STRATEGIC PLAN
2007-2010
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It is my pleasure to present the 2007-2010 Strategic Plan for Georgia Highlands College, a two-year institution of the University System of Georgia.

Georgia Highlands College engages in planning at every level from unit managers to senior administration. These planning endeavors under the aegis of the college mission embrace goal setting, pursuit of annual goals, assessment, and implementation of outcomes for our multi-campus community in northwest Georgia. The College community is profoundly strengthened and unified as a result of these activities.

The College is a regional public gateway to higher education. The thousands of alumni have made significant contributions to the life and work of northwest Georgia and serve as leaders in the community.

The Georgia Highlands College Strategic Plan was produced with input from faculty and staff members and the community and establishes a framework for the direction and efforts of the College in the next three years.

Sincerely,
J. Randy Pierce, Ph.D.
Preparing for Growth and Success at Georgia Highlands College

Historical Context

Planning at Georgia Highlands College (GHC) is central to the life of the College. The process of strategic planning is driven by the college mission statement, research data, and stakeholder participation, and enhanced by faculty and staff input. Based on these elements as a foundation, the Strategic Plan is developed in such a way so as to be consistent with the institutional history, values, purpose, and goals of the college.

The College Strategic Plan has six components:

1. A Fiscal Plan
2. An Academic Plan
3. A Strategic Enrollment Plan
4. An Information Technology Plan
5. A College Master Plan
6. An Environmental Scan/Planning Survey

These components are available on request from the Georgia Highlands College Office of Institutional Effectiveness, Planning and Research.

Every year at the Administrative Council Retreat, annual strategic goals are developed which are consistent with the values, purpose, and goals of the college. These goals are based on the results achieved the previous year in pursuing the administrative unit and educational program unit outcomes or objectives.

The planning process at Georgia Highlands College is a multi-layered system with a base formed by the administration and instructional units. Each unit establishes annual outcomes or objectives. The faculty assesses student learning outcomes, and the administrative and educational support units evaluate the plans. These results inform the planning process at the next higher level.

The Strategic Plan itself and its six components are produced using information from the educational program and administrative and educational support unit plans, which involve virtually employee of the college.

The following document reports the results of the last planning survey in executive summary fashion.
Georgia Highlands College
Highlight of the Planning Survey

During Fall semester 2005, a college-wide Planning Survey was developed for administration to the Georgia Highlands College (GHC) community in the Spring of 2006. The timing was right for such a survey on many levels, as a new strategic planning cycle was due to begin in the following academic year and the college was embarking upon the choice of a Quality Enhancement Plan (QEP) topic that would accompany our submission to the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) reaffirmation efforts.

The survey, which was administered in March 2006, consisted of three sections: Increasing Expectations (the ongoing project at GHC to improve student learning), the QEP, and Strategic Planning. Realizing that GHC’s Increasing Expectations project would dovetail perfectly with the upcoming QEP, those sections of the survey were designed to gather information from faculty, staff and administration as to their views on the needs of students.

The Strategic Planning section was designed to gather information as to the future needs of the college in terms of planning, growth and physical needs. The survey gave the participants the opportunity to provide written comments in addition to the objective material. The results of the survey were disaggregated by position at the college and by instructional site. The response rate was as follows: part-time faculty (38%), full-time faculty (81%), staff (66%) and administration (75%). Full-time faculty and staff represented the bulk of the respondents, with 73 and 90 respondents respectively.

As a multi-campus institution, GHC has grown over the years to serve a larger student population over a larger service area. Thus, one of the most important issues revealed by the survey in terms of Strategic Planning was management of growth. Most respondents (60%) agree that access to students will and should result in the growth of the college; however, the most important planning issue overall was the appropriate management of such growth.
Institutional History

Founded in 1970 as Floyd Junior College, GHC is a two-year unit of the University System of Georgia. It serves students who commute from throughout a large portion of Northwest Georgia and Northeast Alabama. In its 36-year history, Georgia Highlands College has served the Northwest Georgia community with a solid educational foundation for the first two years of college. Now enrolling about 3,900 students in transfer and career academic programs, Georgia Highlands College operates additional sites in Cartersville, Acworth, Marietta and Carrollton. The college began offering classes in Marietta on the campus of Southern Polytechnic State University in the fall semester of 2005. The college has also pioneered cooperative programs with Coosa Valley Technical College as early as 1972 and now offers joint programs with North Metro Technical College. Recently the college received approval from the Board of Regents and the Georgia Board of nursing to expand our flagship nursing program to Acworth. A class of 25 nursing students began classes there during fall semester 2006, a move that will help ease the nursing shortage in Northwest Georgia.

