# Strategic Planning and Institutional Effectiveness: Using the Accreditation Process to Improve the Institution

Drs. George C. Bradley, Cheryl Evans Jones
& Tina Marshall-Bradley
Paine College
Augusta, Georgia

Annual Meeting of the Southern Association of Colleges and
Schools Commission on Colleges (SACS-COC)
December 4 – 6, 2010

PAINE COLLEGE

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## About Paine College

- Paine College was founded in 1882 as the result of an unusual collaboration between Black and White Methodists who believed in church-related education
- Its founding mission was to train educators and ministers
- The College's guiding edict is rooted in the idea of social justice
- Property size: 57 acres

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## Basic Facts

- Affiliated with the United Methodist Church and Christian Methodist Episcopal Church
- Enrollment of approximately 900 students from 27 states
- 13 to 1 student/faculty ratio
- Online courses to serve the broader community
- 16 Smart classrooms
- 22 Electronic Classrooms
- 30 Undergraduate majors; Undergraduate Minors
- 250 plus employees
- $40 million economic impact

## Outstanding Graduates

PAINE

- Paine College has produced:
  - Eight (8) Bishops
  - Fifteen (15) College Presidents
- Famous Graduates
  - Frank Yerby – Novelist
  - Mack Gipson – Scientist
  - Shirley McBay – Mathematics Educator
  - Michael Thurmond – Policy Maker
  - Charles G. Gomillion - Activist

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## Presentation Overview

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- Key Factors in Strategic Planning
- Examining Two Case Studies
- One Institution's Strategic Planning Process
- Results of The Plan
- Implications for Regional Accreditation

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## Key Factors in Strategic Planning

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- **Leadership** – Defining leadership roles and responsibilities
- **Communication** – Without careful communication planning, organizational change is likely to meet with resistance by members of the organization.
- **Assessment** – Ongoing attention to assessment is necessary to monitor a plan's progress and assess its outcomes.

## Examining Two Case Studies

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In small groups pick one of the two case studies and discuss the following:
- What are the primary challenges in the case?
- How might strategic planning assist the institutions in their decision making?

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## Case Studies

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- Case A: The University of Snave Senoj

- Case B: Cleveland Bradley College

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## Overview of Paine College's Outcomes

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- Navigational tools
- Mission
- Vision
- Strategic Goals
- Core Values

## Mission Statement

**PAINE**

The Mission of Paine College, a church-related private institution, is to provide a liberal arts education of the highest quality that emphasizes academic excellence, ethical and spiritual values, social responsibility, and personal development to prepare men and women for positions of leadership and service in the African American community, the nation, and the world.

## Vision Statement

**PAINE**

Over the next five years, Paine College shall build on its achievements and legacy to be regionally recognized as a premier liberal arts institution of higher education.

## Strategic Goals

**PAINE**

I. Faculty Capacity
II. Student Engagement
III. Facilities Enhancement
IV. Technology Infrastructure
V. "Friend" Raising

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## Core Values

> Excellence
> Appreciation of Heritage
> Integrity
> Fiscal Responsibility
> Service

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## Measuring Progress

> Daily decisions are grounded in the strategic plan.
>> Staff/faculty hiring
>> Evaluations
>> Student Government Association elections
>> Capital projects

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## Measuring Progress

> Reports at various levels are to provide data that report progress.
>> State of the College
>> Administrative Council
>> Committee on Strategic Planning and Evaluation (CSPE)
>> Reports to Board of Trustees

## Implications for Accreditation

> The institution speaks with one voice.
> The process drives the institutional effectiveness.
> Outcomes are clearer to demonstrate.
> The work of accreditation is on-going and not an episodic event.

## Contact Information

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# Case Studies

# And

# References

# Actualizing Strategic Plans
## Two Case Studies

### Case Study 1

At the University of Snave Senoj, multiple committees appointed by the provost are examining the institution to help chart a new course for its future in the wake of steep budget cuts. A group charged with scrutinizing the caliber of the university's 100 or so graduate programs has triggered angst among some faculty members, alumni, and students who wonder if the process will result in their programs being eliminated.

