core maintained.	c. Continuing assessment of courses to ensure quality programs.
	d. Prepare students to meet graduate school admission requirements.	d. Survey of alumni to assess preparation.				d. Ongoing—through outcomes assessment..	d. LiveText : begin to maintain outcomes assessment data.
	e. Develop faculty and staff dedicated to encouraging student success through internal workshops.	e. Attendance of faculty and staff at meetings and workshops.				e. Moved to 2008-09 (budget depleted)	e. Moved to 2008-09
	f. Provide resources for faculty to grow academically through professional development.	f. Resources provided for professional development.				f. Moved to 2008-09 (budget dependent)	f. Moved to 2008-09
	g. Ensure academic excellence through faculty and course evaluation.	g. Faculty determine improvement in courses based upon evaluations and best practices.				g. Completed—evaluations moved to Blackboard; Faculty made changes to courses based upon student comments.	g. Report will be made to ACBSP August 2008 and faculty evaluations will continue to allow for improvement of courses.
	h. Provide resources for staff development programs.	h. Resources provided for				h. Moved to 2008-09	h. N/A

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:				College of Business			
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
		staff development				(budget dependent)	
	i. Evaluate progress of programs and students.	i. Determine progress through outcomes assessment.				i. LiveText implemented in March, 2008.	i. Data to be provided on assessment of outcomes
	j. Establish quantifiable goals for measurement of outcomes.	j. Quantifiable goals established.			j. 2007-08	j. Goals for Common Professional Core established and placed into LiveText, Spring 2008. Data on student evaluations provided to ACBSP and Institutional Resources Spring 2008.	j. AAP established data to allow for continuous improvement.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: University Centers							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
GOAL 1. Provide educational opportunity to postsecondary students through carefully planned and implemented programs of study. (University LRP Goal 1)							
1.1 Expand University Centers.	a. Develop a plan that targets specific colleges for center expansion, whether online or on-site. b. Survey appropriate stakeholders at each identified site. c. Develop programs of study for centers chosen. d. Develop plan for physical space, people, and other resources as required. e. Seek approval from appropriate bodies as necessary. f. Review plan on an annual basis.	Plan for center expansion. Completion of stakeholder survey. Programs developed. Plan developed. Expansion to center(s) as planned. Plan reviewed annually.	Asst. to VP Academic Affairs for University Centers College Deans VP of Financial Affairs	\$375,000.00 (\$125,000 per site x 3)	Ongoing 2007-08 Ongoing Ongoing 2007-08 (one center each year) Ongoing	Expansion of Centers was held in abeyance due to change of leadership at Post-secondary and development of DL and Off-campus site policy by ACHE. New policies was voted on during June 2007 meeting.	Re-evaluating our center approach based on new ACHE policy for distance education on site determination.
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)	2007-08 (ongoing)	Centers plans were held in abeyance due to change of leadership at Post-secondary and development of DL policy by ACHE. New policy voted on during June 2007 meeting	After ACHE vote, schedules were changed to add more blended courses to meet policy guidelines. Exploring our existing programs to see what can be added to center offerings.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					University Centers		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements

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		2007-08 (ongoing)	Establishment of Center plans was held in abeyance due to change of leadership at Post-secondary and development of DL policy by ACHE. New policy was voted on during June 2007 meeting	After ACHE vote on new distance leaning and off-campus policies, objectives are being revisited.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Library							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
GOAL 1. Insure adequate human resources to provide library services. (UG3)							
1.1 Change part-time archivist to full-time.	a. Develop job description and secure administrative approval and funding.	a. Employment of full-time archivist.	Library Director, VPAA, VPFA	\$18,000.00	2008	Not accomplished to date because of budgetary constraints.	Will be proposed in next year's budget request.
1.2 Promote professional development of employees.	a. Develop staff via workshops, conferences and professional development activities. b. Continue in-house reference, circulation, & networking training.	a. Report & evaluation of activities attended. b. User surveys and performance reviews.	Library Director	\$7,500.00	2008-2012	Seven staff attended activities to date. Extensive training in new system planned for Aug.	Ongoing objective. Ongoing Objective.
			Library Director	-0-	2008-2012		
1.3. Assess employee performance	a. Conduct performance evaluations	a. Annual assessment document.	Library Director	-0-	2008-2012	Scheduled for March.	Annual assessment.
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 <u>Choice</u> cards	a. Faculty comments, and assessment of book ordering & collection improvements.	Library faculty	\$1,750.00	2008-2012	Most faculty requested books in 2007-08.	Ongoing objective.
	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	New faculty surveyed in Fall 07.	New faculty will be contacted Fall 2008.
	c. Contact faculty on a regular basis to provide information of new, relevant publications	c. Assessment of collection additions.	Library faculty	-0-	2008-2012	E-Mail & phone calls placed to all faculty this year.	Ongoing objective.
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	Evaluated all CS and EH syllabi this year, and award winners in juvenile lit. Subscription continued.	Ongoing objective.
	b. Subscribe to <u>Resources for College Libraries</u> , and implement collection analysis based on that resource.	b. Results of analysis.	Library faculty	\$4,500.00	2008-2012		Maintain subscription.
	c. Assess use of electronic databases.	c. Usage statistics.	Library faculty	-0-	2008-2012	To be assessed in May. Assessment completed 2/08.	Ongoing objective.
	d. Assess e-books in the collection.	d. User surveys and usage statistics.	Library faculty	-0-	2008-2012		Ongoing objective.
	e. Evaluate periodical holdings for relevance.	e. Usage statistics and qualitative evaluation of the	Library faculty & teaching faculty	-0-	2008-2012	To be assessed in June.	Ongoing objective.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Library							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
	.	collection.					
2.3 Purchase materials based upon collections analysis and curricular needs.	a. Purchase 1,500 books annually to support the undergraduate curriculum. b. Strengthen the materials budget for databases and other learning resources. c. Purchase replacement copies of journal issues and books.	a. Assessment of number purchased and use. b. Increase in materials budget. c. Assessment of number purchased.	Library faculty Library Director Library Director	\$270,000.00 \$35,000.00 \$3,000.00	2006-2011 2006-2011 2006-2011	Purchased 830 thus far. On course to meet objective. Budget for books & databases strengthened in 2007-08. Analysis of missing items conducted & replacements ordered.	Objective based on need & budget. Base budget request on needs & use data. Ongoing objective.
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	New policy will be drafted this summer.	Will be reviewed by Learning Resource Committee next year/
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	Cataloged 1,257 items from 9/07 to 3/08.	Will have next year's objective on budget.
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	Module proposed in bid for new system.	Will be assessed if module is implemented.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Library							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements

GOAL 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.	a. Assess effectiveness of authorization system.	Library Director, Director of IT	\$5,000.00	2006-2007	Proxy server installed Aug. 2007. Will do bench marking analysis this summer. Over 60% of requests are from remote users. Books and instruction provided to Wallace, Northeast & Redstone.	Assess its effectiveness based on survey results. Provide annual assessment.
	b. Expedite ILL turnaround.	b. Assess turnaround time.	Library Director	-0-	2006-2007		
	c. Assess remote ILL Service.	c. User survey and written assessment.	Library Director	-0-	2006-2011		Continue to track data.
	d. Assess plan of library support of proposed off-campus programs.	d. Collection assessment and user surveys.	Library Director, Council of Deans, LRC	-0-	2006-2011		Assess need and demand.
	e. Assess services to persons with disabilities.	e. User survey.	Library faculty and ADA Coordinator	\$10,000.00	2006-2011		Continue to track data and assess needs.
3.2 Insure availability of physical materials.	a. Conduct analysis of shelf availability.	a. Tabulation of data and written report.	Library Staff	\$500.00	2006-2011	Analysis conducted 7/07. Report prepared. Following major collection assessment and culling, collection was shifted. Additional shelving not needed at this time.	Annual analysis.
	b. Assess sufficiency of shelving and purchase needed shelving units.	b. Assess capacity needed and purchase shelving units.	Library Director, VPAA, VPFA	\$10,000.00	2007-2008		Analyze needs next year.
3.3 Provide hours of service to best support the University Community.	a. Assess hours of library operation.	a. User survey and assessment.	Library Director, VPAA, Learning Resource Committee	-0-	2008-2012	LibQual indicated significant user satisfaction.	Item assessed each year by formal survey.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Library		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements

GOAL 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.	a. Staff assessment and user surveys.	Library faculty	-0-	2008-2008	RFP developed Winter '08	Assessment of new system next year. RFP's will be evaluated in 4/08. Evaluate continued funding needs. Staff will attend user training each year.
	b. Contact vendors and request RFPs	b. Response to vendor presentations and RFPs	Library Director, VPFA	-0-	2008-2008	Vendor presentations in Fall '07. RFPs mailed in 3/08.	
	c. Secure funding.	c. Sufficient funding secured.	Library Director, VPAA, VPFA	\$100,000.00	2008-2008	Funding secured via corporations & foundations	
	d. Train staff and implement system.	d. User surveys and staff assessment.	Library faculty and staff	\$10,000.00	2008-2008	System to be implemented and staff to be trained 9/08.	
4.2 Assess sufficiency of technology to meet user needs.	a. Evaluate demands for computer technology and printing by users and staff.	a. New computers and/or printers purchased and installed.	Library Director, Director of IT	\$90,000.00	2008-2012	Software reloaded on all machines and automatic virus protection enabled.	Computer technology item on survey will be assessed.
	b. Access need for additional word processing support for public use.	b. Usage statistics and user surveys.	Library Director, Director of IT, Learning Resource Committee	\$15,000.00	2008-2012	Survey to be distributed 3/08.	Assess item on survey.
	c. Enhance Library web page.	c. Library staff and user satisfaction.	Library Faculty, Web Services	-0-	2008-2012	Web page enhanced Summer '07 based upon committee review	Next extensive revision planned for Summer '08.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Library							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
GOAL 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.	a. Course evaluation.	Library Faculty	\$5,000.00	2008-2012	HU 321 to be offered Summer '08	Course evaluation.
	b. Develop and instruct research courses for specific disciplines.	b. Course evaluations and faculty assessment.	Library Faculty and Teaching Faculty	\$5,000.00	2008-2012	Business course offered each term.	Course evaluation.
	c. Offer instruction to classes.	c. Evaluation of instruction.	Library Faculty	\$2,500.00	2008-2012	Almost 20 sessions offered this year.	Assessment of instruction survey developed by LRC.
	d. Design and distribute handouts and brochures.	d. User survey, staff comments, and distribution statistics.	Library Faculty	\$5,000.00	2008-2012	Handouts to be revised Summer '08.	Annual revision.
	e. Update web-based instructional tutorial.	e. Accomplishment of task, and user survey.	Library Faculty, Web Services	-0-	2008-2012	Updated Fall '07.	Will be revised again Summer '08.
	f. Place handouts and brochures online.	f. User survey & staff comments.	Library Faculty, Web Services	-0-	2008-2012	Digitizing scheduled for Summer '08.	LRC will assess next year.
	g. Offer face-to-face library instruction at remote sites.	g. Evaluation of instruction.	Library Faculty	\$5,000.00	2008-2012	Six visits thus far this year.	Expand remote site library instruction.
	h. Develop video orientation on Tegrity.	h. Users survey.	Library Faculty	-0-	2008-2012	Five classes currently use it.	Development for other courses planned.
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	Librarians spoke to four high school groups this year.	Continue efforts...
	b. Provide Alabama Virtual Library cards.	b. Number of AVL patrons registered onsite.	Library Staff	-0-	2008-2012	Twenty-three cards issued to date this year.	Ongoing objective.
5.3 Provide effective reference service.	a. Regular meetings of reference librarians. b. Investigate and implement real-time virtual reference service.	a. Meetings held. b. Accomplishment of task, and evaluation of results.	Library Faculty Library Faculty, VPAA, VPFA	-0- \$3,000.00	2008-2012 2008-2009	Meeting held Fall '07. Not implemented to date.	Conduct monthly meetings. Explore next year.
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	Conversation with state held Not politically viable at time.	Remove from short-range plan.
	b. Seek funding.	b. Sufficient budget to operate program.	Library Faculty, A&S Dean, VPFA, VPUR	\$5,000.00	2007-2008	No activity.	Remove from SRP.
	c. Promote program and recruit students.	c. Sufficient students recruited.	Library Faculty,	\$15,000.00	2007-2008	No activity.	Remove from SRP.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Library							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
	d. Purchase equipment and learning resources e. Hire a faculty member f. Hire an office manager. g. Enroll students.	d. Sufficiency and capability of resources. e. Appropriate candidate hired. f. Appropriate candidate hired. g. Assessment of number and quality of students.	Recruiters, VPUR Library Faculty VPAA, Library Faculty Human Resources VPAA, Library Faculty Human Resources Library Faculty, Admissions and Records Office	\$100,000.00 \$70,000 \$30,000 \$5,000.00	2007-2008 2007-2008 2007-2008 2007-2008	No activity. No activity. No activity. No activity.	Remove from SRP. Remove from SRP. Remove from SRP. Remove from SRP.
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. b. Create & disseminate orientation packets for all faculty at fall in-service day. c. Produce library newsletters.	a. Faculty comments and assessment. b. Faculty and student response and awareness. c. Faculty and student response and awareness.	Library Faculty Library Faculty Library Faculty and Staff	-0- \$2,000.00 \$3,500.00	2008-2012 2008-2012 2008-2012	Three librarians serve as College liaisons. E-Mail replaced packets this year. None produced to date.	Continue involvement. Assess cost/benefit of paper packets. Produce newsletter for Fall '08.
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	Librarian serves. Librarian attend monthly meetings.	Ongoing objective. Feedback from Deans & faculty.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Library		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
GOAL 7. Cultivate cooperative relations with other libraries. (UG2) (UG4)							
7.1 Participate in library consortia.	a. Participate in Two-Year College Library Association.	a. Evaluation of outcome.	Library Director	\$250.00	2008-2012	Unable to attend fall mtgs. Participates in listserv. Director attends meetings. Three librarians serve on Committees. Two librarians will attend user meetings. Records added to SOLINET.	Attend meetings and make contributions. Continue involvement.
	b. Participate in Network of Alabama Academic Libraries.	b. Evaluation of outcome. Database cost savings. Analysis of ILL turnaround time.	Library Director	\$8,000.00	2008-2012		
	c. Participate in SOLINET.	c. Evaluation of outcome.	Library Director	\$25,000.00	2008-2012		Continue participation.
7.2 Develop relationships with libraries outside consortia.	a. Develop and assess reciprocal borrowing agreements with partner institutions.	a. Evaluation of user needs and collection strengths.	Library Director	-0-	2008-2012	Frequent e-mail communication.	LRC will assess next year.
	b. Continue to meet with area high school and community college librarians.	b. Evaluation of outcome.	Library Director	-0-	2008-2012		Schedule formal meeting.
GOAL 8. Create and promote a useful repository of materials pertinent to Athens State University history. (UG4) (UG9)							
8.1 Collect and preserve historic materials	a. Identify and acquire materials suitable for addition to Archives.	a. Number of relevant materials acquired and collection analysis.	Archivist	\$1,000.00	2008-2012	Class photos, oil portrait, memorabilia, diplomas, catalogs, & correspondence added. New donations cleaned and organized. Two publications added. Four conducted since Oct. None added this year thus far. No activity or support.	Continue to solicit donation.
	b. Organize, clean and catalog/index material.	b. Number of items processed and quality of work.	Archivist	\$5,000.00	2008-2012		Ongoing objective.
	c. Collect and organize faculty publications.	c. Extent of organized collection.	Archivist and Teaching Faculty	\$1,000.00	2008-2012		Increase PR efforts in this regard.
	d. Continue interviewing alumni and others for Oral History Project.	d. Transcriptions of interviews.	Archivist	\$2,500.00	2008-2012		Develop regular process for filming & documentation.
	e. Continue adding portraits to Wall of Presidents.	e. Portraits added.	Archivist and Heritage Committee	\$5,000.00	2008-2012		Remove as short range objective.
	f. Preserve cemeteries pertinent to University founding families.	f. Extent of work accomplished.	Archivist	\$1,500.00	2008-2012		Remove as short range Objective.
8.2 Enhance awareness of	a. Cultivate public relations program and funding	a. Funds received and interest	Archivist, Heritage	\$5,000.00	2008-2012	Received \$500 in donations	Use Athens Piecemakers