In recent years, the college has become more innovative with its outreach and programming, offering more courses via nontraditional means to meet the needs of its diverse student population and initiating programs that serve as models for colleges across the country. As fall semester 2005 was beginning, the college dedicated our new campus and building in Cartersville, on Route 20, just west of I-75. The 100,000-square-foot facility, which houses a soaring library, biology and physics labs and the latest technological advances, can accommodate about 2,000 students. During the first semester, Cartersville enrollment reached 1,181. By fall semester 2006, enrollment there rose by 23 percent, jumping to nearly 1,500 students.

The first major gifts campaign in the college’s history, titled Legacy, was launched in 2005. An extraordinary 100 percent of faculty and staff contributed to the campaign, demonstrating their belief and commitment in the institution. Recently, GHC received an unrestricted bequest of $1 million and named the library at the Cartersville campus the John F. Jr. and Ann Felton Collins Memorial Library. Additionally, Mr. and Mrs. Thomas Strickland, also from Cartersville, donated a significant gift, resulting in the naming of a large tiered classroom, on the same campus, in their honor.

Georgia Highlands College, which has grown significantly during the past three years, continues to offer an advanced educational foundation to its expanding student body. On August 1, 2005, the institution officially became Georgia Highlands College (formerly Floyd College) to reflect the regional nature of the population it serves.
Campuses/Sites

- Floyd Campus - Rome, GA
- Heritage Hall - Downtown Rome, GA
- Cartersville Campus - Cartersville, GA
- Acworth Site - North Metro Technical College Campus, Acworth, GA
- Marietta Site - Southern Polytechnic State University Campus, Marietta, GA
- Accelerated Transfer Program Site - University of West Georgia Campus, Carrollton, GA

Academic Divisions

- Division of Science, Math & Physical Education
- Division of Health Science
- Division of Business
- Division of Social Sciences
- Division of Humanities
- Division of Academic Support
- Distance Education/Extended Learning

Institutional Accreditation

Georgia Highlands College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools, 1866 Southern Lane Decatur, Georgia, 30033, to award Associate Degrees.

Institutional Philosophy

The philosophy of Georgia Highlands College is expressed in the beliefs that education is essential to the intellectual, physical, economic, social, emotional, cultural, and environmental well-being of individuals and society and that education should be geographically and physically accessible and affordable. In support of this philosophy, the College maintains a teaching/learning environment which promotes inclusiveness and provides educational opportunities, programs, and services of excellence in response to documented needs.
Mission Statement for the University System of Georgia

Georgia Highlands College, a two-year unit of the University System of Georgia under the governance of the Board of Regents, was founded in 1970 to provide educational opportunities for the physical, intellectual, and cultural development of a diverse population in seven northwest Georgia counties.

The MISSION of the University System of Georgia is to contribute to the educational, cultural, economic, and social advancement of individuals within its scope of influence; thus, Georgia Highlands College, in conjunction with the other institutions in the University System, supports this MISSION by exhibiting the following characteristics and purposes:

- a supportive campus climate, necessary services, and leadership and development opportunities, all to educate the whole person and meet the needs of students, faculty, and staff;
- cultural, ethnic, racial, and gender diversity in the faculty, staff, and student body, supported by practices and programs that embody the ideals of an open, democratic, and global society;
- technology to advance educational purposes, including instructional technology, student support services, and distance education; and
- collaborative relationships with other University System institutions, State agencies, local schools, technical institutes, and business and industry, sharing physical, human, information, and other resources to expand and enhance programs and services available to the citizens of Georgia.