"Even if their recommendations are preliminary, it is a provost-level task force, so it has to be taken seriously," says Mallory Millender, a professor in the Department of Cinema and Comparative Literature. "People should feel threatened as this has serious implications for their professional lives."

"There's nothing easy about doing this at all," says Dr. LeRoy Summers, Dean of Graduate Studies. "We must perform this review with an eye toward reducing the graduate programs,"
Graduate faculty at the University of Snave Senoj publicly chafed at the criteria by which their programs are being measured. In an e-mail message to his colleagues, one faculty member accused the panel of racism for noting that a graduate program in Arabic Studies has very few domestic students enrolled. Faculty members say they believe most of the lower-ranking programs are in the humanities. Among them may be a Ph.D. program in film studies, a Ph.D. program and a master's program in Comparative Literature, and a Ph.D. program and a master's program in American history.

The 19-member task force has a deadline of six months for discussions among deans and department chairs and releasing a final report on its conclusions. The task force has tried to temper suspicions; however, there is no consensus on what criteria should be used to determine program cuts or reorganization.

### Case Study 2

Cleveland Bradley College led a year long review of all of its undergraduate programs that began in early 2008 as a way for the institution to take a closer look at how it used its resources and to decide whether ineffective or low-enrollment programs should be scaled back. The committee, made up of faculty, staff and students representing the five academic units, surveyed programs to learn general information about each program and then sought more-specific data about each, including faculty productivity, quality of applicants, and number of students enrolled.

The academic programs were then ranked and measured by members of their own groups. Although programs fell into tiers, their rankings were not the only factor used to decide their fate., Dr. Brandon Brown remarked, "If a program served a local need that was taken into consideration."

What was not taken into consideration at Cleveland Bradley College was how its undergraduate programs measured against comparable programs in respective disciplines across the country, Dr. Brown observed, "Conveying that to people is hard. When you are doing a review like this,
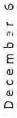
that is not what you are trying to do. The review is to determine how programs measure up at your institution. The program might not be a strong one at our school."

The committee recommended 18 of the 23 program cuts that were approved by the faculty and the Board of Trustees. Other programs were streamlined or were turned into self-sustaining enterprises. Some programs have been allowed to fund raise themselves back into business.[i]
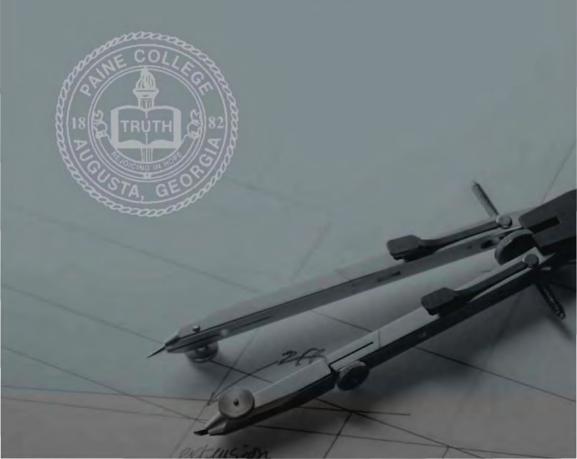
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[i] Cases were developed based on information in the article Faculty and Staff Struggle with Program Cuts, *Chronicle of Higher Education*, 2/12/2010, Vol. 56 Issue 22, pA12-A4, 2p.

# PAINE COLLEGE

*Strategic Planning*

To the Paine College Community,

The history of Paine College indicates that the institution was "founded in 1882 as the result of an unusual collaboration between Black and White Methodists who believed in church-related education as a means of advancement for a newly freed and underserved people." Throughout the years, a dedicated faculty and staff have maintained high standards for students who are committed to the ideal "to love truth and seek it above material things."