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Library							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
collection and facilitate its use.	base.	generated. Awareness as demonstrated in user survey.	Committee, VPUR			& many hours of volunteered time & materials.	Quilting Guild project as raffle to increase funding.
	b. Complete implementation of Archives Web Page.	b. Staff and User comments.	Archivist, Web Services	-0-	2008-2012	Noting accomplished to date.	Will resume activity this summer.
	c. Install shelving for rare books.	c. Shelving installed. Collection moved and organized.	Archivist, Library Director, and Physical Plant Coordinator	\$30,000.00	2007-2008	\$6,000 received to fund project.	Shelving to be designed & con
	d. Catalog and index all materials in Archives files, and digitize as appropriate.	d. Completion of task and accessibility of records.	Archivist and Cataloger	\$20,000.00	2008-2012	No Activity to date.	Time limits efforts in this regard.
	e. Purchase computer equipment, software and supplies.	e. Equipment & supplies purchased. Equipment installed.	Archivist and VPFA	\$15,000.00	2008-2012	No equipment purchased this year. Purchased supplies.	New scanner to be requested next year.
GOAL 9. Assess library use and patron satisfaction. (UG5)							
9.1 Implement measures to evaluate user awareness and satisfaction.	a. Implement survey developed in-house.	a. Results and analysis of survey.	Library Faculty & Learning Resource Committee	\$2,500.00	2008, 2011	2008 survey to be distributed 3/08.	Assess results.
	b. Implement LIBQUAL.	b. Results and analysis of survey.	Library Faculty and Learning Resource Committee	\$8,500.00	2010	2007 LibQual indicated high user satisfaction	LibQual to be conducted in 2010.
	c. Implement focus groups.	c. Results of assessment.	Library Faculty, LRC, and Coordinator of Institutional Assessment	\$2,000.00	2009, 2012	Focus groups of on & off campus students & faculty conducted Fall '07.	Focus groups to be conducted in 2009.
9.2 Evaluate use of collections and services	a. Collect, report, and assess data gathered through Integrated Library System and patron statistics.	a. Results of assessment.	Library Faculty	\$500.00	2008-2012	Monthly data gathered.	Create annual report.
	b. Collect, report, and assess data relating to database usage.	b. Results of assessment.	Library Faculty	\$300.00	2008-2012	Monthly data gathered.	Analyze use vis-vis past years.
	c. Collect, report, and assess data relating to periodical usage.	c. Results of assessment.	Library Faculty	\$300.00	2008-2012	Monthly data gathered.	Data will be analyzed in 5/08.
9.3 Assess library policies,	a. Examine and evaluate current policies,	a. Policies revised and	Library Faculty,	\$200.00	2007-2008	Policies will be evaluated	Submit revised policies to

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Library							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
procedures, and manuals.	procedures, and manuals. b. Develop new policies, procedures, and manuals as needed.	adopted. b. Policies developed and adopted.	VPAA, Learning Resource Committee Library Faculty, VPAA, Learning Resource Committee	\$200.00	2007-2008	summer '08. Policies to be developed Summer & Fall '08.	LRC. Submit new policies to LRC.
GOAL 10. Explore supplemental means of library support. (UG10)							
10.1 Support Friends of the Library	a. Attend meetings. b. Encourage community activities.	a. Meeting minutes. b. Evaluation of outcome.	Library Faculty and Staff Library Faculty and Staff	-0- -0-	2008-2012 2008-2012	Two meetings held to date. Library Director serves on Concert/Lecture Committee & organized 2 book groups No activity to date.	Activities Scheduled for Spring. Continue involvement.
10.2 Seek external funding.	a. Investigate grant opportunities. b. Make application.	a. List of potential grants. b. Application made.	Library Director, VPUR Library Director, VPUR	-0- \$500.00	2008-2009 2008-2009	Not accomplished.	Investigate opportunities. Consider grant activity next year.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Student Affairs		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
GOAL 1. Provide opportunities for students to expand their intellectual, social and cultural horizons. (University LRP Goal 6)							
1.1 Expand programs that provide opportunities for students to meet their goals that expand their intellectual, social and cultural horizons in a primarily commuter university as well as distant learning students.	a. Survey students to determine interest and needs. b. Appoint a committee to access and make recommendations. c. Collaborate efforts between Student Activities, University Colleges, and University Centers. d. Incorporate plans with Concert and Lecture Series Committee. e. Research similar institutions to gain insight on successful programs. f. Offer clubs 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. 2007-08	Positive results were provided from students. Decision was made to table the Committee. Events were planned at University Centers. Coordinated events with Concert Lecture Series Committee. Research revealed similar activities at other institutions	Plan more activities. Continue with successful programs. Offer events which are coordinated with Concert Lecture Series Committee
GOAL 2. Provide and maintain student services which furnish necessary information, financial assistance, and guidance counseling to assist progress toward personal, academic, and career goals. (University LRP Goal 7)							
2.1 Determine the feasibility of a formalized Experiential Education Program to include practicums, cooperative education, internships, and volunteer activities to enhance student goal achievement.	a. Survey students, registered alumni, and faculty to determine value of what Career Services is currently providing. b. Survey students, registered alumni, and faculty to determine need of other types of experimental education that is available. c. Survey various organizations to see what types of experimental education is available and workable. d. Review all surveys and revise current policies as needed	Results of survey provided. Results of survey provided. Results of Survey provided. New strategies for Career	VP Student Affairs	\$1000.00	a.-d. 2007-08	It was agreed that this should be dropped from the Long Range Plan with the exceptions of practicums, cooperative education and internships. These items are currently in place. <i>There is now credit for cooperative education.</i>	Continue with cooperative education and practicums.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Student Affairs		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
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.	Continued operation. Students surveyed.	VP Student Affairs	\$5000.00	a.-b. 2007-08	Implemented online program guides to assist transfer coursework for the College of Arts & Sciences and the College of Business.	Send program guides to faculty advisor and students electronically. Implement online program guides for the College of Education
GOAL 3. Promote and maintain effective student services to improve student recruitment and retention. (University LRP Goal 8)							
3.1 Determine the feasibility of establishing an Office of Enrollment Management.	a. Define institutional goals and objectives for recruitment and retention in measurable terms. b. Define the areas responsible for meeting institutional objectives. c. Define university priorities. d. Appoint and charge a committee to examine the need for an Enrollment Manager based on assessment of university departments' current successes toward goals, objectives and priorities in the areas of recruitment and retention. e. If need is determined to exist, advertise and hire based upon appropriate University approval process. f. Empower manager to develop an enrollment management plan to include policies and procedures consistent with university priorities.	(a) University goals and objectives stated in measurable terms. (b,c) Areas of responsibility defined with priorities. Committee recommendations for enrollment management oversight. (d,e) Enrollment manager	VP Student Affairs	\$80,000.00	a.-i. 2007-08	The Planning Council made the decision to remove this objective due to the lack of sufficient funds available. The need for the position will be re-evaluated in the future and considered in budget requests.	

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Student Affairs		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
3.2 Enhance Student Financial Support.	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.						
	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	a.-b. 2007-08	No enrollment goals established. Need Based Scholarship established. Fifty students awarded for 07-08.	Continue to offer scholarships.
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.	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.	VP Student Affairs VP Academic Affairs	\$1,500.00	a.-f. 2007-08	Online Tutoring Center tabled for 07-08 to allow for more research and planning.	