Core Mission Statement for Two-Year Colleges in the University System of Georgia

Within the context of the MISSION of the University System of Georgia, Georgia Highlands College shares with the other associate level institutions in the University System the following characteristics and purposes:

- a commitment to excellence and responsiveness within a scope of influence defined by the needs of a local area and by particularly outstanding programs or distinctive characteristics that have a magnet effect throughout the region or state;
- a commitment to a teaching/learning environment, both inside and outside the classroom, that sustains instructional excellence, functions to provide University System access for a diverse student body, and promotes high levels of student learning;
- a high quality general education program that supports a variety of well-chosen associate programs and prepares students for transfer to baccalaureate programs, learning support programs designed to insure access and opportunity for a diverse student body, and a limited number of certificate and/or career degree programs to complement neighboring technical institute programs;
- a commitment to public service, continuing education, technical assistance, and economic development activities that address the needs, improve the quality of life, and raise the educational level within the College's scope of influence; and
- a commitment to scholarship and creative work to enhance instructional effectiveness and meet local needs.
Institutional Elaboration

In support of the mission of the University System of Georgia and the core mission components for two-year colleges in the University System, Georgia Highlands College, possessing a degree authority to award the Associate of Arts, the Associate of Science, and the Associate of Applied Science, is committed to student success.

Georgia Highlands College is a collegial community that values academic excellence, individualized quality service, and community outreach. The institution emphasizes an education based on the college’s student learning outcomes, which promote diversity and global awareness in a technologically enhanced environment through multiple instructional sites that include distance-learning delivery systems. To achieve this mission of being a gateway to success for students, Georgia Highlands College has articulated the following goals:

Institutional Goals

1. provide core curriculum and transfer programs
2. provide learning support programs
3. provide cooperative degree programs with area technical colleges through collaborative agreements and partnerships for four-year degree completion programs
4. provide career programs that complement community needs
5. provide student services that meet the needs of our population
6. serve our communities through multiple educational sites
7. be involved in our communities and responsive to their needs
8. be innovative in our approach to teaching, learning, and support services
9. use technology as a teaching and learning tool
10. maintain efficient and effective administrative services to support the instructional and community outreach programs of the college
Institutional Objectives/Learning Outcomes

President’s Office

In support of the college mission and goals, the mission of the President’s Office at Georgia Highlands College is to provide vision, strategic direction, advocacy, and leadership for the college, while representing the college interests within the USG and with the surrounding communities.

I. Strategic Institutional Growth – President’s Office (Dr. Randy Pierce/Dr. Catherine King/Laura Ralston/Carolyn Hamrick)

   Secure facilities for offering accessible and affordable educational opportunities to students within our expanded service area (Cobb County).

Site Directors

Acworth

1. The administrative and educational support unit at the Acworth off-campus instructional site will increase student access to network computers.
2. The administrative and educational support unit at the Acworth off-campus instructional site will increase instructor access to a DVD/VHS player for instructional purposes in the classrooms.
3. Students attending the administrative and educational support unit at the Acworth off-campus instructional site will be satisfied with the advising process.

Cartersville

1. Students will be satisfied with the advising process at the Cartersville Campus.
2. Faculty will agree that management of communication at the Cartersville campus is satisfactory.
3. Faculty will be satisfied with the level of instructional support offered at the Cartersville campus.

Marietta

1. Administrative leadership transition will occur smoothly and without interruption at the Marietta site.
2. Students attending the Marietta site will be satisfied with the advising process.
3. Enrollment at the Marietta site of students from the Cobb and Douglas County service area will increase.
II. Information Technology – President’s Office (Dr. Pierce/Jeff Patty)
Identify, promote, and utilize appropriate, integrated, and reliable information technology services to advance programs, services, and operations that foster the teaching, learning, and administrative processes.

Information Technology
1. The Information Technology Department will enhance online services for students by improving website reliability.
2. The Information Technology Department will improve resource utilization by providing viable technology for users through the execution of the college’s Technology Replacement Plan.
3. The Information Technology Department will provide a reliable level of service and support to the user community.
4. The Information Technology Department will provide a functional and dependable infrastructure for faculty, staff, and student utilization.
5. The Information Technology Department will provide secure and reliable protection to college technology in safeguarding users from viruses, worms, trojans, and other malicious malware.
6. The Information Technology Department will ensure that access controls are in place and monitored to protect data integrity.
7. The Information Technology Department will enhance faculty, staff, and student communication by reducing the amount of unsolicited commercial email received.
8. The Information Technology Department will market available technologies offerings to the college community.
9. The Information Technology Department will advocate innovative technology to the college community by increasing awareness to new technologies.
10. The Information Technology Department will utilize technology to strengthen the effectiveness and efficiency of all functional operations of the College.

III. GHC’s Role in the Community – President’s Office (Dr. Pierce/Dana Davis/Judy Taylor/Peter Matthews/Dr. Barb Rees/Donna Miller/Susan Claxton)
Sustain and leverage GHC’s reputation as a leader in preparing students for further education and professional careers; and strengthen the institution’s identity and its role in our Communities.

