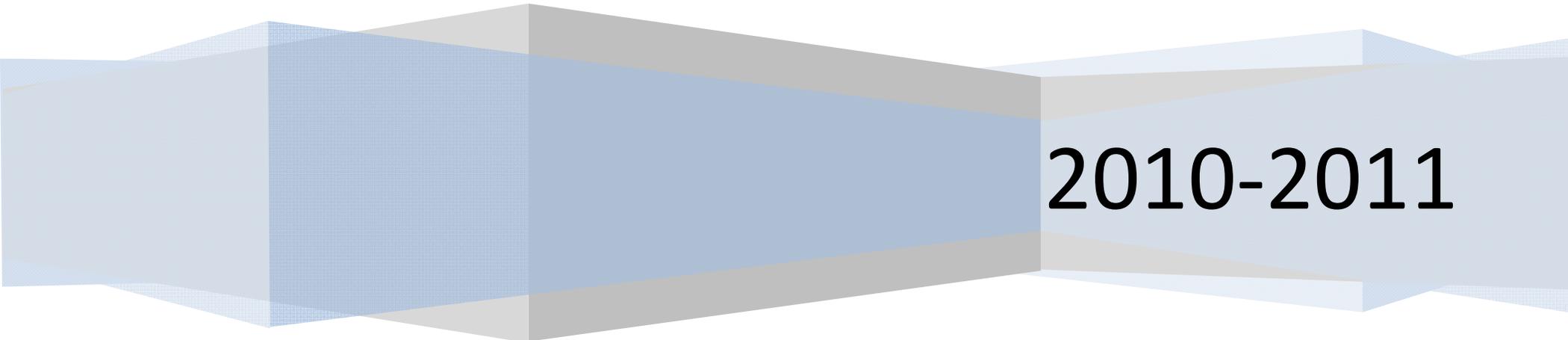**College of Coastal Georgia**

Annual Strategic Plan

Office of Institutional Effectiveness

2010-2011

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Introduction

The College of Coastal Georgia embraces an on-going, integrated, institution-wide, research-based process of planning and outcomes assessment for the purpose of documenting that it is achieving its institutional mission and goals and is continuously improving its campus programs and services. The College engages in both strategic planning and outcomes assessment planning. Strategic planning is "means and process oriented," and answers the question, "What actions should we take to achieve our mission and goals?" Outcomes assessment planning is "ends or outcomes oriented" and answers the question "How well are our students learning and our administrative and educational support services functioning?" [1]

Through institutional strategic planning, the College develops an annual set of strategic goals, including measurable outcomes, which provide opportunity for continued institutional improvement and success. The institutional strategic goals are aligned with the University System of Georgia's Strategic Plan.

Each summer, the President's Cabinet and other administrative staff members meet during a leadership retreat to review the institution's mission and vision statements, to discuss the current and future planning environment, and to develop institutional priorities and goals, including expected outcomes, for the next academic year. Some strategic planning items are carried over from the previous year, while new items may be added based on retreat discussion. The outcome of the planning process is a finished plan that is shared with the institution's internal and external constituencies.

As a result of the 2010-2011 strategic planning process, the College identified eight institutional goals that support the College's mission and Master Strategic Plan:

- Create and maintain a quality, valued academic experience
- Develop a student-centered campus community
- Develop a campus culture defined by inclusion, collegiality and diversity
- Formulate an integrated marketing plan to enhance institutional image and identity
- Improve recruitment, retention and graduation of a culturally and economically diverse student body
- Enhance information technology to support teaching, learning and research
- Expand community partnerships and increase financial resources
- Develop and maintain an administrative, fiscal, and physical capacity that supports faculty, staff and students

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[1] Adapted from The Department Head's Guide to Assessment Implementation in Administrative and Educational Support Units, by James O. Nichols and Karen W. Nichols, Agathon Press, New York 2000.

Under each of the institutional goals are more specific objectives that serve as action plans for the major goals. Each strategic goal has an assigned "champion" from the President's Cabinet who is responsible to see to the achievement of the goal, with the help of others. A work group is convened by the "champion" of each of the strategic goals and focuses on the identification of strategies/responsibility/measures that will underpin that particular institutional goal and its associated objectives. The objectives specify particular directions within the goal areas. The strategies for each objective identify a few key ways to make significant progress on these objectives over the next year.

Each work group is comprised of individuals selected because they have expertise in the area of that particular goal and will be required to conduct strategic progress checks to monitor progress in meeting expected outcomes. And, each work group is expected to:

- Convene regular meetings of their groups;
- Facilitate the active involvement of all group members;
- Serve as the conduit for sharing information with key stakeholders;
- Keep the group focused on the right work; and
- Coordinate the development of a series of action strategies that support the objectives that undergird each goal

The Office of Institutional Effectiveness (OIE) evaluates the annual strategic plan and institutional goals to ensure that they support the mission and vision of the College and align with the University System of Georgia's Strategic Plan, as well as outlining improvements achieved as a result of planning and evaluation. The OIE serves as a conduit between the institutional strategic planning and unit level planning processes to ensure that recommended action strategies are developed in tandem to eliminate redundancy and encourage collaboration.

At the conclusion of the academic year, the OIE issues a strategic plan progress report that is disseminated to participants involved in the President's annual leadership retreat. At that time, institutional goals/objectives are designated as either being completed, ongoing or carried over to the new academic year.

University System of Georgia Goals and College of Coastal Georgia Mission Principles

University System Strategic Goals	
1	Renew excellence in undergraduate education to meet students' 21st century educational needs
2	Strengthen the USG's partnerships with the state's other education agencies
3	Create enrollment capacity to meet the needs of 100,000 additional students by 2020
4	Maintain affordability so that money is not a barrier to participation in the benefits of higher education
5	Increase the USG's participation in research and economic development to benefit a global Georgia
6	Increase efficiency, working as a System
College Mission Principles	
A	Investigate, capture and disseminate 21st century knowledge and skills, blending student-centered education and innovative service learning to promote social responsibility, global awareness, diversity, leadership, engaged entrepreneurship, and lifelong learning
B	Engage actively with the community and region through economic development partnerships, public service initiatives, early college outreach, applied scholarship, professional development programs, cultural enrichment experiences, and other activities
C	Provide accessible and affordable higher education to a wide spectrum of learners, from recent high school graduates to returning adults
D	Foster academic excellence and individual development in a supportive environment that accentuates career preparation and enriches student lives