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Student Affairs		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
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.	(a) Plan developed. (b) Banner reports generated. (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	\$25,000.00	a.-f. 2007-08	Implemented Groupz. Tabled tracking students using Banner. Plan to initiate during 08-09. Visited feeder colleges. Spoke to orientation classes. Attended College Fairs at community colleges. ASU recruiting staff met with the Advising Center at local feeder school. Faculty members from the School of Business and the School of Arts and Sciences have recruited and spoken to classes at feeder schools.	Use Groupz to recruit students who visit the ASU web page. Continue visits to feeder colleges. Attend College Fairs for all feeder schools. Encourage more faculty members to recruit and speak to classes at the feeder schools.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Financial Affairs							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
GOAL 1. Financial Affairs is committed to providing the highest level of financial and business support to the University community. (UG 1)							
1.1 To provide effective, efficient financial services, while maintaining the fiscal integrity of the University	a. Provide for Electronic Purchase Requisitions and approvals	Are departments submitting Purchase Requisitions electronically	VP Financial Affairs	N/A	2007/08	Not completed	N/A
	b. Provide Imaging System for Business office to scan invoices and payroll records. Two scanners needed	Determine whether Business Office has Imaging System and prepare specifications to bid.	VP Financial Affairs	\$15,000	2007/08	Not completed	N/A
	c. Establish Web Page for Business Office	Verify if established	VP Financial Affairs	N/A	2007/08	Not completed	N/A
	d. Provide custom cabinets/Shelving	Design Specifications and Implement bid	VP Financial Affairs	\$8,000	2007/08	Not completed	N/A
	e. Color Printer for Executive Assistant's Office	Verify if purchased	VP Financial Affairs	\$400	2007/08	Purchased	More efficiency in office of VP for Financial Affairs
	f. High Speed Mail Sealer/Folder	Verify if purchased	VP Financial Affairs	\$8,000	2007/08	Not completed	N/A
1.2 To provide Human Resources the ability to attract, cultivate, and retain an exceptional, talented and diverse workforce within the University	a. Continue to improve Web Page for Human Resources to provide for employee web service.	Verify if established	VP Financial Affairs	N/A	2007/08	New HR links and tabs added to web page	To add link for employees to access payroll info in Banner
	b. Provide 4 fire-proof file cabinets to secure confidential employee files	Verify if purchased	VP Financial Affairs	\$10,000	2007/08	2 Purchased	2 additional to be purchased
	c. Laser Jet Print-to-mail Printer	Verify if purchased	VP Financial Affairs	\$2,000	2007/08	Not purchased	N/A

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Financial Affairs							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2006-07	Use of Results Planned Improvements
Goal 2. Acquire and administer, efficiently and effectively all fiscal resources. (UG 10)							
2.1 Ensure fiscal accountability.	a. Hold open budget meetings for informational purposes to present Long-Range Plan Document.	Determine whether meetings were held	VP Financial Affairs	N/A	Annual	Meetings held as described	University will continue to hold open budget meetings
Goal 3 Acquire and administer, efficiently and effectively all Auxiliary Services (UG10)							
1.3 To operate efficiently and effectively the Auxiliary Services of the University	a. Evaluate outsourced Food Service	Continue to provide areas for students and employees and guests to gather for meals and socializing	VP Financial Affairs	N/A	2007/08	Done	University will continue to review food services annually
	b. Administrative reassessment of outsourced telecommunications service	Prepare specifications and bid outsourced telecommunications	VP Financial Affairs	N/A	2007	Contract for telecommunication services was not renewed. Hired full-time telecommunications employee	Expenses are maintained in a separate organization that will be used to evaluate the effectiveness of employee as compared to outsourced services.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Arts and Sciences		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
GOAL 1. Provide educational opportunity to postsecondary students through carefully planned and implemented programs. (University LRP Goal #1)							
1.1 Expand and enhance distance learning. Increase the number of majors and courses available through distance education and where feasible get all faculty involved in distance education.	a. Provide training for teaching faculty. b. 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. Training program established. b. Outcomes assessment data. Student evaluation data.			a. 2007-08 (ongoing) b. 2007-08 (ongoing)	a. A large portion of faculty have attended WIMBA training and other sessions.	a. Some faculty have employed technology in their teaching.
1.2 Develop new programs of study. In the case of A & S, the College added the General Science major in 2005-05 and added options In Computer Networking and Governmental Policy in 2005-06. Currently there are no plans for other new undergraduate programs, but that will change	a. Conduct surveys to determine the need for new programs. b. Develop plans for the expansion of programs of study In the College	a. Surveys made on an ongoing basis. b. Program expansion plan developed.	College Dean Chairs Faculty		a. 2007-08 b. 2007-08	a. No new programs have been identified this year. b. Option for Governmental Policy remains in Postsecondary's hands, but not acted upon. Option for Database Management under consideration by Computer Science.	a. Faculty will remain watchful for opportunity. b. COAS will continue to Pursue approval of Governmental Policy option and to propose Database Management option.
1.3. Develop graduate programs. A & S is planning on pursuing graduate program in Library Science and Religion. .	a. Appoint a committee to develop programs as approved by college administration b. Seek approvals from appropriate bodies outside the University.	a. Committee appointed and report made to institution. b. Approvals granted.			a. 2007-08 for Religion. b. 2007-08 for Religion.	This goal is on hold until support from Department of Postsecondary is forthcoming.	Not done.
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.	a. Long-term schedules available for students.	College Dean Chairs Faculty		a. 2007-08	a. Chairs have developed plans.	a. Plans are being used in scheduling.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Arts and Sciences		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
	b. Provide variable modes of delivery within the College of Arts and Sciences (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.	b. All colleges providing variable modes of delivery for courses. c. Schedules evaluated as needed. d. Joint programs offered with other colleges.			b. 2007-08 c. 2007-08 d. 2007-11 (ongoing)	b. Done on an continuous basis. c. Done on a continuous basis. d. Contacts have been made with Calhoun Community College for Computer Science and Math.	b. Adjust scheduling as needed. c. Adjust scheduling as needed. d. Work toward mutually beneficial faculty exchange.
GOAL 3. Recruit, retain, and promote professional development of qualified faculty and staff. (University LRP Goal #3)							
3.1 Increase faculty numbers based upon enrollment increases and distance learning needs.	a. Identify student enrollment increase for centers, classroom, and distance learning courses. b. Provide projections for increases of faculty during budget preparation c. Obtain appropriate approvals to hire. d. Advertise and recruit.	a. Enrollment data provided by appropriate office. b. Budget requests provided to VP Financial Affairs. c. Appropriate approvals made d. Positions advertised and recruitment policy followed. New faculty hired.	College Dean Chairs Faculty		a. 2007-08 (ongoing) b. 2007-08 (ongoing) c. 2007-08 d. 2007-08	a. Monitoring is done on a continuous basis. b. Requested four new positions. c. Two replacement positions approved.	a. Identify staffing needs. b. Not approved, weak state funding. c. Two positions filled.
3.2 Provide for professional development of faculty to improve qualifications.	a. Develop professional development budget for University. b. Provide for application for funds following University policy.	a. Professional Development funds awarded b. Establish policies and .procedures in the College.	VP Financial Affairs College Dean	\$3,000	a. 2007-08 b. 2007-08	a. Five faculty have participated in conferences. b. Procedures remains at VPAA and Dean's discretion.	a. Continue to encourage faculty to pursue professional development. b. Work on formal policy.
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	a. Evaluation of teaching by students provided to faculty and administrators. d. Teaching awards presented	College Dean	c. \$3,000 d. \$500	a. 2007-11 (ongoing) b. 2007-11 (ongoing) c. 2007-11 (ongoing) d. 2007-08	a. Performance is monitored. b. Current form cumbersome. c. Waters renovation planned. d. Not done	b. New form under development. c. Renovate Waters commenced. d. Not done

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Arts and Sciences		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
	annually. e. Identify and promote effective teaching practices for faculty. f. Provide support for faculty to develop innovative teaching practices.	by the University. e. Support for innovative teaching practices. f. Number of faculty participating in enhanced teaching practices or innovations.		f. \$2,000	(ongoing) e. 2007-08 f. 2007-08	e. Process remains anecdotal. f. Technology training provided.	e. Formalization of process needed. f. Technology implemented in classroom.
3.4 Encourage faculty research to increase teaching quality.	a. Provide Professional Development funds.	a. Number of faculty publications, presentations, and awards. b. Provide incentives to Increase research productivity. (release time/ awards) c. Provide resources for faculty to attend conferences, to present, and serve as discussants.	College Deans	b. \$3,000 c. \$5,000	a. 2007-11 (ongoing) b. 2007-08 (ongoing) c. 2007-08 (ongoing)	a. Some faculty have renewed their scholarly activity. b. Not implemented – no funds c. More faculty have participated in conferences.	a. Encourage other faculty to become active. b. Secure funds when budget situation improves. c. Increase faculty attendance through increased travel funds as budget permits.
GOAL 4. Develop and maintain a periodic internal evaluation to ensure that all programs are operating within a manner consistent with the mission of the University. (University LRP Goal #5)							
4.1 Maintain a quality/diverse faculty and staff. (University LRP Goal #5.4)	a. Maintain accurate job description for all positions. b. Provide a professional development plan. c. Expand resources for professional development and training. d. Provide mentoring plan for new faculty and staff. e. Develop and implement a plan to provide for promotional policies for faculty and staff.	a. Accurate job descriptions for all positions. b. Active Professional Development Plan. c. Resources available for professional development. d. Mentoring policies for each unit. e. Promotional Plan for faculty and staff.	College Deans	c. \$3,000	a. 2007-08 (ongoing) b. 2007-11 (ongoing) c. 2007-11 (ongoing) d. 2007-08 e. 2007-08	a. Draft of faculty job description formulated. b. Still in planning stages. c. More travel and professional development money provided. d. Mentors are appointed. e. Under discussion.	a. Implement faculty job description. b. Produced draft plan. c. Expand appropriations for professional development as budget allows. d. Mentoring has helped new faculty and will be continued. e. Draft a new policy.
GOAL 5. Provide opportunities for students to expand their intellectual, social, and cultural horizons. (University LRP Goal #6)							