Advancement
1. The Alumni Association Board of Directors will better reflect the composition of the general membership of the Alumni Association.
2. Foundation board members will participate in scheduled quarterly foundation meetings through attendance or proxies.
3. The Department of Advancement will provide accurate and timely financial statements to all stakeholders.
4. Alumni association board of directors will be satisfied with the progress of the association.
5. Fundraising priorities will be communicated to current and prospective donors.

College Relations
1. The College Relations Department will change negative perceptions and reinforce positive ones through an evolutionary process using a variety of communications vehicles achieve this objective (e.g. advertising, public relations, collateral, etc.).
2. The College Relations Department will write and distribute a graphic standards manual for all employees, with guidelines for logo, color, typeface and style usages.
3. The College Relations Department will implement print and outdoor advertising campaigns in GHC service areas to develop brand identity using profiles of real alums who have achieved success in their careers.
4. The College Relations Department will keep Georgia Highlands in the news and maintain a positive brand position through the consistent release of news and information to the mass media.
5. The College Relations Department will improve delivery dates for Folks & Features, the in-house, monthly news sheet that provides information to the college family regarding awards, achievements, campus events and other news.

**Small Business Development Center**
1. The SBDC will meet or exceed the ASBDC goal of 7 hours average of contact and prep time per client showing the use of more in depth consulting practices.
2. The SBDC will assist loan applicants with packaging their business plans to acquire funding for their businesses.
3. The SBDC will provide consulting to business owners and aspiring entrepreneurs in our service territory.
4. The SBDC will create a new Business Plan Writing workshop.
5. The SBDC will achieve outstanding evaluations of all programs.

**Health Sciences Division**

**Nursing Program**
1. Graduates will assess the physical, developmental, emotional, psychosocial, cultural, spiritual and functional needs of clients and provide caring interventions to meet the identified needs.
2. Graduates will demonstrate effective oral and written communication.
3. Graduates will utilize therapeutic communication and caring interventions to provide client-centered nursing care.
4. Graduates will demonstrate critical thinking when making clinical decisions while providing direct care to clients, implementing a comprehensive plan of care and managing care for a group of clients.
5. Graduates will demonstrate therapeutic interventions when providing direct care to clients to maintain wellness as well as to care for clients with commonly recurring, predictable problems and common complicated medical-surgical and mental health (psychiatric) conditions utilizing a variety of health care delivery systems.
6. Graduates will demonstrate professional behaviors by practicing accountability while practicing within the legal, ethical and regulatory framework or nursing practice as well as incorporating and awareness of current trends and issues.
7. Graduates will collaborate with other members of the health care team and access community resources to act as a client advocate to facilitate achievement of optimal health.
8. Graduates will function in beginning RN positions in their employment, providing health care for clients of all ages.

**Dental Hygiene Program**
1. Students will create viable dental hygiene treatment plans based upon data collected during review of medical/dental history and/or clinical examination.
2. Students will identify clinical and/or radiographic evidence of oral pathosis.
3. Students will effectively communicate clinical and/or radiographic findings to patients.
4. Students will be able to provide appropriate dental hygiene home care instructions based upon individual needs.
5. Students will demonstrate competence in the knowledge and execution of dental hygiene instrumentation and/or treatment skills.
6. Students will recognize a variety of dental restorative materials/devices and identify appropriate treatment modifications when indicated.
7. Students will develop and be able to present age appropriate dental public health presentations.
8. Students will demonstrate an understanding of laws and ethics related to the practice of dental hygiene.
Social Sciences Division

Human Services Program
1. Students will demonstrate knowledge of the variables of learning, its antecedents and consequences.
2. Students will demonstrate the ability to write behavior objectives.
3. Students will demonstrate the ability to make and record behavior observations.
4. Students will demonstrate their ability to conduct a professional helping interview.
5. Students will demonstrate their knowledge of human services values and attitudes in or to promote an understanding of human services ethics and their application in practice.
6. Students will demonstrate an understanding of diversity among cultures.
7. Students will demonstrate an understanding of death from a historic and cross cultural perspective.
8. Students will demonstrate their understanding of the different stages of grief and the dying process.
9. Students will demonstrate their understanding of group process and group behavior.
10. Students will demonstrate self-awareness concerning their attitudes and values

IV. College Relations and Advancement – President’s Office (Dr. Pierce/Judy Taylor/Dana Davis)

Develop, establish, manage, and sustain a unique institutional image, outreach relationships, and activities that systematically increases GHC’s competitive position and enhance its opportunities, collaborative, and partnerships that attracts public and private financial support for students’ growth and success; and for College operation and resources.