Paine College has continued to produce "self-sufficient and productive citizens, committed to intellectual pursuits and aesthetic appreciation in a global society." Steeped in the liberal arts tradition, Paine College emphasizes academic excellence, ethical and spiritual values, social responsibility, and personal development.
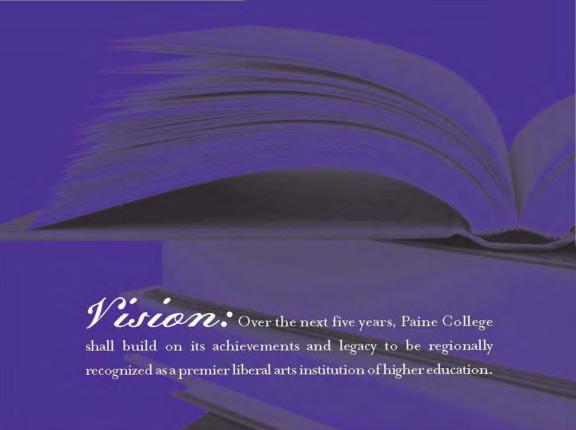
In the Spring of 2008, the Paine College community examined information from the college's previous strategic plan and began the process of developing a strategic plan to guide the college through the next five years. I would like to thank members of the Strategic Planning Committee for the time and effort spent in crafting the plan. I am grateful for the time and attention the many faculty, staff, students, members of the Augusta community, alumni and members of the Board of Trustees dedicated to this process through focus groups and town hall meetings. The active engagement of all constituents produced a vision for Paine College that guides all of the work that we do.

At the October 2008 meeting of the Board of Trustees, the 2008-2012 Paine College Strategic Plan was approved. This strategic plan includes new mission and vision statements, a set of core values as well as strategic goals. The vision for Paine College is to be a premier liberal arts institution of higher education in the region. This vision will be accomplished through strengthened faculty capacity, student engagement and measured student learning outcomes, technology infrastructure development, facilities enhancement and "friend" raising.

I encourage you to read this important document and to use it as a part of your day-to-day work, interactions with Paine College constituents and as a guide for the development of new initiatives. The adoption of this strategic plan is a significant step toward realizing the shared vision for Paine College.

George C. Bradley,
President

**Vision:** Over the next five years, Paine College shall build on its achievements and legacy to be regionally recognized as a premier liberal arts institution of higher education.

**Mission:** The Mission of Paine College, a church-related private institution, is to provide a liberal arts education of the highest quality that emphasizes academic excellence, ethical and spiritual values, social responsibility, and personal development to prepare men and women for positions of leadership and service in the African American community, the nation, and the world.

*Core Values*

Excellence

Appreciation of Heritage

Integrity

Fiscal Responsibility

Service

# I. FACULTY CAPACITY

- Recruit, develop and retain excellent faculty with a minimum of 70% holding the terminal degree.

- Increase faculty scholarly productivity (i.e. Grants, refereed publications and presentations, and/or creative works) that further the techniques of understanding fields across each academic division.

- Develop the area of sponsored programs and research to ensure that it facilitates faculty research and grantsmanship in all academic areas.

- Develop and implement a faculty evaluation system that documents teaching (as measured by student learning) and is facilitated by research and service that is germane to the mission and the vision of the College.

- Continue to pursue the national or special accreditation of all academic programs where feasible.

- Assess existing academic organizational structure and study feasibility and advantage of school structure.

- Implement select graduate programs

# II. STUDENT ENGAGEMENT

- Develop strategies for expanding the religious life program on campus

- Schedule more innovative programs that are of student interest for their spiritual and social development

- Increase student attendance at assembly to 75%

- Increase to 10% the number of students who engage in experiential learning opportunities beyond the campus (i.e. internships, study abroad)

- Recruit and retain a diverse body of 1100 students

- Increase the freshman to sophomore retention rate by at least 5%

- Decrease the number of students who remain at the freshman level after the completion of the first year of academic study

- Strengthen intramural and intercollegiate athletic programs

- Develop and implement an entrance and exit inventory to measure student experiences

## III. FACILITIES ENHANCEMENT

- Develop a plan for strategic land acquisition (purchase property within 1-3 mile radius)

- Develop and utilize a 25 year college master plan and use it as a guideline for prioritizing facility maintenance and development (Broken down into 5-year intervals)

- Develop a plan and secure the resources to facilitate the following projects over the next five years:

- Health Education and Activities Learning (HEAL) Complex

- Renovate Mary Helm Hall Residence Halls

- Upgrade Research labs

- Renovate Gilbert-Lambuth Chapel/Odeum

- Develop and fund a landscaping plan and a plan for better campus signage

- Establish "green" policies throughout the campus

## IV. TECHNOLOGY INFRASTRUCTURE

- Develop and implement a process for Enterprise Resource Planning (ERP) ™

- Increase faculty engagement in the use of technology for synchronous and asynchronous work and learning

- Establish a professional development training, retraining and assessment program

- Increase the capacity for online programs

- Establish policies and practices that govern the management of technology

- Increase staff use of technology to manage the business of their respective offices

## V. "FRIEND" RAISING

- Increase non-tuition funding by 60% via increases in the annual fund, endowment, grants and new revenue sources

- Decrease the overall discount rate by 4% each year

- Increase overall endowment via fundraising by at least 5% per year

- Raise $14 million to complete the H.E.A.L. project

- Expand collaborations with individuals, other institutions and organizations

- Increase visibility and accessibility

- Build databases of potential "friends"

- Develop a marketing strategy to promote Paine College

- Increase Alumni Giving

PAINE COLLEGE
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AUGUSTA, GA 30901
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# Long Range Planning Process

# Long Range Planning

George C. Bradley

Paine College

January 7, 2008

# MISSION

- ◆ **Chair**

# VISION

- ◆ **Chair**

# VALUES

- ◆ **Chair**

# STRATEGIC GOALS

- ◆ **Chair**

# Mission: Chair's Duties

- Review Paine's Mission
- Review missions of other institutions*
- Go over material with members of your team (benchmarking)
- Work with team to suggest possible realignment to Paine's Mission (prepare rationales for suggested changes)
- Document recommendations and report findings to the total group

# Vision : Chair's Duties

- ◆ Review Paine College's Vision .
- ◆ Review visions at other institutions*
- ◆ Go over material with members of your team (benchmarking)
- ◆ Work with team to suggest possible realignment to Paine's Vision (prepare rationales for suggested changes)
- ◆ Document recommendations and report findings to the total group

# Values: Chair's Duties

- ◆ Review Paine College's Values
- ◆ Review Values at other institutions*
- ◆ Go over material with members of your team (benchmarking)
- ◆ Work with team to suggest possible realignment to Paine's Values (prepare rationales for suggested changes)
- ◆ Document recommendations and report findings to the total group

# Strategic Goals: Chair's Duties

- Review Paine's Strategic Goals
- Review strategic goals at other institutions*
- Go over material with members of your team (benchmarking)
- Work with team to suggest possible realignment to Paine's strategic goals (prepare rationales for suggested changes)
- Document recommendations and report findings to the total group

**Long Range Planning Session**
**Date**
**Location**
**Paine College**
**AGENDA**

- I.       Lunch                                   12:30 p.m. – 1:00 p.m.
- II.      Introduction                         1:00 p.m. – 1:15 p.m.
- III.     Team Building Activity          1:15 p.m. – 1:30 p.m.
- IV.     Session Overview                 1:30 p.m. – 1:45 p.m.
- V.      Breakout Session                 1:45 p.m. – 3:15 p.m.
- VI.     Small Group Reporting          3:15 p.m. – 4:15 p.m.
- VII.    Wrap Up Session                 4:15 p.m. – 4:30 p.m.

# Paine College
## Augusta Georgia
## LONG RANGE PLANNING COMMITTEE
## TIMELINE

- February 6, 2008      LRPC Retreat
- February 24, 2008      LRPC UPDATE
- February 28, 2008      LRPC UPDATE
- May 2008      Students Meeting
- May, 2008      Faculty Meeting
- June, 2008      Staff Meeting
- June 21, 2008      Alumni Meeting
- August, 2008      Town Hall Meeting
- October 2008      Board of Trustees

# REVIEW MATERIAL

- For Staff:

- After receiving the e-mail to your address, Please respond by replying to my message with your input, or send your e-mail to <u>LRPstaff@mail.paine.edu</u>. We will review your responses.