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Arts and Sciences		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
5.1 Expand programs within College of Arts and Sciences that encourage students to seek global opportunities to participate in study abroad. (University LRP Goal #6.1)	a. Form a committee to determine feasibility of program expansion. b. Establish a plan with policies and procedures for study abroad programs. c. Provide faculty with incentives to participate in study abroad. d. Provide support for students in seeking funding for study abroad. e. Determine whether the University can join with another program to enhance the experience.	a. Committee established. b. Plan developed. d. Scholarships or funding developed. e. Evaluation of joint program compiled.	College Dean Chairs Faculty		a. 2007-08 b. 2007-08 c. 2007-08 d. 2007-08 e. 2007-08	a. Not done. b. Not done. c. Not done. d. Not done. e. Not done.	a. Appoint committee
GOAL 6. Promote the use of appropriate University and community resources to facilitate educational and training programs for the diversified needs of business, industry, education, and government in addition to providing cultural and intellectual enrichment. (University LRP Goal #9)							
6.1 Establish Oral History and Culture Center in cooperation with University Archives. (University LRP Goal #9.2)	a. Develop plan for establishing center with grant seed money or by other means. b. Determine facility arrangements. c. Establish a partnership with local individuals and groups to seek support.	a. Centers or institutes established. b. Identify and seek funding from individuals, agencies, and institutions.	College Dean Chairs Faculty VP University Relations	\$3,000	a. 2007-08 b. 2007-08 c. 2007-11 (ongoing)	a. Plan is under consideration but financial resources are not available due to budget constraints. b. Facility planning ongoing. c. Informal outreach to community.	a. Establishment of a functioning Oral History Center.
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. 2007-11 (ongoing) b. 2007-08 c. 2007-11 (ongoing)	a. Plays have been performed. b. Drama minor established. c. Renovations of McCandless include drama. Community participated in drama informally.	a. Plays will continue to be performed. b. Drama minor continued. c. Renovated McCandless will have improved theatre.
GOAL 7. Acquire and administer, efficiently and effectively, all fiscal resources. (University LRP Goal #10)							

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Arts and Sciences		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
7.1 Address alternative sources of funding to provide opportunities for enhanced student education as appropriate to the College of Arts and Sciences. (University LRP Goal #10.1)	a. Establish a plan to provide for sources of funding. b. Appoint a committee to determine alternatives for sources. c. Provide monies for current employees to attend grants writing workshops.	a. Funds generated.	VP Academic Affairs VP Financial Affairs College Dean		a. 2007-08 b. 2007-08 c. 2007-08	a. Not done. b. Not done. c. Not done.	
GOAL 8. Effectively communicate the University's vision and goals as a baccalaureate degree granting institution to internal and external constituencies. (University LRP Goal #12)							
8.1 Develop a strategic plan for each academic college and administrative department. (University LRP Goal #12.3)	a. Committees appointed within each college and administrative department to develop a strategic plan. b. Department or college strategic plans will be based upon University mission, goals, and objectives, as well as requirements of accrediting bodies. c. Unit plan is reviewed on an annual basis to make changes as needed.	a. Committees appointed. b. Plans established. c. Plans reviewed annually.	VP Academic Affairs College Deans Administrative Departments Coordinator of Institutional Assessment		a. 2007-11 (ongoing) b. 2007-11 (ongoing) c. 2007-11 (ongoing)	a. Under discussion. b. Under discussion. c. Under discussion.	a. Planning document will help in allocating resources and setting objectives.
8.2 Improve internal communication to provide faculty and staff with knowledge to effectively impart information about the goals and vision of the University.	a. Require all new staff and faculty to attend in-service training within sixty days of employment to be held in each appropriate department or college. b. Include both faculty and staff on committees for the University and the colleges for input into the strategic plan. c. Include an assessment of the strategic plan in performance appraisals. d. Encourage faculty and staff to actively serve on University and college committees, as appropriate for each, to allow for enhanced communication.	a. Assessment of employees to determine knowledge of University Strategic Plan.	VP Academic Affairs College Dean Coordinator of Institutional Assessment		a. 2007-08 (ongoing) b. 2007-08 c. 2007-11 (ongoing) d. 2007-11 (ongoing)	a. Implemented. b. Planning council is meeting. c. Not done. d. Being done.	a. Staff better informed about goals and objectives. b. A greater sense of community and consensus is being established.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Arts and Sciences		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
	e. Encourage attendance at university and college meetings. f. Provide faculty and staff with access to the strategic plan.				e. 2007-11 (ongoing) f. 2007-11 (ongoing)	e. Being done. f. Being done.	

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:				College of Education			
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
GOAL 1. To adhere to the use of a long range plan in all College planning and movement (University Goals 1-12)							
1.1 To update the long range plan developed in 2006	Update by February 2007	Plan written by March 2007	Dean Department Chairs Faculty Staff	0	3 months	Written and Approved Strategic Plan Fall 2007 Assessment Retreat & Principal's Survey	During the Fall 2007 Assessment Retreat it was discovered that programs needed to enhance classroom management and assessment.
1.2 To review goals and objectives yearly	Review and amend plan every fall semester	Amendments by February of each year	Dean Department Chairs Faculty Staff	0	Ongoing	Yearly amendments	
1.3 To use assessment data to make changes to strategic plan	Amend plan every fall semester	Amendments by February of each year	Entire College	0	Ongoing	Yearly amendments	
GOAL 2. To retain NCATE Accreditation for the College of Education (University Goals 1 and 5)							
2.1 To 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 spring, the State Department Assessment will be in Banner.	State Department Individual Banner system in by spring 2007	Assessment Coordinator; Data entry specialist	0	Ongoing	Assessment information available for program changes Accomplished	Continue to refine electronic data analysis methods
2.2 Successful NCATE review March 17-21, 2007	Prepare through committees for the review by making sure that all standards have been addressed in the report Prepare an assessment manual to show how our assessments fuel program changes	Successful exit review	Entire College	\$10,000.00	Ongoing	Successful Review by NCATE Received NCATE letter of reaccreditation 11-5-07	
2.3 Continuance of NCATE assessment and program	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	Entire College	\$2,000.00	Ongoing	Yearly review Retreat held November 2007	Data reviewed no program changes

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Education		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
data review every year		proposed changes					
GOAL 3. To better communicate and have better partnerships with P-12 schools (University Goals 6, 9, and 12)							
3.1 More interaction between the Teacher Education Council and the schools and College	Meet at least once per semester, rather than once per year	Successful semester meetings with large groups of stakeholders, as well as the Council	College Dean	0	Ongoing	Three meetings during 2007-2008;Field Experience Office met with school administrators from 5 school systems Collaborative secondary grant with Fairview Middle School and High School, and Sparkman Middle School and 9 th Grade School	Collaborative efforts with local school systems will continue
3.2 Establish the Dean's Council, which meets annually to discuss strategic planning for the College.	Meet at least once each spring to discuss the suggestions from the fall faculty assessment retreat and implement them in the strategic plan	Successful annual meetings	College Dean	0		TEC and Dean's Council met together December 2007 and will meet Spring Semester 2008; accomplished Annual meetings	
3.2 Continuing Development of Professional Development Schools	Continue to set up and sign contracts with schools for Professional Development School status and partnership	Number of schools successfully set up	Professional Development School Committee	0	12 months	Number of schools newly involved and considered Added Sparkman Middle School, Madison Cross Roads	Considering New Hope in Madison County and Fairview Middle School
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	Set up Project Design with at least five other universities	Successful implementation of Project Design	Dr. Wanda Hutchinson	\$3000.00	12 months	Number of universities partnered with our programs Partnerships established - Shippensburg, Miles, and Salisbury	Proposed additional sites for 2008-09 with India, Jackson State, Alabama A & M, and Florida A & M