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V. Organizational Performance and Professional Development – President’s Office (Dr. Pierce/Ken Reaves)

Provide excellent HR management and development practices that positions GHC as an employer of choice in its service area.
**Human Resources**

1. Eligible employee will be satisfied with the Employee Recognition Program.
2. Employees will complete New Employee Orientation in a timely manner.
3. Employees will understand the College Sexual Harassment policy.
4. The Human Resources Office will work with the Business Office to improve the Insurance Premium Payment process for Retirees.
5. The Human Resources Office will facilitate the commencement and formation of a salary study for the hiring, retention of quality employees and candidates.

**Academic Affairs**

In support of the college mission and goals, the mission of Academic Affairs at Georgia Highlands College is to provide engaged and enlightened leadership to academic and academic support units at all instructional sites in order to assess and enhance academic excellence in preparing students to meet opportunities and challenges through excellence in teaching, learning, and service in a dynamic learning environment marked by a respect for diverse abilities, backgrounds, and contributions by all members of the college community.

**VI. Educational Programs – Academic Affairs (Dr. Virginia Carson)**

Provide and sustain a gateway to higher education and academic excellence that stimulates student success, personal development and intellectual curiosity through innovative teaching and learning processes that enhance the College intellectual climate in the delivery of effective core curriculum, transfer, and career programs.

**Academic Divisions**

**Social Sciences**

1. The Social Sciences Division will provide schedules that meet the needs of GHC students.
2. The Social Sciences Division will provide adequate part-time faculty to meet staffing needs.
3. The Social Sciences Division will limit the number of scheduled classes that are cancelled.
4. Social Sciences faculty will engage in professional development activities.
5. The Social Sciences Division will ensure all division faculty teaching at GHC have proper credentials.
6. The Social Sciences Division will ensure quality teaching through class visits by the Chair to all full and part-time faculty.
7. The Social Sciences Division will operate effectively within given budget constraints.
8. The Social Sciences Division will provide effective customer service to students.
9. Social Sciences faculty will fully participate in advising activities.

**Humanities**

1. The Humanities Division will cultivate students’ verbal, written, and critical skills.
2. The Humanities Division will broaden students’ cultural and intellectual horizons.
3. The Humanities Division will promote the importance of the arts, humanities and languages in society and to the individual.
4. The Humanities Division will enhance the skills required for future academic success.
5. The Humanities Division will offer a workable rotation of Division courses on all campuses, as needed for student progress and delivered by qualified faculty.
6. The Humanities Division will encourage student writing that is adequately critiqued, assessed and aimed at message effectiveness.
7. The Humanities Division will support the mission, goals and objectives of Georgia Highlands College.
Business/Continuing Education
1. The Business Division will provide effective scheduling of courses at various times and locations for students at all campus sites.
2. The Business Division will review courses regularly to insure their currency and effectiveness and recommend additions or deletions to remain synchronized with market needs and academic developments.
3. The Business Division will select appropriate text and other materials to support instruction.
4. The Business Division will promote the use of technology to enhance teaching and learning.
5. The Business Division will provide for the advising needs of students.
6. The Business Division will utilize proper budget management practices, including setting priorities for expenditures and following procedures for purchases and budget adjustments.
7. The Business Division will recruit and retain qualified faculty to teach appropriate courses.
8. The Business Division will evaluate the effectiveness of the faculty and staff to insure professional delivery of courses.
9. The Business Division will work to provide faculty the resources, training and professional travel opportunities to remain current in their discipline and to deliver courses effectively.
10. Continuing Education will provide professional development programs intended to produce Continuing Education Unit (CEUs) to meet the needs of the professional community.
11. Continuing Education will provide opportunities for personal and cultural enrichment.
12. Continuing Education will offer to business and professional groups programs custom-tailored to meet the growth needs of management teams and employees.
13. The Continuing Education operation will generate a positive cash flow.