Institutional Goals, Objectives and Action Strategies

*Statements at the **n** level are annual institutional goals. Statements at the **n.n** level are institutional goal objectives. Statements at the **n.n.n** level are action strategies. University System of Georgia Goals and Institutional Mission Principles linkages are provided with each institutional goal.*

1	Create and maintain a quality, valued academic experience (1, A)		
1.1	Establish a Center for Service Learning to offer training, support and information to students and faculty, as well as developing new curriculum and building community and campus awareness of service learning		
	Action Strategy	**Responsibility**	**Measures**
1.1.1	Hire experienced Director of Service-Learning (SL) Program	Academic Affairs	Director in place by end of Fall Semester 2010
1.1.2	Develop and Deliver Initial Faculty Development in SL	Center for Service-Learning	Development opportunity provided first week of Spring Semester 2011
1.1.3	Develop 3-5 pilot service learning experiences/train faculty members	Center for Service-Learning	Assess student learning in pilot SL courses; pre- course and post-course surveys
1.1.4	Develop and implement plan to establish network of SL community partnerships	Center for Service-Learning	Number of community partners/SL placement opportunities
1.2	Establish new degree programs that serve the workforce needs of Coastal Georgia and beyond		
	Action Strategy	**Responsibility**	**Measures**
1.2.1	Conduct needs assessment for new degree programs in psychology and mathematics	Academic Affairs	Determination of viability of new baccalaureate programs
1.2.2	Develop program curriculum for three options in psychology and two in mathematics	Academic Affairs	Completed curriculum proposals approved by College faculty governance process/President
1.2.3	Complete and submit program proposals to USG Board of Regents (BOR) for approval	Academic Affairs	Approval of new degree programs at BOR March meeting
1.2.4	Prepare to implement new degree programs in Fall Semester 2011	Academic Affairs	Fall Semester 2011 schedule includes new courses
1.2.5	Promote new programs to prospective students	Academic Affairs/Admissions	Number of new students enrolled in new academic programs

1.3	Enhance process for annual assessment of student learning outcomes (at institutional, degree program and course level)		
	Action Strategy	**Responsibility**	**Measures**
1.3.1	Complete review of assessment data for Spring Semester 2010	General Education Subcommittee, Committee on Institutional Effectiveness (CIE)	Analysis results in recommendations to School Deans/faculty to integrate into appropriate core courses for Spring Semester 2011
1.3.2	Begin review of Fall Semester assessment data in Spring Semester 2011	General Education Subcommittee, CIE	Review completed; recommendations made to School Deans/faculty
1.3.3	Review all courses for appropriate student learning outcomes and alignments to core outcomes	Academic Affairs	Review completed; included in all course master syllabi
1.3.4	Request each academic program to review and update assessment plans for program courses	Academic Affairs	Review completed
1.3.5	Request each new baccalaureate program to assess its early progress on level of achievement of program outcomes	Academic Affairs	Review completed; recommendations made to School Deans/faculty
1.4	Evaluate academic course and degree offerings, and student convenience with course times and locations, to provide a link between the College and the needs of those it serves		
	Action Strategy	**Responsibility**	**Measures**
1.4.1	Analyze the 2010 Spring, Summer and Fall course schedules to determine times/days of course offerings	Academic Affairs	Content analysis
1.4.2	Gather and assess information from students on convenience/balance of course offerings	Academic Affairs	Online student survey
1.4.3	Review the sequence/frequency of course offerings in baccalaureate programs	Academic Affairs	Content analysis

1.5	Develop strategies to enhance faculty diversity		
	Action Strategy	**Responsibility**	**Measures**
1.5.1	Identify grant opportunities to promote scholarship and funding for diversity projects, to include possible funding of post-doctoral position on campus	Academic Affairs/Student Affairs	Viable programs identified and proposals funded
1.5.2	Identify funding sources to improve scholarship in the area of diversity	Academic Affairs/Student Affairs	Number of new funding sources
1.5.3	Designate faculty to attend diversity conferences and encourage contact and follow-up with faculty of diverse backgrounds	Academic Affairs/Student Affairs	Number of faculty/staff attending conferences
1.5.4	Establish more adjunct faculty positions to exposure students and faculty to diverse scholars in various fields	Academic Affairs	Number of new part time faculty with diverse backgrounds
1.5.5	Engage diverse community partners and thought leaders to serve as guest lecturers and liaisons to potential markets for non-traditional faculty	Academic Affairs	Number of diverse community leaders engaged in program efforts
1.6	Redefine the scope of Continuing Education with an emphasis on professional development and life-long learning		
	Action Strategy	**Responsibility**	**Measures**
1.6.1	Work with Workforce Investment Board and Department of Labor to create, implement and evaluate new continuing education programs	Center for Professional Development and Life Long Learning	Identified, implemented and evaluated new programs
1.6.2	Deliver quality contract training to local businesses	Center for Professional Development and Life Long Learning	Survey employers

1.6.3	Increase revenues from conference/meeting space rentals by broadening customer base	Center for Professional Development and Life Long Learning	Compare and analyze data on revenues, new customers, satisfaction surveys
1.6.4	Increase revenues from online professional development courses	Center for Professional Development and Life Long Learning	Compare and analyze data from revenues generated, course evaluations and make results available for review
1.6.5	Investigate feasibility of developing Learning in Retirement Program	Center for Professional Development and Life Long Learning	Needs assessment, advisory group development, record of meetings/progress reports; programs developed and implemented
1.7	**Prepare for and complete a Compliance Certification audit report (SACSCOC)**		
	Action Strategy	**Responsibility**	**Measures**
1.7.1	Develop and maintain self-study review materials for reaffirmation	Institutional Effectiveness	Survey research
1.7.2	Develop interactive PPT presentations for faculty and staff	Institutional Effectiveness	Successful completion of campus-wide presentations
1.7.3	Draft and disseminate checklists to key campus stakeholders regarding the compliance certification processes	Institutional Effectiveness	Feedback and success in completing assigned tasks; adherence to SACSCOC timeline
1.8	Develop, implement and monitor a Quality Enhancement Plan (SACSCOC)		
	Action Strategy	**Responsibility**	**Measures**
1.8.1	Appoint subcommittees within the QEP Development Committee to develop and promote the QEP	QEP Development Committee	Subcommittees appointed
1.8.2	Refine QEP topic based upon input from a broad campus constituency, including faculty, staff and students	QEP Development Committee	QEP conceptual framework finalized
1.8.3	Develop QEP concept paper as a foundation for crafting the QEP narrative	QEP Development Committee	Concept paper drafted
1.8.4	Develop a transition plan for implementation of QEP	QEP Development Committee	Transition plan developed