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Education		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
(Project Design)							
3.4 Formal set up of Partner Faculty	Further define Partner Faculty List and Duties	Successful utilization of Partner Faculty in committees and TEP panels, as well as curricular changes	College Dean	0	12 months	Number and quality of partner faculty hired 16 faculty partners, some with doctorates and all are veteran teachers	Continue to recruit highly qualified partner faculty
3.5 Explore paying adjunct supervisors and in-school supervisors more, as well as cooperating teachers	Set up a committee to explore paying more to these important in-school helpers.	Improve the pay	Dean Clinical Office	\$15,000.00	6 months	Pay was increased for adjunct supervisors and others remained the same - Cooperating teachers receive CEU credits and tuition free course at ASU	Continue to explore paying in-school supervisors and cooperating teachers
GOAL 4. To develop graduate programs (University Goal 1)							
4.1 Develop Masters programs in Library Media	Develop the proposal to be forwarded to post-secondary and ACHE	Completed proposals	Committee	\$1000.00	12 months	Completed proposals were rejected by post-secondary	Resubmit proposals
4.2 Look at other Masters program possibilities	Develop committees to look into other Master's needs	Committees set up and proposals made	Committee	\$1000.00	24 months	Completed proposals were rejected by post-secondary	Explore graduate programs in reading and educational technology
GOAL 5. To further develop online offerings and programs (University Goal 1)							
5.1 Develop online special education and secondary education courses	Give professional development hours to work on programs Appoint a committee to work with online courses and help faculty and staff understand how to develop those courses	Course materials taught online	Chairpersons Dean	0	12 months	Number of new online courses taught Special Education 7 courses Secondary Education 3 courses	Additional online courses will be developed
5.2 Further develop elementary and early childhood courses online	Give professional development hours to work on programs	Course materials evaluated for improvements	Chairpersons Dean	0	12 months	Evaluations of new online materials All Elementary and Early Childhood courses are offered online Accomplished	

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: College of Education							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
5.3 Develop “Tegrity” modules for all Blackboard courses	Have groups make “Tegrity” modules to be used in all classes Use the “buddy” system to work through challenges	Tegrity segment use in courses	Faculty	0	12 months	Number of segments used in each course 30 courses with 113 Tegrity segments	Continue to add Tegrity sessions to courses
5.4 Hire one Career Technical, one Special Education, and one Elementary Faculty Member (Adjunct levels are too high)	Hire three new faculty members	New Hires	Dean Chairpersons	\$150,000	12 months	Three new hires Hired 1 Special Education faculty and advertising for 2 Elementary Education positions	Continue to hire faculty as needed
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	Number of new students 48 New Students	Continue to recruit new students
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	TEP interviews have been held at Hanceville with 24 students interviewed by panels	Continue to hold TEP interviews at Hanceville
6.4 Increase enrollment at Hanceville (hire one new faculty)	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	Number of new students 55 New Students	Continue to recruit new students at Hanceville; ASU offers complete Elementary and Early Childhood programs
6.5 Increase early childhood faculty by two, if Reed State program opens	Hire two full-time early childhood faculty	More course offerings	Dean Early Childhood Faculty	\$100,000.00	12 months	Enrollment did not warrant course offerings at this time	Will continue to investigate the need for an Early Childhood program at Reed
GOAL 7. To offer more professional development opportunities to faculty and staff (University Goal 3)							
7.1 Assessment workshops for	Offer two assessment workshops per year	Completion of workshops	Assessment	\$1000	12 months	Number of workshops and	Implement new Livetext

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: College of Education							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
faculty and staff 7.2 Diversity training	Offer two diversity/tolerance training workshops per year	Completion of workshops	Committee (NCATE Standard 2 Committee) Diversity Committee	\$4000	12 months	changes in assessment use Retreat November 2007 – frequent topic of discussion at COE faculty meetings Number of workshops Held 3 workshops	training Continue to provide diversity training opportunities
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	Advising Center numbers Advised 1029+ students Accomplished	
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	12 months	Student surveys of mentoring services	Continue mentoring efforts
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	Advising numbers and satisfaction of students from survey Offered advising opportunities each semester	Continue to offer advising opportunities
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	Number of new faculty and adjuncts hired No new minority adjuncts hired	Continue to recruit minority faculty/adjuncts
9.2 Continue implementation of Diversity Enhancement Plan for increased enrollment of	Ask Diversity Committee to implement plan of recruitment, and revise if necessary	Number of new students of diverse backgrounds	Diversity Committee	0	12 months	Number of new students of diverse backgrounds enrolled and continuing	Continue to recruit minority students

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					College of Education		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
students of diverse backgrounds						115 Students	
GOAL 10. To increase grant writing and scholarly work as a means of better teaching and learning.							
10.1 Develop a grant writing focus in the College	The grant writing committee will hold a monthly brown bag lunch and help faculty and staff who are interested find grants and research projects, as well as help them develop their proposals	Number of grant and research proposals produced	Grant Writing Committee	0	12 months	Number of proposals 16 research activities and 9 grants	Continue; daily professional writing by faculty and staff
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 <i>Service Learning through Policy Study Annual Journal of Teaching</i> .	Quality of senior theses	Service Learning/Policy Study Committee Co-Chairs: Dr. Rosemary Hodges Dr. Prentice Chandler	\$5000.00	12 months	First journal production; Under development	

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Information Technology Department		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
GOAL 1. Provide an effective and evolving academic computer environment for the educating post-secondary students. (UG1, 3, 8)							
1.1. Maintain classroom technology operational and up-to-date.	a. Develop a replacement plan for all classroom technology. b. Stock sufficient parts to keep classroom technology up in the event of equipment failure. c. Solicit input from faculty on classroom equipment and software needs on an annual basis. d. Hire additional classroom technology specialist. e. Provide regularly scheduled training opportunities for current and new faculty and adjuncts in the proper use of the classroom technology.	a. Maintain failure and replacement logs to identify failure trends and ensure equipment is replaced before failure. b. Monitor downtime of classroom technology. c. Survey of faculty to see if their needs met. d. None e. Track the number of support calls for basic operation of equipment and sample surveying of instructors.	a - c. Curtis Cagle d. Doug Clark & Gary McCullors e. Curtis Cagle	\$17,000 \$35,000 \$0	2006-2008 2006-2008 2008-2012	d. Canceled due to budget constraints. e. Faculty training responsibility moved to Center for Instructional Technology (CIT).	d. None. e. Realign strategy to support CIT.
1.2. Enhance technology services for students and increase awareness of available technological.	Provide wireless technology to common use areas.	Faculty and student assessment of service	Gary McCullors & Bud Gifford	\$87,000	2007-2008	Equipment purchased and received. Implementation started February 2008.	Complete installation and configuration for a go-live date of April 15, 2008.
1.3. Maintain, enhance, and extend distant learning technology.	a. Expand the use of the portal system for faster and better dissemination of target information. b. Attend national and regional conferences. c. Provide more training opportunities for Blackboard and Tegrity using local resource and vendor webinars.	a. Direct and indirect feedback from faculty, students, and staff. b. Ideas brought back for adoption. c. Training critiques from participants, attendance records, and follow-up survey to determine usage or non-usage.	a. Steve Clark b. Debra Miller & Steve Clark c. Steve Clark	\$0 \$40,000 \$9,000	2007-2008 2006-2011 2006-2011	b. Worked with Academic Affairs and the College of Business to establish a Center for Instructional Technology to better align our training efforts with the rest of the education industry. c. Training responsibility moved to the CIT.	Realign our distant learning technology strategy for training to support the CIT.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Information Technology Department		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
1.4. Maintain lab computers and software up-to-date.	a. Continue the four-year upgrade plan for lab computers. b. Monitor software licensing for currency and applicability	a. Monitor lab computers for failure trends and solicit faculty needs for lab computers. b. Evaluate and survey faculty software needs.	a. Tim Crafton b. Tim Crafton	\$90,000 \$20,000	2006-2011 2006-2011		
GOAL 2. Provide a stable and technologically advanced infrastructure for serving academic and administrative computing. (UG1, 3, 8)							
2.1. Maintain a quality network environment.	a. Upgrade the fiber backbone to 1GB capability. b. Establish a systematic upgrade program for the university's servers and other network components. c. Train additional personal for administering the network.	a. None b. Monitor equipment logs for failure and replacement trends. c. Better distribution of networking responsibilities among available network administrators.	a. Gary McCullors & Bud Gifford b. Gary McCullors, Bud Gifford, & Debra Miller c. Gary McCullors & Bud Gifford	UNK \$30,000 \$6,000	2007-2008 2006-2011 2006-2007	a. Insufficient money b. On track. c. Training resources not available Novell network and support products.	a. Move to 2009-10 b. Continue c. Initiate a plan to move from a Novell network environment to a Microsoft environment.
2.2. 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	UNK	2007-2011	Established an interface to better create and manage student and adjunct email. Moved all students and adjuncts from open source email system to GroupWise email system. Reduced active email accounts from over 12,000 to approximately 4,500.	Continue to look for technology initiatives and improvements to adapt.
2.3. 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	2007-2008	Training resources not readily available for training and implementing ZenWorks in a Novell network environment.	Delay until move from Novell network to Microsoft network is complete.