Academic Support
1. The Academic Support Division will track all students through learning support classes.
2. The Academic Support Division will insure that all prospective readmitted, transfer, and post-baccalaureate students will be sent a letter notifying them of their placement COMPASS testing date and time.

Health Sciences
1. Students in Health Sciences program will satisfactorily pass written and/or clinical licensure exams.
2. Every Health Sciences student will participate in voluntary health related community activities.
3. Full and part-time Health Sciences faculty will receive a satisfactory rating on their annual faculty evaluation, with little discernable differences between the two groups.
4. Health Sciences students will be retained in the first semester of the nursing program, exceeding the overall retention rate for the last three years.

Science/Mathematics/Physical Education
1. The SMPE Division will support its faculty members to participate in state/regional/national conferences within the realms of the allocated and available budget.
2. The SMPE Division will engage in assessment of student learning outcomes within each discipline area (science, mathematics, and physical education).

Student Success Center
Advising
1. New students will learn about academic requirements.
2. Students will be aware of institutional resources available to meet their individual educational needs and aspirations.
3. Currently enrolled students will interact with an advisor prior to registration.
4. Students will plan a program of study tailored to their academic talents and professional interests.
5. Students will understand the importance of strategic planning for coursework to be undertaken.
Assessment Center
1. Students will be tested in a timely manner.
2. The Assessment Center will operate as efficiently and effectively as possible.

Tutorial Center
1. Students will be aware of services offered by the Tutorial Centers.
2. Students will receive sufficient individual tutoring time.

Library
1. The Library will develop and maintain appropriate library collections at all GHC libraries, emphasizing the college curriculum with the assistance of the faculty, staff and students following the guidelines of the ALA Bill of Rights.
2. Students will be able to use library resources efficiently.
3. Library staff will provide point of use instruction to guide students in the research process.
4. The Library will provide information to library patrons in an easy-to-use format.
5. The Library will provide multiple avenues for accessing information, including print and electronic resources.
6. The Library will maintain effective collaborations with partner institutions.
7. The Library will participate in consortial relationships with University System of Georgia libraries and other institutions.
8. The Library will work to improve information literacy for students, faculty and staff.
9. The Library will utilize proper budget management practices, including setting priorities for expenditures and following procedures for purchases and budget adjustments.
10. Library staff will participate in professional development to stay current in the field.
11. The Library will provide resources to all users at the place of need in a timely manner.

Extended Learning Department/Study Abroad
1. The Extended Learning Department will recruit new faculty to teach extended learning courses (Courses by DVD, Web-based courses, hybrid courses, GHTV courses).
2. Students will be satisfied with the quality of the DVDs provided for courses by DVD.
3. Students will be satisfied with the schedule of courses offered through the Extended Learning Dept.
4. Students will be satisfied with the quality of instruction in extended learning courses.
5. Students will be satisfied with the quality of on-line materials for extended learning courses.
6. Students will be satisfied with the quality of the orientation materials for extended learning courses.
7. The viewing audience of GHTV will be made aware of various opportunities and areas of study that are available to them through traditional programs of study and outreach programs available through GHC.
8. Faculty members will be aware of all methods of delivery available through extended learning.
9. The Extended Learning Department will produce a series of 10 “commercials” promoting divisions and departments within the college.
10. Students will be aware of the Study Abroad program.
11. Student participation assisted by financial aid in the Study Abroad program will increase.
12. Students will take advantage of Study Abroad opportunities available through programs offered through the University System.
13. Students will be satisfied with the information provided at orientations relating to International and Study Abroad programs.
14. Students will be satisfied with information received through SkillShop Workshops for Study Abroad.
15. The number of students studying abroad during the year will increase.
16. Students involved in the STARS program will increase.

VII. Institutional Planning and Assessment – Academic Affairs (Dr. Carson/Dr. Fitzpatrick Anyanwu)
Identify and provide appropriate and adequately trained staff capable of improving quality in all functional areas of the college through increased college-wide performance, accountability, and good customer service to enhance all College operations.
Institutional Effectiveness, Planning, and Research Office

1. The OIEPR will provide research-based information about GHC to effectively achieve the goals of the institution.
2. The OIEPR will provide a system of services that effectively meets the needs of internal and external constituents, customers, and patrons.
3. The OIEPR will develop a successful and high-achieving staff that is adept at learning through inquiry and that uses planning and assessment to improve the effectiveness of the office’s efforts to achieve its goals.
4. The OIEPR will develop an office that exemplifies responsible stewardship of resources for the good of the institution.