1.9	Formalize a comprehensive and integrated process for institutional effectiveness		
	Action Strategy	**Responsibility**	**Measures**
1.9.1	Implement refined Comprehensive Program Review (CPR) process, integrating evaluation of program viability and productivity with measurement of student outcomes	Institutional Effectiveness	Dissemination of new CPR template
1.9.2	Create *Institutional Effectiveness Manual*, guiding continuous improvement -- strategic and operational planning	Institutional Effectiveness/CIE	*Institutional Effectiveness Manual* created and published
1.9.3	Formulate institutional key performance indicators to track and monitor strategic and operational planning with an electronic dashboard	President's Cabinet	Electronic dashboard developed
1.9.4	Create a *General Education Handbook*	Institutional Effectiveness/General Education Subcommittee, CIE	*General Education Handbook* published
1.10	Initiate a mentoring program to assist new and current faculty		
	Action Strategy	**Responsibility**	**Measures**
1.10.1	Review organization content of New Faculty Orientation	Academic Affairs	Review completed and needed improvements determined
1.10.2	Implement restructured New Faculty Orientation Fall Semester 2010	Academic Affairs	Orientation provided with focus on Academic Affairs; post-orientation survey to determine success
1.10.3	Develop pilot mentoring program	Academic Affairs	Assess pilot program results through individual interviews
1.10.4	Solicit input of new faculty on mentoring program and their needs	Academic Affairs	Disseminate online survey and review results to improve mentoring program

2	Develop a student-centered campus community (1, A, D)		
2.1	**Develop intramural and intercollegiate athletic programs for a variety of men's and women's sports**		
	Action Strategy	**Responsibility**	**Measures**
2.1.1	Offer additional intramural and club sport programs to students during the 2010-11 academic year	Student Life	Number of intramural and club sports added
2.1.2	Enhance participation in intramural and club sport programs over previous year level through more effective promotion and marketing.	Student Life	Number of students who participated in each intramural sport and club sport
2.1.3	Continue implementation of Athletics Futures Committee (AFC) Plan	Athletics	Implementation of men's and women's golf and tennis programs; completed construction of tennis courts; completed membership transition study
2.1.4	Prepare to add four new varsity teams in 2011-2012	Athletics	Hired coaches for volleyball, women's basketball, and cross country teams; hired necessary staff; completed student-athlete recruitment
2.2	**Plan for on-campus student housing to offer opportunities for safe, attractive and convenient residence**		
	Action Strategy	**Responsibility**	**Measures**
2.2.1	Develop mission/vision/goal statements, target areas, and organizational values for Department of Residence Life and Housing	Residence Life and Housing	Mission/vision/goal statements, target areas, and organizational values developed and shared with administration, faculty, staff, and students
2.2.2	Develop policies and procedures for responding to residential student issues and emergencies	Residence Life and Housing/Campus Safety	Policy/procedure manual detailing how Residence Life and Housing staff will respond to student issues and emergencies developed, approved, and shared with appropriate individuals in Student Affairs and Campus Safety
2.2.3	Develop judicial and student conduct policies for students living on campus that are fair and in compliance with USG regulations	Residence Life and Housing, Student Affairs	Manual detailing judicial and student conduct policies and procedures reviewed by the Student Affairs Council and Student Government Association and approved by the Vice President for Student Affairs

2.3	Develop an ongoing support system to advise, counsel, nurture and assist students with their educational, personal, and health needs		
	Action Strategy	**Responsibility**	**Measures**
2.3.1	Staff and support a Student Activity Center at the Camden Center	Camden Center Student Services	Student Center opened at the Camden Center; usage of fitness equipment and attendance tracked on a weekly basis; student evaluations provide feedback on operations of facility
2.3.2	Establish a comprehensive Career Services Office that meets the needs of students, faculty, staff, and employers	Career Services	Conduct needs assessment to determine needs of all stakeholders; conduct survey of students to determine effectiveness of programs and services offered in Spring Semester 2011
2.3.3	Develop a new student governance structure (SGA) for the College	Student Life	New SGA Constitution approved; elections for SGA officers
2.3.4	Establish a Campus Programming Board to provide a comprehensive calendar of social, recreational, artistic, and cultural events for the campus community	Student Life	Officers for Campus Programming Board elected and organization fully operational; calendar of events for 2010-2011 academic year developed
2.3.5	Develop peer mentor groups to help new minority students become more independent and autonomous, thereby increasing their retention rate	Diversity	Number of mentors and mentees attending support group meetings; student persistence and graduation rates
2.3.6	Enhance the fall-to-fall retention rate of new undecided students by assisting them in identifying realistic career goals	Career Services	Conduct follow-up surveys of undecided students at end of 2010-2011 academic year to determine effectiveness of career counseling program in helping them select a major; monitor persistence and retention data for undecided students who enter the College each term beginning in Fall Semester 2010

2.3.7	Develop strategies to decrease the number of office visits for students	Financial Aid	Evaluate financial aid visitor logs at the front desk; compare visits to 2009-2010 academic year and evaluate each category
2.3.8	Create better customer service to students by cross-training staff	Financial Aid	Issue online surveys to staff and students via Survey Monkey
2.3.9	Improve customer service in the Financial Aid Office	Financial Aid	Create comment box up and place up front; send online surveys to staff/students via Survey Monkey
2.3.10	Establish Co-Curricular Planning Committee as joint Academic Affairs-Student Affairs initiative to enhance co-curricular programming	Academic Affairs/Student Affairs	Committee created; initial plan for enhanced co-curricular programming for academic year 2011-2012 created
2.4	**Integrate international components and partnerships into curricula and community program offerings**		
	Action Strategy	**Responsibility**	**Measures**
2.4.1	MAP/MASDA will sponsor College's first intercultural day (10/28/2010), providing a platform to educate students and the community about multicultural awareness, understanding and tolerance; international students will share information about their countries and cultures with the campus community	Testing and Diversity	Number of international students participating; number of students, faculty, staff, and community member participants