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					Information Technology Department		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
2.4. Increase functional knowledge and skills associated with institution and office level applications.	Provide more training opportunities for faculty and staff in the use of GroupWise email, Argos, various Microsoft Office applications, and other application tools.	Track number of service calls for basic application use and sample surveying to determine effectiveness of training.	Gary McCullors, Curtis Cagle, & Steve Clark	UNK	2006-2011		

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Physical Plant

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
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GOAL 3. Provide, develop, and maintain a physical plant appropriate for the support of University Programs. (UG 11)

3.1 Determine facility needs for campus and University Centers by priority.	a. Waters – Make building professional, includes windows, exterior walls, hip roof, interior renovation, mech/electrical/safety upgrades	Develop design documents for renovation.	Director Physical Plant	\$2,000,000	2008/09	Design development process underway and source of funding being developed. Expected to be complete in 2007.	Implementation of construction
	b. Waters – Additional Space	Determine requirements/design, develop design	Director Physical Plant	\$2,200,000	2008/09	Design development process underway and source of funding being developed. Expected to be complete in 2007.	Implementation of construction
	c. Sanders – Refinish and upgrade services. Complete interior renovation including electrical/mech/safety services	Develop design documents	Director Physical Plant	\$1,717,000	2008/09	Design development process underway and source of funding being developed. Expected to be complete in 2007.	Implementation of construction
	d. McCandless – Correct safety items, accessibility, includes elevator	Develop design documents	Director Physical Plant	2,256,750	2008/09	Design development process underway and source of funding being developed. Expected to be complete in 2007	Implementation of construction
	e. McCain – Improve heating/cooling egress, safety & Accessibility	Develop design documents	Director Physical Plant	1,175.00	Construction – 08 Elevator – 08	Design development process underway and source of funding being developed. Expected to be complete in 2007	Implementation of construction
	f. Brown – Refinish interior, level 2 nd floor, finish Floor, include electrical/mech/safety.	Determine scope of work	Director Physical Plant	1,325,000	2007/08	Building presently being vacated to determine scope of work	Scope of work will determine further action
	g. Brown – Elevator	Determine adequate size and function capability	Director Physical Plant	\$400,000	2009	Requirement still not determined	Scope of work will determine further action

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Physical Plant							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
	h. Carter – Utilize vacated space	Determine requirements	Director Physical Plant	\$4,000,00	2008/09	Requirement still not determined	Not determined
	i. Chasteen – New hip roof	Determine requirements	Director Physical Plant	\$500,000	2010	Requirement still not determined	Not determined
	j. Chasteen – Redesign Parking/HVAC equipment	Complete design	Director Physical Plant	\$50,000	2008	Requirement still not determined	Not determined
	k. Chasteen – New windows, new entrance	Complete design	Director Physical Plant	\$100,000	2009	Requirement still not determined	Not determined
	l. Campus – Camera Security System, install security Surveillance equipment	Complete design	Director Physical Plant	\$100,000	Ongoing thru 2012	Implementation in progress	Enhance security
	m. Sandridge – Replace Fire Detection system	Complete installation	Director Physical Plant	\$30,000	2008	Ready to implement	New Fire Detection for Building
	n. Sandridge – Renovate Admissions area	Complete installation	Director Physical Plant	\$35,000	2008	Plans being developed to complete renovation	New, more efficient use of space
	o. Sandridge - Renovate Bear Cage area	Complete installation	Director Physical Plant	\$35,000	2008	Plans being developed to complete renovation	Time line will depend on McCandless renovation
	p. Campus – Pave parking lot at Pryor and Elkton	Complete installation	Director Physical Plant	\$100,000	2008	Design complete ready to bid	Properly lighted paved lot
	q. Campus – New street & parking south of Sandridge	Complete installation	Director Physical Plant	\$100,000	2009	Design in progress	More security
	r. Campus – Install additional lighting	Complete installation	Director Physical Plant	\$32,000	Ongoing thru 2012	Lights being installed	Design in progress
	s. Storage Building – Space needed for storage for all organizations on campus	Complete installation	Director Physical Plant	\$150,000	2009	Ongoing being reviewed	Campus storage

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Physical Plant							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
	t. Interior Painting – all buildings as needed	Complete installation	Director Physical Plant	\$15,000 (year)	Ongoing thru 2012	Painting in progress	Improved finish
	u. Exterior Painting – all buildings as needed	Complete survey of needs	Director Physical Plant	\$35,000 (year)	Ongoing thru 2012	Painting in progress	Improved finish
	v. Replace Founders Roof	Determine needs	Director Physical Plant	\$130,000	2007/08	Specifications being developed to be bid and implemented	Implementation of construction
	w. Other Roofs	Develop specifications	Director Physical Plant	\$150,000	Ongoing thru 2012	Develop specifications as when deemed necessary	Necessity will determine action
	x. Carter North Floor	Develop specifications	Director Physical Plant	\$6,000	2008	Work completed	Future status
	y. Sandridge 2 nd floor – office floor	Develop specifications	Director Physical Plant	\$10,000	2008	Work completed	Undetermined
	z. Add covered area to Maintenance Building to protect lawn equipment	Develop Specifications	Director Physical Plant	\$30,000	2008	Design in Progress	Scope of work will determine action
	aa. Add paint area in Maintenance Building	Develop Plan	Director Physical Plant	\$20,000	2009	Work completed	Scope of work will determine action

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Physical Plant

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
3.2 Determine motor vehicle needs for Campus and University Centers by Priority	a. Add Bucket Truck for Maintenance	Develop Plan	VP Financial Affairs	\$30,000	2007/08	Completed	Improve productivity for maintenance & grounds
	b. Maintain adequate auto pool. Purchase new van	Develop Plan	VP Financial Affairs	\$35,000	2008/09	Develop specifications and purchase from state contract	Purchase on as need basis
	c. Replace 4 motor pool cars	Determine whether vehicles have been purchased	VP Financial Affairs	\$70,000	2009/10	Develop specifications and purchase from state contract	Purchase on as need basis

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					University Relations		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
GOAL 1. Promote and maintain effective student recruitment and retention. (University LRP Goal 8)							
1.1 Recruit students seeking quality programs.	a. Evaluate enrollment figures and trends. b. Survey students on their impressions of university and its programs. c. Develop a plan to increase the reputation of programs through marketing and advertising efforts. d. Identify programs that lend themselves to significant marketing efforts.	a. Enrollment figures reported. b. Media Survey conducted. c. Marketing plan developed. d. Programs identified.	Office of Institutional Planning, Research & Assessment. VP University Relations		2007-08	Enrollment figures grew significantly. A marketing plan that targeted online programs was developed and implemented. The student survey gave direction on where marketing and advertising dollars should be spent. Enrollment data also has helped direct our budgeting efforts.	1.1 Continue efforts to follow enrollment trends and use data to build upon our marketing efforts.
1.2 Enhance student financial support.	a. Evaluate student scholarship needs. b. Identify goals for increased student scholarships. c. Identify capital and technology needs that support student academic programs. d. Seek state/private funding. e. Hire development officer to increase solicitation and student financial support.	a. Needs identified. b. Scholarships created. c. Needs identified. d. Donors identified and fundraising goals met. e. Development officer hired.	VP University Relations VP Student Affairs VP Academic Affairs		2007-08 (on going)	Two technology needs were identified – library automation system and campus-wide wireless capabilities. Private and public funds were solicited and secured for these two projects. Bids were being sought in spring 2008. Endowed scholarships were increased. No development officer was hired.	Complete the two technology projects and identify new university needs for funding
GOAL 2. Effectively communicate the University's vision and goals as a baccalaureate degree granting institution to internal and external constituencies. (University LRP Goal 12)							
2.1 Increase awareness of Athens State University externally.	a. Develop and implement comprehensive marketing plan for University and its centers. b. Survey students and groups on name and image recognition. c. Communicate University strategic plan to Foundation and Alumni Boards at annual presentation highlighting	a. Plan developed and implemented. b. Survey completed and results reported. c. Media specialist approved and hired.	VP University Relations Office of Institutional Planning, Research & Assessment		2007-08 (on going)	Our marketing efforts were developed and keyed on greater internet advertising presence. Student surveys indicated increased name recognition and recall from	Use survey information to identify advertising opportunities in support of increased enrollment