Student Services

In support of the college mission and goals, the mission of Student Services at Georgia Highlands College is to attract a diverse student population and enhance student learning and development by providing high quality services to ensure student success in an environment that supports learning, healthy lifestyles, leadership development, and inclusiveness in an atmosphere that encourages students to balance academic work with social well-being.

VIII. Strategic Enrollment Planning and Management – Student Services (Dr. Ron Shade/Dr. Carson)

Develop and implement college-wide recruitment and retention plans that improve student access through simplified enrollment processes.

Admissions
1. The Admissions Office will provide accurate information on the admissions website.
2. The number of students satisfied with the admissions process will increase.
3. The processing time of admissions applications will decrease.
4. The number of admission applications received by the college will increase.
5. The Admissions Office will expand the automation of student records processing.
6. The Admissions Office will increase communication with prospective students.
7. The Admissions Office will expand recruiting efforts in the college service area.
8. The Admissions Office will accurately monitor and report international student enrollment.
9. The number of religious exemptions on the immunization form will decrease.
10. The applicant yield rate will increase.

Financial Aid
1. The Financial Aid Office will educate students about financial options and assistance.
2. The Financial Aid Office will process completed financial aid packages in a timely manner.
3. The Financial Aid Office will employ more students and utilize 100% of our Federal Work Study allocation.
4. The Financial Aid Office will successfully inform students of their Financial Aid options through the Financial Aid Fair.
5. The Financial Aid Office will be proactive in educating parents and students about financial aid while students are still in high school.

Registrar
1. The Registrar’s Office will provide sufficient training opportunities for customer service representatives.
2. Changes to student records will be processed in a timely manner.
3. The Registrar’s Office will maintain and archive student records in accordance with AACRAO guidelines.
4. Students will utilize on-line records services.
5. The Registrar’s Office will expand automation of student records processing.
6. Students will utilize on-line registration.
7. Students will be aware of registration processes and deadlines.
8. Students will be aware of graduation processes and deadlines.
9. The Registrar’s Office will process graduation petitions in a timely manner.
10. Students who have petitioned for graduation will be notified of their graduation status in a timely manner.

**Student Success Center**

**Advising**
1. New students will learn about academic requirements.
2. Students will be aware of institutional resources available to meet their individual educational needs and aspirations.
3. Currently enrolled students will interact with an advisor prior to registration.
4. Students will plan a program of study tailored to their academic talents and professional interests.
5. Students will understand the importance of strategic planning for coursework to be undertaken.

**Assessment Center**
1. Students will be tested in a timely manner.
2. The Assessment Center will operate as efficiently and effectively as possible.

**Tutorial Center**
1. Students will be aware of services offered by the Tutorial Centers.
2. Students will receive sufficient individual tutoring time.

**IX. Student Development and Success – Student Services (Dr. Shade/Dr. Carson)**
Promote activities and experiences that develop the whole person through supportive learning and personal growth to support student development, and success

**Access Center**
1. Awareness of Access Center and services to Georgia Highlands College will increase.
2. The Access Center will lead the college in establishing a welcoming campus community (buildings, courses, activities) to people with disabilities.
3. The Access Center will provide disability knowledge and assistance to the campus faculty and staff working with students with disabilities.
4. The Access Center will foster independence and self advocacy in students to prepare them for future college work or career situations.
5. The Access Center will evaluate disability documentation from qualified professionals to determine eligibility and appropriate and reasonable accommodations.
6. The Access Center will ensure students with disabilities receive reasonable accommodations for courses, programs, and activities of the college.
7. The Access Center will provide disability counseling concerning academic, career, and personal issues.
8. The Access Center will provide information and workshops for educating students with disabilities in proper management of their disabilities and transition issues.
9. The Access Center will coordinate services with other departments, campuses, and referrals to community agencies.
10. The Access Center will provide student focused services, which facilitate academic success and personal development.
11. The Access Center will encourage students with disabilities to be active on campus and participate in leadership opportunities.
12. The Access Center will provide assistive technology and training for students with disabilities.
13. The Access Center will focus efforts toward retention and recruitment of qualified students with disabilities.

**Counseling and Career Office**
1. Students will be more aware of services provided by the Counseling and Career department at all campus locations.
2. Students will be more aware of career opportunities and selecting their major of study through Skillshops and presentations.
3. The number of students satisfied with the New Student Orientation Program will increase.
4. Students will be satisfied with services provided by the Counseling and Career department at all campus locations.
5. Students will be satisfied with the information received and the services offered during New Student Orientation.