2.5	Develop strategies to create a safe environment, addressing the needs associated with campus growth		
	Action Strategy	**Responsibility**	**Measures**
2.5.1	Enhance staffing in Campus Safety Department to ensure that a minimum of 2 uniformed officers are on duty and patrolling the campus 24/7/365 by end fiscal year	Campus Safety	6 FTE campus safety officers employed by June 30, 2011
2.5.2	Enhance capabilities of campus video surveillance system by adding new cameras at strategic campus locations	Campus Safety	40 additional cameras installed during 2010-2011 academic year
2.5.3	Ensure that emergency phone system on campus provides service for entire campus	Campus Safety	8 existing phones upgraded; added 5 new phones by end of June 2010
2.5.4	Ensure that access control systems are incorporated into all new campus facilities	Campus Safety	New construction projects have access control systems installed and operational at their opening
2.5.5	Establish role of Departmental Training Officer to bring greater leadership and focus to providing training opportunities for Campus Safety Department personnel, faculty, staff, and students	Campus Safety	Campus Safety Officer designated as Department Training Officer; training offerings for Campus Safety Department staff, faculty, staff, and students increased
2.5.6	Expand capabilities of outdoor mass notification system so that notifications will also be received in indoor areas	Campus Safety	Mass notification system announcements heard inside all campus buildings
2.5.7	Establish semi-annual Safety Walk activity as a regular SGA-led function	Student Government Association/Student Life	Safety Walk held; safety concerns submitted to Vice President for Student Affairs and senior administration for consideration
2.5.8	Identify locations where power-assist doors are most urgently needed on campus to accommodate students who present physical handicaps	Counseling and Disability Services	Identified locations where access is problematic; worked in partnership with Plant Operations to install power-assist doors; monitored number of doors modified to be power-assist during 2010-2011 academic year

2.6	Formalize a career-planning program for students		
	Action Strategy	**Responsibility**	**Measures**
2.6.1	Assist incoming first-year students in declaring a major and selecting an initial career path	Career Services	Implemented FOCUS 2 as an integral component of CCGA 1101 course; provided career counseling and career testing services to first-year students who need additional support in selecting a major and/or career
2.6.2	Collaborate with faculty in Nursing, Teacher Education, and Business programs to offer initial class of seniors in those programs support services related to employment and graduate education options	Career Services/Academic Affairs	Number of group workshop offered on employment and graduate school opportunities; students completed evaluations on effectiveness of services in meeting their needs; tracked subsequent outcome (professional employment related to degree and/or graduate program) six months following students' graduation
2.6.3	Develop centralized online repository for off-campus employment opportunities to assist students in finding viable employment to assist them in earning money for College attendance	Career Services/ Academic Affairs	Online clearinghouse developed; area employers notified by end of Spring Semester 2011 of option for posting positions; number of posted vacancies filled by College students
2.7	Expand and support student clubs, organizations and activities		
	Action Strategy	**Responsibility**	**Measures**
2.7.1	Enhance opportunities for student leadership training	Student Life	Systematic plan for delivering student leadership programs developed; number of leadership development programs offered during 2010-2011 academic year; attendance by students, especially those holding leadership positions in clubs and organizations
2.7.2	Expand number of chartered student organizations to increase opportunities for student engagement	Student Life	Number of new student organizations chartered during academic year 2010-2011
2.7.3	Revise student activity fee budget development process for student clubs and organizations to provide additional guidance and time for preparation of budget materials	Student Life	Number of workshops held for sponsors and student leaders; revised budget development timeline developed and shared

2.7.4	Establish joint Academic Affairs-Student Affairs committee to focus on enhancement of co-curricular programming	Student Affairs/Academic Affairs	Committee formed by end of Fall Semester 2010; co-curricular programming options identified during Spring Semester 2011; plan developed for co-curricular programming to be implemented during academic year 2011-2012
2.7.5	Revise Student Life organizational structure to enhance staffing and bring greater focus to area of student activities	Student Life, Student Affairs	Establish new organizational structure by end of October 2010; fill Assistant Vice President for Student Life position by start of Spring Semester 2011; fill Campus Center director by end of Spring Semester 2011

3	Develop a campus culture defined by inclusion, collegiality and diversity (1, D)		
3.1	Cultivate an environment of respect, courtesy and hospitality for students, faculty, staff, and visitors		
	Action Strategy	**Responsibility**	**Measures**
3.1.1	Develop, record and administer respect, courtesy, hospitality activities	Academic Affairs/ Student Life	Number of students, faculty, and staff attending
3.1.2	Maintain BOR's Customer Service Activity	Human Resources	Pre- and post-test results and number of staff trained; analysis of customer service feedback
3.2	Increase the conversations/dialogue regarding diversity and cultural competence for faculty, staff and students		
	Action Strategy	**Responsibility**	**Measures**
3.2.1	Expand diverse program offerings aimed at increasing cultural awareness and acceptance	Faculty Senate/Curriculum Committee	Incorporated a Diversity-related justification component in all new program applications
3.2.2	Structure Fall and Spring Semester colloquium targeting faculty	Academic Affairs	Content analysis of Coastal Scholar presentations and attendance
3.2.3	Develop co-curricular program with an emphasis on key dimensions of diversity which involves course enhancements, "common reader," campus activities, and learning outcomes	Academic Affairs/Student Life	Content analysis of co-curricular activities and attendance
3.2.4	Use service-learning activities as a mechanism to enhance dialogue and appreciation for diversity	Center for Service-Learning	Number of SL activities offered and SL assessment (of diversity content)
3.2.5	Require faculty to include statement in syllabi encouraging respect, courtesy and diversity in academic pursuits	Academic Affairs	Percent of course syllabi in compliance
3.2.6	Include a diversity question in the end-of-course evaluation survey	Academic Affairs	Student responses to question tabulated and analyzed

3.3	Develop an ongoing support system to advise, counsel, nurture and assist students with their educational, personal, and health needs		
	Action Strategy	**Responsibility**	**Measures**
3.3.1	Provide effective and efficient counseling related services for our students in ways that promote wellness and academic success.	Disability Services/ Student Affairs	Number of students counseled; results of student satisfaction survey
3.3.2	Provide effective and efficient academic counseling services for our students in ways that promote academic success.	Learning Center	Percent of students pre-registered for semester
3.4	Enhance new faculty and staff orientation programs		
	Action Strategy	**Responsibility**	**Measures**
3.4.1	Include a diversity component in new faculty and staff orientation programs	Human Resources	Number of new faculty and staff trained; analyzed results of staff and faculty orientation survey
3.4.2	Continue to add events to the Professional Development Calendar	Human Resources	Number of faculty and staff trained