# Volume II

- **STRATEGIC GOAL I:**
- **Objective #1**
- Strategic/Action Plan
- Time Line:
- Estimated Cost:
- Responsible Person(s)/Department
- Assessment Procedure
- Use of Assessment Results

# PAINE
## C O L L E G E

18 82

*Gateway to the World*

## Strategic Plan
## *Implementation Processes*
## October 2009

## WWW.PAINE.EDU

# Strategic Plan
## Implementation Process

**Goal**
Faculty Capacity

**Objective**
Increase faculty scholarly productivity (i.e., grants, referred publications and presentations, and/or creative works) that further the techniques of understanding fields across each academic division.

**Strategic/Action Plan**

- Establish a support team/unit to assist faculty with identifying sources of funding; providing template information about the college; and to assist with a preparation, budget development and submission
  - Cost: – $2,000
  - Timeline: Fall 2009
- Establish quotas for each Division and monitor this through monthly reports and through the annual evaluation process
  - Cost: –
  - Timeline: Fall 2009
- Assess faculty needs in the area of scholarly productivity and provide faculty development to address identified needs
  - Cost: - $5,000
  - Timeline: September - April 2009
- Identification, design and implementation of an award system for person on a scholarly activity enhancement plan
  - Cost: -
  - Timeline: September 2009

**Person/Division Responsible**

Sponsored Programs Director
Vice President of Academic Affairs

**Assessment Procedures**

- Determination of the number of proposals
  - Developed
  - Submitted
  - Funded
- Monetary value of proposals
  - Developed
  - Submitted
  - Funded

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- Faculty productivity in scholarly activity (grants, articles, referred publications, etc.) overall and by divisions

## Use of Assessment Results

- Determine where strengths and challenges are within each Division and develop an action plan and implement same to maintain and enhance the strengths and remove the challenges

Goal
Facilities Enhancement

**Objective**
Develop a plan for strategic land acquisition (purchase property within 1 – 3 mile radius)

**Strategic/Action Plan**

- Consult with Strategic Plan and the College Master Plan for guidance on acquisitions
    - Cost: - $0.00
    - Timeline: Spring 2010
- Form a committee to research and target properties
    - Cost: - $0.00
    - Timeline: Spring 2010
- Develop a plan to identify properties that fit the guidelines of Master Plan and Strategic Plan
    - Cost: - $0.00
    - Timeline: Spring 2010
- Prioritize acquisitions based on suggestions from committee meetings, Strategic Plan, Master Plan and Administrative Council
    - Cost: - $0.00
    - Timeline: Spring 2010
- Develop and implement a plan for land acquisition process
    - Cost: - $0.00
    - Timeline: Spring 2010
- Develop a reporting process for Administrative Council to review acquisition process
    - Cost: - $0.00
    - Timeline: Spring 2010
- Identify funding resources for land acquisitions i.e., private donors, government grants, capital campaign funds
    - Cost: - $0.00
    - Timeline: Spring 2010
- Develop a strategic partnership with local Augusta realtors to identify at least five properties using the College Master Plan and Strategic Planning Committee minutes as a guideline
    - Cost: – TBD
    - Timeline: Spring 2010
- Secure approval of Administrative Council and Board of Trustees for acquisition of targeted properties
    - Cost: – TBD
    - Timeline: Spring 2010

**Person/Division Responsible**

Vice President of Administrative and Fiscal Affairs

Vice President of Institutional Advancement

**Assessment Procedures**

- Review minutes from strategic planning and master plan committee meetings for land acquisition guidelines
- Review committee meeting minutes to research and target properties
- Monitor strategic planning and master plan guidelines through committee minutes to formulate properties acquisition lists
- Review committee meeting minutes to prioritize list of properties and to implement the acquisition process
- Review committee minutes to implement a project plan to manage the transition process with milestones, timelines, and budgets

**Use of Assessment Results**

- Results will be used to evaluate progress and achievement of desired targets
- Results will be used to determine opportunities for continuous improvement and growth
- Results will be used to formulate, prioritize, and implement the acquisition process of targeted properties
- To identify funding resources
- To evaluate targeted acquisitions to be submitted to the appropriate bodies for approval (Administrative Council and Board of Trustees)

Goal:
Technology Infrastructure

**Objective**
Develop and implement a process for Enterprise Resource Planning (ERP)™
Defined: An ERP system is a service-oriented architecture with modular hardware and software units or "services" that communicate on a local area network.