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					University Relations		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements
2.2 Increase awareness of the plans for the University internally.	top priorities and goals. d. Increase communications and solicitations with alumni through newsletters and mailings. a. Meet with faculty senate annually to address marketing initiatives.		VP University Relations			our internet advertising efforts. These coincide with the University's direction toward online course offerings. University Annual Report was created and published. The Annual Report was a new publication aimed at better communication with alumni and donors of the University. One meeting was conducted and information shared with faculty senate regarding the direction and plans for marketing.	
GOAL 3. Provide opportunities for students to expand their intellectual, social and cultural horizons							
3.1 Create a significant concert lecture series.	a. Plan & schedule academic cultural events b. Market & advertise to students and public	a. Series Scheduled & completed a. Plan developed and implemented	University Relations University Relations		2007-08 2007-08	A \$100,000 gift helped establish an endowment to create the Livingston Concert-Lecture Series. This created new excitement and a focus on making the University a community cultural center. A series was created and brochures and information distributed.	Broaden the Concert/Lecture Series, build upon successful events and identify new potential events

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR:					University Relations		
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08	Use of Results Planned Improvements

GOAL 4. Provide and maintain appropriate learning resources which are supportive of student learning, quality teaching, scholarly research, diversity and technological proficiency							
4.1 Work with administration & faculty to identify technological needs	a. Identify needs	a. Complete priority List	Academic Affairs University Relations		2007-08	Two technology needs were identified – library automation systems and campus-wide wireless capabilities. Private and public funds were solicited and secured for these two projects. Bids were being sought in spring 2008.	Begin process to identify new projects for funding
4.2 Identify funding through public and private sources	a. Identify & secure funding	a. Funding secured	University Relations		2007-08		

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Office of Institutional Planning, Research & Assessment

Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08 ⁽¹⁾	Use of Results Planned Improvements
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GOAL 1. Evaluate the effectiveness and quality of programs (University LRP Goal 5)

1.1 Enhance Accountability	a. Establish the Office of Institutional Assessment (OIA) with oversight of Strategic Plan. 1. Staffing Requirements-1 position a. Administrative/data entry support position (priority) 2. Office Equipment Requirements a. Scanner b. Copy Machine 3. IT Support-Assessment Infrastructure (enterprise architecture) 4. OIA website	a. Proposal document establishing the Office of Institutional Assessment a.1 Fill administrative position a.2 Purchase equipment a.3 Development of a web-based software system software to accommodate assessment processes. 1.System configured 2. Training and Support a.4 Develop content material, links, etc.	Coordinator of Institutional Assessment (Coordinated w/ VP Academic Affairs & VP-Financial Affairs/IT)	\$32,000.00 (Through VP-Academic Affairs) \$1,500.00	FY 2007-08 FY 2007-08 FY 2007-08	a. Reorganization proposal approved by VP-Academic Affairs. a.1 Administrative support assigned through temporary agreement to transfer existing staff. (Pending decisions on permanent staffing .) a.2 Equipment in place. a.3 ASU's Assessment Management Online System (AMOS) currently in the final testing phase. (Fully operational by May '08.) a.4 Material in development stage.	OIPRA office procedures and documentation being put in place. Workloads and responsibilities are being assigned. (OIPRA will pursue permanent position agreements for transferred staff.) AMOS continues to be tested as it is populated with assessment documentation.
		b. Implementation of: 1. Phase 2 (Data Collection)- Institutional Outcomes Assessment Master Plan. 3. Institutional Research Common Databank Inventory 4. Institutional Effectiveness Matrix (B1) 5. Institutional Effectiveness Data Tracking System (B2)	Coordinator of Institutional Assessment (Coordinated w/ all areas of the University)	\$1,000.00	FY 2007-08 (on going) FY 2007-08	b.1 Institutional Outcomes Assessment System: Phase I completed. Phase II Ongoing. (Completion: June 2008). b.4 Institutional Effectiveness Matrix developed (key performance indicators identified throughout).	Phase I (2006-07) metrics reported in IE: Continuous Improvement Report. Performance metrics obtained. Pending data entry into AMOS for tracking.)
	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) c. Administrative-Student Support						

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Office of Institutional Planning, Research & Assessment							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08 ⁽¹⁾	Use of Results Planned Improvements
	2. Develop, maintain, and expand a longitudinal database of assessment and performance information at college, administrative unit, and university-level. 3. Develop a document control system for assessment instruments and tools.	6. Assessment Instruments Master Inventory (B3) 7. Continuous Improvement Report (assessment impact) 8. Evaluation Plan for Planning, Research and Assessment functions				<i>Phase 2 (Data Collection)</i> 33-50% of assessment data for 2007-08 collected during Fall 07. Ongoing through end of academic year (June 08) b5. AMOS in testing phase. Fully operational –May 08. b7. 2006-07 IE: Continuous Improvement Report completed.	
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 2007-08 (on going) FY 2007-08 (on going)	AAR for individual programs and administrative units. submitted and approved. Academic Yr 2007-08 assessment data for each program and administrative unit (and every year thereafter) is populated into AMOS.	Programs certified for compliance with Phase I (2006-07) of the assessment cycle.
1.3 Ensure readiness for SACS Reaffirmation of Accreditation (2011).	A. Develop work plan for the upcoming Self Study. 1. Planning Group; Timetables; 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.	Web-based application for outcomes assessment business process and SACS reporting is completed	Coordinator of Institutional Assessment (Coordinated w/ SACS Accreditation Liaison Officer; all areas within the University) (Coordinated w/IT)	(Under VP Academic Affairs)	FY 2007-08 (on going) FY 2007-08 (on going)	Readiness Audit in progress.	Audit continues. Transition to development of Compliance Certification and Quality Enhancement Plan (QEP)

2007-2008 SHORT RANGE PLANNING AND ASSESSMENT FOR: Office of Institutional Planning, Research & Assessment							
Objectives	Strategies	Means of Assessment	Person Responsible	Budget	Timetable	Assessment of Performance, 2007-08 ⁽¹⁾	Use of Results Planned Improvements
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 plan review as scheduled 2. Provide technical assistance as requested.	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 2007-08 (on going)	The Planning Council approved the Long Range Plan as the 5-yr Strategic Plan for the University.	This action effectively locks the 2008-2012 LRP until the next long-term planning period. Annual Short Range Plans (SRP) reflect scheduled plans and adjust/update the LRP accordingly. 2008-09 SRPs and AAPs will be aligned resulting in better ability to evaluate performance conducive to institutional effectiveness and continuous improvement.
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	Changes in awareness and satisfaction levels.	Coordinator of Institutional Assessment		FY 2007-08 (on going)	To correct the disconnect between SRPs and AAPs, OIPRA realigned both documents by revising goals and objectives for all administrative and support functions. As a result, this is no longer an objective for OIPRA, although dissemination of information related to the University's vision and goals remains among OIPRA's support functions.	
	B. Assess faculty and staff awareness and satisfaction levels with OIPRA services collected via OIPRA's evaluation surveys.		Coordinator of Institutional Assessment		FY 2007-08 (on going)		

Note:

(1) Performance assessment for the research and assessment function for FY 2007-08 concentrates in the continuing establishment of the office infrastructure and the development of an integrated institutional planning and assessment system. Consequently, performance indicators for FY 2007-08 are based on expected implementation timeframe of processes, procedures, documentation, etc., typically found in system development projects (i.e. completion rate). Once the system is fully implemented (expected by FY 2008-09), performance indicators and subsequent evaluation of OIPRA for future FYs will focus on its ability to fulfill its mission of improving the effectiveness and efficiency of the planning and assessment processes throughout the university.