4	Formulate an integrated marketing plan to enhance institutional image and identity (3, B)		
4.1	**Develop an annual marketing plan with defined staff responsibility and coordination with the enrollment management function**		
	Action Strategy	**Responsibility**	**Measures**
4.1.1	Define and agree upon Integrated Marketing definitions and platform	School of Business and Public Affairs	Training session developed; IM lesson materials shared with new committee
4.1.2	In accordance with the Master Plan, identify the nature of the mix of students desired to meet College targeted enrollment goals in 2011, 2015, and 2020	Academic Affairs/Admissions	Developed scenarios of student mix at these 3 points in time
4.1.3	Refine and clearly sub-segment the selected regions (e.g., Metro ATL, SC, etc.) to allow for selective student targeting within them	Admissions	Identified high potential high schools, zip codes, within the designated regions
4.1.4	Identify segments of the designated markets that might be most amenable to marketing of specific academic programs of study	Advancement	Established a listing of top 3 targets per program
4.1.5	Identify the various marketing channels and vehicles available within our targeted student markets	Advancement/ Admissions	Updated and categorized list of distribution points, contacts and marketing opportunities; students updated the list with new data about the channel
4.1.6	Utilize existing research to capture student perceptions and opportunities for marketing	Advancement	Developed summary of perceptions for reporting to President's Cabinet
4.2	**Increase the visibility of the College through faculty, staff and student participation in community activities and organizations**		
	Action Strategy	**Responsibility**	**Measures**
4.2.1	Identify the most important community events that the College should partner with on an annual basis	Advancement	Identified events and presented to President's Cabinet for approval
4.2.2	Create new opportunities to bring people to campus	Advancement/ Admissions/Athletics	Developed plans for 3 new events in 2011

4.2.3	Identify, create and promote signature college events to our College's community	Advancement	Ran 3 successful events in 2011
4.2.4	Implement the "Paint the Town Blue" (PTB) program	Advancement	Launched the PTB program in 2011
4.2.5	Identify the skills and expertise of faculty and staff to revitalize the Speakers Bureau/Experts Guide	Advancement	Updated listing on CCGA website
4.2.6	Increase opportunities to generate exposure through service-learning	Center for Service-Learning	Number of SL projects engaged during 2011
4.3	**Develop and implement an integrated communications plan to create a stronger, more consistent institutional image**		
	Action Strategy	**Responsibility**	**Measures**
4.3.1	Review existing integrated communications plan to address internal and external communications	Advancement/ Admissions	Content analysis
4.3.2	Agree upon a process and acquire a budget for developing the integrated communications plan	Advancement/ Admissions	Process outlined; GANTT chart of process developed; budget proposed and agreed upon
4.3.3	Review existing research on various audiences' views of CCGA image	Advancement/ Admissions	Content analysis
4.3.4	Conduct annual research of community perceptions of CCGA image	Advancement/ Admissions/Institutional Effectiveness	Produced image report by audience
4.3.5	Communicate the desired long-term image of the College to the internal community	Advancement/ Admissions	Pre- and post survey of internal community's knowledge of image
4.3.6	Integrate the "elevator pitch" length brand statement for communication purposes	Advancement/ Admissions	Cards printed; percent of people who know the desired image

4.4	Redesign the institutional website to provide a more unified theme, making it more accessible and functional		
	Action Strategy	**Responsibility**	**Measures**
4.4.1	Hire a qualified web developer	Advancement	Hired new webmaster
4.4.2	Obtain needs and expectations from College leadership	Advancement	Held focus group session
4.4.3	Develop a task force to implement Cabinet recommendations	Advancement	Organized and task force met to develop performance targets
4.4.4	Develop mock ups of potential website displaying potential themes for review by College leadership	Advancement	Provided several mock ups for President's Cabinet review
4.4.5	Fix existing errors and faults in the existing website	Advancement	Reduced number of dead ends by 50%
4.4.6	Develop and update content on the current website	Advancement	Removed number of outdated pages by 50%
4.4.7	Design and develop the agreed-upon future template	Advancement	Developed prototypes for review and gained approval
4.4.8	Launch agreed upon, re-designed website	Advancement	Operational website that meets President's Cabinet expectations
4.5	Align departmental marketing plans with institutional to ensure a coordinated outreach effort		
	Action Strategy	**Responsibility**	**Measures**
4.5.1	Create and institutionalize an integrated marketing communications committee to carry forth the work of the Strategy task force	Advancement	Membership determined and selected; meetings held
4.5.2	Identify the presence of any existing departmental marketing plans	Advancement	Survey of all departments
4.5.3	Create templates to allow for the development of departmental plans	Advancement	Agreed-upon template for distribution
4.5.4	Develop policies for the management of departmental marketing efforts	Advancement	Agreed upon policies for inclusion in *Marketing Policies Handbook*

4.5.5	Identify a physical location within each department to allow for marketing communications to take place	Advancement	Completed listing of marketing locations by department
4.5.6	Identify key departmental events that could be supported by marketing efforts	Advancement	Completed listing of events for circulation
4.5.7	Identify key departmental marketing priorities and needs	Advancement	Completed listing of priorities by department
4.6	**Increase visibility and fan support for Mariner intramural and intercollegiate athletics**		
	Action Strategy	**Responsibility**	**Measures**
4.6.1	Create a sideline/character (mascot - e.g., Poseidon) to be in concert with Mariners athletic teams	Advancement/Student Affairs	Mascot chosen; mascot costume purchased; GIF developed; mascot out at events
4.6.2	Identify support staff (volunteers) to do sports information tasks	Athletics	Hired an individual to support SID
4.6.3	Create an athletic association/booster club to support athletics	Athletics	Constitution and plan for AA/BC developed
4.6.4	Continue implementation of Athletics Futures Plan	Athletics	Issued report showing AFP progress
4.6.5	Develop posters and collateral material to display in town promoting Athletics events	Advancement/Athletics	Number of posters developed; collateral material types and numbers
4.6.6	Expand intramural offerings to enlarge the range of offerings that capitalizes on the College's natural assets (e.g., kayaking, bass fishing, etc.)	Student Affairs	Number of new intramural offerings