**Strategic/Action Plan**

- Complete implementation of SharePoint Server to enhance communication and collaboration between Dept. Chairs, faculty and staff relative to a project or publication (i.e.: project collaboration, Dept. dash board, Student dash board)
  - o Cost: - $4,000
  - o Timeline: October 2009
- Complete installation of SAN "Storage Area Network" a vault for campus wide storage of key data by commissioning data shares (i.e.: Institutional archives, Registrar, Admissions and user backups)
  - o Cost: - $4,000
  - o Timeline: October 2009
- Implement Milestone project software to enhance lateral input from various faculties collaborating on a particular project
  - o Cost: - $2,000
  - o Timeline: December 2009
- Complete installation of Microsoft communications server for Unified messaging, voicemail, and fax (i.e.: VOIP)
  - o Cost: - $70,000
  - o Timeline: January 2012
- Conduct campus wide assessment of our current Enterprise Resource software package "Jenzabar" by engaging key stakeholders, through surveys, meetings, and workshops to address their needs and determine their skill level
  - o Cost: - $45,000
  - o Timeline: December 2010
- Establish Technology Action Committee
Technology Action Committee composed of faculty, staff, and student body president to review results of surveys, meetings, and workshop. TAC committee will monitor change management process, any installation or updates that could be service impacting. (i.e.: Create change management form and review with TAC)

**Person/Division Responsible**

Director of I.T.
Technology Action Committee
Assessment Procedures

- Assess the skill level of the faculty and staff by determining their comfort level with their respective modules relative to our enterprise software. Determine how many users are familiar with Microsoft SharePoint tool. Additionally, determine where users store their data.

## Use of Assessment Results

- Assessment results will be used to determine end users collaboration and interaction with other faculty and staff.
- Use assessment results to make relevant changes suggested by key stakeholders. (i.e.: user friendly equipment)
- Monitor life cycle of all ERP systems to ensure equipment and software is current within Paine College 5 year plan.

## Strategic Plan
## Implementation Process

**Goal**

"Friend" Raising

**Objective**

Increase non-tuition funding by 60% via increases in the annual fund, endowment, grants and new revenue sources

**Strategic/Action Plan**

- Review and report findings of the Colleges' overall non-tuition funding
  - Cost: - $500
  - Timeline: September 2009
- Examine College's annual fund, endowment practices, grants and revenue sources
  - Cost: - $1,000
  - Timeline: October 2009
- Develop a strategic plan to address increasing non-tuition funding using data collected
  - Cost: - $1,000
  - Timeline: September 2009
- Increase grant funding with the hiring of a Director of Sponsored Programs
  - Cost: - $70,000
  - Timeline: October 2009
- Establish new revenue sources through research and "friend raising"
  - Cost: - $3,000
  - Timeline: Yearly
- Establish new Office of Government Relations – Hire firm to promote Paine College in Washington, DC and address other related funding activities
  - Cost: - $100,000
  - Timeline: October 2009

**Person/Division Responsible**

Vice President of Institutional Advancement

**Assessment Procedures**

- Review findings of non-tuition data
- Review College's annual fund, endowment practices, grants and revenue sources
- Hire Director of Sponsored Programs
- Establish Governmental Relations Office

**Use of Assessment Result**

- Results will be used to evaluate growth in funding and areas producing the greater percentages of revenue

# PAINE COLLEGE

## PLANNING AND EVALUATION GUIDELINES AND PROCEDURES MANUAL

## 2009

# PAINE COLLEGE

# PLANNING AND EVALUATION GUIDELINES AND POLICIES MANUAL

## 2009

Committee on
Strategic Planning and Evaluation
(CSPE)