**Student Life Office**
1. The SLO will provide a diverse programming schedule of events and opportunities that reflects the OSL mission and encourages student engagement.
2. The SLO will provide outlets and opportunities for exposure to area cultural events.
3. The SLO will periodically survey students on programming needs/wants, as well as satisfaction levels of current programs.
4. The SLO will provide a point of contact for community service and service learning opportunities through the Volunteer Services Office.
5. The SLO will offer a variety of service projects both on and off campus to foster volunteerism.
6. The SLO will provide students with the opportunity to form clubs and organizations that cater to their interests, and to support these groups as needed.
7. The SLO will promote and host leadership development opportunities for students.
8. The SLO will advise and assist with the model of student government to allow the student body a voice in the actions of the college.
9. The SLO will promote physical fitness and proper healthy behaviors through coordination of intramural athletic events and other wellness initiatives.
10. The SLO will administer the judicial programs and policies (Code of Conduct and Academic Integrity) effectively.

**Student Success Center**

**Advising**
1. New students will learn about academic requirements.
2. Students will be aware of institutional resources available to meet their individual educational needs and aspirations.
3. Currently enrolled students will interact with an advisor prior to registration.
4. Students will plan a program of study tailored to their academic talents and professional interests.
5. Students will understand the importance of strategic planning for coursework to be undertaken.

**Assessment Center**
1. Students will be tested in a timely manner.
2. The Assessment Center will operate as efficiently and effectively as possible.

**Tutorial Center**
1. Students will be aware of services offered by the Tutorial Centers.
2. Students will receive sufficient individual tutoring time.
Finance and Administration

In support of the college mission and goals, the mission of Finance and Administration at Georgia Highlands College is to seek and build a financially sound institution and provide financial and administrative support services to the college community through financial and administrative management.

X. Financial Stability, Viability, and Resource Allocation – Finance and Administration (Dr. Wilbur Shuler/Rhonda Twyman-Green)
Develop and strategically administer fiscal policies and procedures to ensure compliance with generally accepted accounting principles, and align resource allocation with unit planning, evaluation, and performance to fulfill the College strategic and operational priorities.

Accounting/Auxiliary Services/Budget Office
1. The College will receive an unqualified audit report each year.
2. The Accounting Office will effectively track operations on each campus.
3. The Auxiliary Department will furnish the services in an efficient and responsible manner for all applicable locations.

XI. Facilities Maintenance – Finance and Administration (Dr. Shuler/Phillip Kimsey/Howard Brooks)
Secure, provide, and upkeep adequate facilities at the College campuses/sites in requisite quality and quantity to insure attractiveness and promote the College image and programs.

Physical Plant
1. The Physical Plant will provide physical and technical support to the expansion of the institution’s geographical area.
2. The Physical Plant will provide physical and environmental support for the well-being of students, faculty, staff and the community.
3. The Physical Plant will administer necessary support services to meet the needs of the students, faculty, and staff.
4. The Physical Plant will renovate selected facilities.
5. The Physical Plant will demonstrate progress on future construction projects.

Security
1. The Campus Safety Office will incorporate technology to increase the efficiency and flexibility of departmental personnel.
2. The Campus Safety Office will modify office forms, procedures, and operations to accommodate the evolution of the college.
3. The Campus Safety Office will conduct table top and live crisis response drills to improve Crisis Response capability.
**Unit Plan Outcomes**

The following matrix displays the pattern of unit plan outcomes. These outcomes are derived to be consistent with the college mission, values, purpose, and goals. They are prepared in such a way as to focus on the annual goals of the planning year. At the unit plan level, all outcomes are measurable, and responsibility for monitoring and reporting on those efforts is assigned to individuals in the unit. The progress toward achieving those outcomes each year is reported in executive summary fashion at the Summer Administrative Council Retreat. Those reports are a central part of the process of developing the following year’s goals. This matrix illustrates which of the college goals each unit focused on during 2006-2007 assessment cycle.

**AES Unit Plan/College Goals Matrix, AY2006-2007**

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<thead>
<tr>
<th>College Goals</th>
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* Indicates focus on the corresponding college goal.
# AES Unit Plan/College Goals Matrix, AY2006-2007

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