5	Improve recruitment, retention and graduation of a culturally and economically diverse student body (3, B, C)		
5.1	**Implement student-centered policies and programs which focus on retention**		
	Action Strategy	**Responsibility**	**Measures**
5.1.1	Facilitate new mandated BOR Learning Support policies	Learning Support	Coordinated implementation timeline with VPAA, VPSA and Registrar to minimize effect on current students
5.1.2	Review and revise (as needed) admission and progression criteria for the Radiologic Science, ASN and BSN programs	School of Nursing and Health Sciences	Revised admission processes used to select the Fall Semester 2011 ASN and BSN classes; revised progression criteria published in the 2011-2012 College *Catalog* and *Nursing Student Handbook*
5.1.3	Define, design, and implement registration-related policies and procedures that clearly define the sequences of events and actions to be taken by students and the College to avoid student reinstatements.	Registrar's Office	Number of student class schedules that are dropped for non-payment; number of reinstatements; number of students dropped for non-attendance.
5.1.4	Track retention rates of students enrolled in SL courses and involved in co-curricular service activities	Center for Service-Learning	Track students involved in service clubs/organizations and SL courses; documented students' self-perception of increased connection to the College as a result of SL courses (via post course survey instrument); compared retention rates of those involved in volunteer and SL activities and those who are not; created MOUs with partner sites; distributed community partner satisfaction survey
5.1.5	Improve student engagement and sense of campus community by implementing the Blackboard Access Card system; students will use one-card for identification, housing access, financial aid distribution, meal plan, bookstore, and vending	Business Affairs	Tracked implementation milestones against targets; card usage statistics

5.2	Reduce barriers to student performance and progression		
	Action Strategy	**Responsibility**	**Measures**
5.2.1	Reduce barriers to student performance and progression through systematic formative assessment of tutor sessions	Learning Support	Used TutorTrac to record qualitative and quantitative data to monitor activity and document learning issues
5.2.2	Strive to keep the retention rate of 160 students at 85% or 10% above the institutional rate for the low-income and first-generation college students	TRiO	Used mid-term and semester grades to get a feel where the retention rate for the program participants is going to settle and whether an adequate level of tutorial services; peer mentoring and academic advising provided
5.3	Integrate Foundations of Excellence recommendations to foster student success		
	Action Strategy	**Responsibility**	**Measures**
5.3.1	Implement an Early Alert Program to inform students of their overall success in each course by the end of the fourth week of the term, so that those who are not doing well will have the encouragement, support, and time to make changes and end the term successfully	Academic Deans/Registrar	Number of semester withdrawals and student retention rates
5.3.2	Increase Advising Center staff and mission to include intrusive advisement of learning support students	Center for Academic Advising	Number of new staff to address a growing student body
5.3.3	Review and revise CCGA 1101 (*College Success Seminar*)	Academic Affairs	Completed assessment of CCGA 1101
5.3.4	Enhance and broaden the Supplemental Instruction (SI) program	Learning Center	Number of courses and students participating in SI
5.3.5	Develop a permanent committee to coordinate communication and programming of the first college year	Academic Affairs/Student Affairs	Committee establishment

5.4	**Establish clear student progression and graduation targets and goals and ensure all members of the campus community are accountable for their achievement**		
	Action Strategy	**Responsibility**	**Measures**
5.4.1	Research and implement a means to conduct bulk graduation audits and encourage students nearing graduation to submit graduation applications	Registrar's Office	Number of graduation applications received for AA/AS programs and compare to prior year
5.5	**Provide more efficient scholarship administration and improve access to funding sources for students**		
	Action Strategy	**Responsibility**	**Measures**
5.5.1	Improve the delivery of financial aid by engaging an Administrative Services Rapid Process Improvement (RPI) project	Business Services/ Academic Affairs/ Financial Aid/ Admissions/Registrar	Number of financial aid applications submitted earlier; number of financial aid awards determined faster and notification occurring sooner; amount of time spent with academic advising and new student orientation
5.6	**Expand scholarship funds through private giving to increase merit funds available for academic and athletic scholarships**		
	Action Strategy	**Responsibility**	**Measures**
5.6.1	Set goals based on providing up to 5% of enrollment with scholarship opportunities. Identify and solicit potential scholarship donors for academic, athletic and student life scholarship opportunities. Increase annually funded and endowed scholarships from current level	Financial Aid/Advancement	Identified how many endowed and annual funded scholarships were awarded
5.6.2	Work with the Foundation Budget and Finance Committee to encourage more scholarship support from unrestricted funds; examine spending policy for endowed scholarships; budget allocation decisions will support new Foundation strategic plan	Financial Aid/Business Affairs/Advancement	Dollar amount and percentage of unrestricted budget committed to merit, athletic, and other scholarships; number and corpus amount of new endowment funds established for scholarships in fiscal year 2011; spending policy rates; investment returns for endowed scholarships

5.7	Assess and modify the student financial aid strategic plan		
	Action Strategy	**Responsibility**	**Measures**
5.7.1	Develop new financial aid programs to address the financial needs of middle income students and their families and also ensure alignment with the enrollment management plan	Financial Aid	Fully implemented financial aid programs
5.7.2	Create a development plan to establish additional scholarships and grant programs	Financial Aid/Business Affairs/Advancement	Fully implemented scholarship and grant programs
5.8	Continue and expand student outreach to diverse groups locally, regionally and state-wide to increase student diversity on campus with emphasis on international students and under-represented minorities		
	Action Strategy	**Responsibility**	**Measures**
5.8.1	Establish a diversity committee with the charge of developing plans to diversify the campus	Admissions	Committee established
5.8.2	Enhance programming efforts to bring more students of color to campus for participation in visit programs	Admissions/Diversity	Expanded campus visitation program
5.8.3	Refine and augment community outreach efforts to include increased recruitment contact with area agencies and churches	Admissions/Diversity	Expanded local outreach to area agencies and churches
5.8.4	Enhance TRiO and Pre-College marketing/outreach budget for additional brochures and other outreach materials for distribution in local community	Admissions/TRiO	Increased number of applicants of color

5.9	Offer enrichment programs to assist at-risk students prepare to enter college ready to succeed, as well as expanding early admission and joint enrollment programs for academically talented high school students		
	Action Strategy	**Responsibility**	**Measures**
5.9.1	Operate Summer Bridge and Go Program with goal of promoting college access and success for area African-American male high school students – provide intensive instructional program in English, math, writing, and reading provided to participants	Admissions/School of Education and Teacher Preparation	Scores on COMPASS placement tests at conclusion of summer program to determine effectiveness in students placing into non-Learning Support coursework; academic success and performance in TRiO program and use of Learning Center resources throughout academic year 2010-2011
5.9.2	Select and serve at least 160 academically needy low-income and first-generation college students every year	TRiO	Reviewed TRiO/ Student Support Services records of students enrolled, services provided, and outcomes achieved
5.10	Develop and implement a comprehensive student recruitment plan		
	Action Strategy	**Responsibility**	**Measures**
5.10.1	Improve communication and follow-up with students, high schools, community, making contacts by letter, e-mail, texting, phone	Admissions	Branded materials developed and used regularly
5.10.2	Expand opportunities for alumni to participate in foundational recruitment and retention-related activities	Advancement/Admissions	Number of alumni serving as admission ambassadors
5.10.3	Expand transfer initiative program for students who are initially denied for admission and choose to attend a regional community college to improve basic skills	Admissions	Number of transfers meeting admission criteria and enrolling
5.10.4	Recruit for specific majors and programs of distinction while increasing enrollment across the five Schools	Admissions/Academic Deans	Number of enrolled students in particular majors

6	Enhance information technology to support teaching, learning and research (1, A)		
6.1	Utilize innovative approaches and enhanced technology to provide a wide array of active, connected and experiential learning opportunities		
	Action Strategy	**Responsibility**	**Measures**
6.1.1	Increase funding to support building the infrastructure for technology	Academic Affairs/ Student Affairs/Business Affairs/Technology Services	Annual comparison of funding
6.1.2	Increase student access to technology on campus through expansion of computer labs	Technology Services	Annual comparison of labs on campus; number of students using labs
6.1.3	Increase student access to technology on campus through the technology fee purchases	Academic Affairs/Technology Services	Number of technology purchases through the student technology fee
6.2	Seek enhancements to the Banner Enterprise System to improve productivity and work efficiency		
	Action Strategy	**Responsibility**	**Measures**
6.2.1	Acquire more Personnel Resources to support IT	Technology Services	Number of personnel hired to support technology campus wide
6.2.2	Acquire more Personnel Resources to support teaching and learning	Academic Affairs	Number of personnel hired to support teaching and learning
6.3	Increase Programs and Programming to Enhance Faculty Development in the Area of Technology		
	Action Strategy	**Responsibility**	**Measures**
6.3.1	Communicate opportunities from BOR to faculty for enhancing knowledge of technology in the classroom	Academic Affairs	Number of emails forwarded to faculty
6.3.2	Begin redesign of Information Commons to provide students more access to info technology	Academic Affairs	Square feet of space redesigned; number of students actively using space; student survey input
6.3.3	Continue plan to develop a Center for Teaching and Learning	Business Affairs	Finalized plan
6.3.4	Create position of coordinator of Instructional Technology to support faculty development and growth of IT use	Academic Affairs	Conducted search; hired individual for position

7	Expand community partnerships and increase financial resources (4, B)		
7.1	**Develop a comprehensive fundraising program, including short- and long-term development goals which are aligned with the College's mission**		
	Action Strategy	**Responsibility**	**Measures**
7.1.1	Actively collaborate with Camden County partners to benefit citizens and the region	Camden Center	Number of meetings/events offered in Camden
7.1.2	Continue MOU Partnership with Ware County Schools; organize and host the 2011 Coastal Georgia Regional Science and Engineering Fair Coastal Georgia Regional; continue participation in Expanding Your Horizons Program with Glynn County Middle School girls for career development in the STEM disciplines	School of Mathematics and Natural Sciences	Participant feedback via survey research and focus groups
7.1.3	Work in concert with the College Foundation's strategic plan—establish short and long term goals that encompass a larger development portfolio inclusive of diversified giving strategies to include Planned Giving, Major Gift components and stewardship activities	Advancement	Potential major donor prospects identified and strategies developed; funding priorities identified

7.2	Inform and engage alumni and friends of the College		
	Action Strategy	**Responsibility**	**Measures**
7.2.1	Plan and implement an alumni program	Advancement	Assess results of VSE survey; number of constituency groups that support the overall alumni program; committee named to become the alumni association board of directors
7.3	**Conduct research of fundraising potential, develop new and improved methods of fundraising, respond to donor interests, and improve advocacy**		
	Action Strategy	**Responsibility**	**Measures**
7.3.1	Conduct research of fundraising potential, develop new and improved methods of fundraising, respond to donor interests, and improve advocacy	Advancement	Survey research and focus groups
7.4	**Identify and obtain external funding for research, sponsored programs and contracts consistent with CCGA's mission**		
	Action Strategy	**Responsibility**	**Measures**
7.4.1	Identify and seek funding for increased course offerings and resources for Foreign Language instruction; Social Science program development and research; establishment of the Writing Center; and establishment of a Center for Excellence in Teaching and Learning	School of Arts, Humanities and Social Sciences	Documented funding sources applied for and/or received and subsequent outcomes
7.4.2	Collaboratively work with individuals from other departments and the community to prepare grant proposals for two new TRiO grants – Educational Opportunity Center (EOC) and Upward Bound (UB)	TRiO	Submitted TRiO grant proposals for Educational Talent Search and Upward Bound Program

	Faculty Research and Sponsored Programming that raises the number of submissions and awards for the College	Academic Affairs	Number of opportunities researched and applied; number of awards
7.5	**Pursue articulation agreements with school districts and technical colleges**		
7.6	**Provide outreach initiative to school districts to improve the academic preparedness of graduating high school students**		
	Action Strategy	**Responsibility**	**Measures**
7.6.1	Provide outreach initiative to school districts to improve the academic preparedness of graduating high school students, and to provide quality teacher graduates for employment – English faculty member will participate in grant program and provide training to local high school teachers regarding student success in college English and writing competencies; English and Social Science faculty will continue to teach and improve the delivery of content area courses for teacher candidates	School of Arts, Humanities and Social Sciences	Assessed participant perception of training effectiveness; documented teaching and improvement of content area courses for teacher candidates
7.6.2	Offer COMPASS placement test on campus to Early College Academy students beginning in Spring Semester 2011	Testing Center and School of Education and Teacher Preparation	Number of students tested; shared results of testing with students, families, Risley Early College Academy teachers and staff

7.7	**Expand relationships with local and regional education, business and nursing organizations**		
	Action Strategy	**Responsibility**	**Measures**
7.7.1	Increase the number of relationships with local and regional business organizations – formalize, track and build these relationships further	School of Business and Public Affairs	Number of meetings held with organizations; number of shared projects
7.7.2	Ask senior administrators, deans, department chairs, faculty and staff members, students and alumni to contribute a few paragraphs under a specific subtopic that relates to first-generation college and low-income students and their understanding of and appreciation for TRIO services	TRiO	Survey questionnaires distributed at various TRiO workshops and 1-1 meetings

8	Develop and maintain an administrative, fiscal, and physical capacity that supports faculty, staff and students (1, A, D)		
8.1	Implement strategic master plan to transform the institution from a commuter campus to a destination college		
	Action Strategy	Responsibility	Measures
8.1.1	Complete, continue, and initiate Urgent and Pipeline Projects identified in the Capital Projects Plan and Capital Investment Program in the Strategic Master Plan. Select design and construction team for Jones/Academic Commons North renovation project slated to receive bond funding in fiscal year 2011	Business Affairs	Number of Urgent and Pipeline Projects designed, under construction, or completed; measured actual cost versus projected cost in Strategic Master Plan
8.1.2	Develop and maintain a useful and informative website for the university and its constituents	Advancement	Trends in website usage; satisfaction of visitors; online survey of users
8.2	Enhance participation for faculty and staff training sessions, including customer service, human resources, finance and accounting, computers and technology, safety, and physical plant		
	Action Strategy	Responsibility	Measures
8.2.1	Participate in customer service, information and instructional technology development opportunities	School of Arts, Humanities and Social Sciences	Document faculty training and participation
8.2.2	Attend one state and one regional TRIO professional development workshop a year. One CCGA professional development workshop (if available) will be paid for with the grant funds. Peer tutors will be given training and retraining workshops twice a year and two retreats a year on campus and outside locations	TRiO	Evaluation results collected, computed and compiled from surveys conducted during end-of-semester retreats and workshops

8.2.3	Enhance participation for faculty and staff training sessions, including customer service, human resources, finance and accounting, computers and technology, safety, and physical plant	Business Affairs	Number and types of training sessions delivered by internal and external instructors; number of faculty and staff participants; number of worker's compensation claims versus prior periods
8.2.4	Plan and implement professional development workshops in accreditation and program review	Institutional Effectiveness	Successful completion of campus-wide presentations
8.3	**Provide an administrative structure to support outreach efforts and interdisciplinary partnerships**		
	Action Strategy	**Responsibility**	**Measures**
8.3.1	Develop programs to stimulate faculty interest in selected broad interdisciplinary problems and eliminate existing disincentives and provide positive incentives for excellent interdisciplinary research, with emphasis on areas that are truly innovative	Academic Affairs	Number of programs developed
8.3.2	Establish more effective procedures for encouraging and supporting the preparation of interdisciplinary proposals for external grants, traineeships, or contracts with a broad impact across departments and colleges	Academic Affairs/Business Affairs	Established set of procedures and protocol
8.3.3	Develop and submit an Indirect Cost Rate proposal to the Department of Health and Human Services (DHHS)	Business Affairs	Indirect Cost Rate percentage approved by DHHS

8.4	Establish performance and reporting metrics for anticipated programmatic growth, enrollment growth and capital development		
	Action Strategy	**Responsibility**	**Measures**
8.4.1	Design and launch an electronic key performance indicator dashboard	Institutional Effectiveness/Technology Services	Number of times dashboard is accessed and utilized for planning and tracking purposes -- ease of user accessibility and navigation (usability survey)
8.5	Implement a campus-wide plan for improved information and data management and reporting		
	Action Strategy	**Responsibility**	**Measures**
8.5.1	Provide administrative support to the design and implementation of an automated, fully integrated data base management information system	Institutional Effectiveness/ Technology Services	Established administrative support system
8.5.2	Plan, design, implement, and modify on an ongoing basis an automated data reporting system	Institutional Effectiveness/ Technology Services	Functional data reporting system
8.5.3	Carry out a campus information technology planning exercise to review current technology services and determine how they might be refined or enhanced to meet academic development goals	Institutional Effectiveness/ Technology Services	Implemented technology plan

Peer Institutions and Mission-Related Indicator Variables Used in Peer/Comparator Selection

Institution	City	State
Cleveland Community College	Shelby	NC
Coastal Carolina Community College	Jacksonville	NC
Dalton State College	Dalton	GA
Danville Community College	Danville	VA
Dixie State College of Utah	Saint George	UT
Gordon College	Barnesville	GA
Hagerstown Community College	Hagerstown	MD
Isothermal Community College	Spindale	NC
Lower Columbia College	Longview	WA
Macon State College	Macon	GA
Odessa College	Odessa	TX
Piedmont Virginia Community College	Charlottesville	VA
Temple College	Temple	TX
Wenatchee Valley College	Wenatchee	WA

Variable	Value
Carnegie Classification	Associates, Public Rural-Serving, Medium
	Bachelors/Associates
Number of students	Headcount
	Percent full-time
	Full-time equivalent students
Location	Rated 1 – 9, based on population
Number of staff	Total
	Full-Time Total
	Full-Time Faculty
	Part-Time Total
	Part-Time Faculty
	Headcount students/Headcount faculty
Percent full-time staff	Full-time as a percent of total staff
Percent full-time faculty	As a percent of total faculty
Number of separate disciplines	Count of six-digit CIP codes offered
Number of degrees awarded	Total awards and degrees
	Number of associates
	Number of bachelors
	Number of total degrees by two-digit CIP code:
	Liberal Arts and Sciences (24)
	Health Professions (51)
	Business, Management, Marketing (52)
Percent degrees awarded	Percent associates
	Percent bachelors
	Percent of total degrees by two-digit CIP code:
	Liberal Arts and Sciences (24)
	Health Professions (51)
	Business, Management, Marketing (52)

2010-2011 College of Coastal Georgia Organizational Chart

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                                    President
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        Organizational Development and Legal Affairs    Institutional Effectiveness
                                       |
              Athletics                               Technology Services
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President → Organizational Development and Legal Affairs, Institutional Effectiveness, Athletics, Technology Services

Business Affairs
- Buiness Services
- Facilities and Plant Operations
- Auxiliary Enterprises
- Campus Safety
- Design and Construction
- Human Resources

Academic Affairs
- School of Education and Teacher Preparation
- School of Nursing and Health Sciences
- School of Business and Public Affairs
- Center for Service Learning
- Information Commons
- Center for Professional Development and Lifelong Learning
- Center for Teaching and Learning
- Academic Support Services
- School of Mathematics and Natural Sciences
  - Department of Natural Sciences
  - Department of Mathematics
- School of Arts, Humanities and Social Sciences
  - Department of Social Sciences
  - Department of Arts and Humanities

Student Affairs
- Admissions / Orientation
- Financial Aid
- Student Life and Programming
- Registrar
- Testing
- Residence Life and Housing
- Career Services

Advancement
- Alumni Affairs
- Marketing/Public Relations
- Foundation
- Development
- External Relations