Institutional Effectiveness Team
(IET)

www.paine.edu

Office of Planning and Evaluation
Paine College
1235 15th Street
Augusta, Georgia 30901-3182
(706) 821-8324

## Table 2
## Paine College
## Planning Cycle

| Planning Action | Calendar/Date |
|---|---|
| Units implement and continually evaluate plans and activities | On-going |
| Professional Development Plans (PDPs) due to vice presidents | August 15 |
| Outcome Reports due to Division Chairs | August 20 |
| Outcome Reports due to Vice Presidents | August 25 |
| Outcome Plans due to Division Chairs | August 27 |
| Outcome Reports due to the Office of Planning and Evaluation | September 1 |
| Outcome Plans due to Vice Presidents | September 1 |
| Professional Development Plans (PDPs) due to the Office of the President | September 1 |
| Outcome Reports due to the Office of the President | September 8 |
| Outcome Plans due to the Office of Planning and Evaluation | September 8 |
| Outcome Plans due to the Office of the President | September 15 |
| Board of Trustees' Fall Report from vice presidents due to the Office of the President | Six (6) weeks prior to Fall Meeting |
| President submits Strategic Plan update to the Board of Trustees | October Meeting |
| Mid-year faculty evaluations due to President if necessary | January 16 |
| Budgets completed | March 1 |
| Board of Trustees' Spring Report from vice presidents due to the Office of the President | Six (6) weeks prior to Spring Meeting |
| Faculty evaluations due to Vice President and Dean of Academic Affairs (includes current PDP review) | April 17 |
| President submits Strategic Plan update to the Board of Trustees | April Meeting |
| Five-Year Evaluation Reports due | April 30 |
| Professional Development Plans (PDPs) due to division chairs | May 1 |
| Committee on Strategic Planning and Evaluation reviews and revises Planning and Evaluation Guidelines and Procedures | On-going |
| Staff evaluations due to vice presidents (includes current PDP review) | May 15 |
| Staff PDPs due to supervisors | June 1 |
| President submits Strategic Plan update to the Board of Trustees | June Meeting |

**Appendix F**
**Paine College**
**Assessment Calendar**

All units should disseminate assessment results through out the year to members
of their unit and to other units as deemed appropriate.

| Month | Activities | Completed By |
|---|---|---|
| August | Compile summer session data for use in assessing intended results | All units |
| | Distribute senior survey report to faculty | Office of Institutional Research |
| | Generate registration reports | Offices of Institutional Research, Registration, Student Affairs, Administrative and Fiscal Affairs, Financial Aid, Information Technology Services |
| | Administer placement tests | General Education Support Services |
| | Assess orientation activities | Student Affairs |
| | Review Professional Development Plans (PDPs) and submit to the vice presidents | Supervisors |
| | Complete and submit Outcome Reports to Division Chairs and Vice Presidents | All units |
| | Complete and submit Outcome Plans to Division Chairs | All units |
| September | Complete and submit Outcome Reports to the Offices of Planning and Evaluation and the President | Vice Presidents and the Director of Planning and Evaluation |
| | Complete and submit Outcome Plans to vice presidents; begin implementation of Outcome Plan activities | All units |
| | Submit PDPs to the Office of the President | Senior Administrators |
| | Submit Outcome Plans to the Offices of Planning and Evaluation and the President | Vice Presidents and the Director of Planning and Evaluation |
| | Collect data for GESS Non-returnee Report | GESS |

## Appendix F
## Paine College
## Assessment Calendar

All units should disseminate assessment results through out the year to members of their unit and to other units as deemed appropriate.

| Month | Activities | Completed By |
|---|---|---|
| | Review fall semester course offerings (add/drop, etc.) | Academic units |
| | Initiate faculty and staff evaluation | All units |
| | Complete revisions to the Strategic Plan | CSPE |
| | Complete fall report for the Board of Trustees and submit to the Office of the President | Vice Presidents |
| October | Administer Sophomore Proficiency Examination in English (SPEE) | Department of English and Foreign Languages |
| | Distribute freshman report including placement test results and Non-returnee Report | General Education Support Services |
| | Administer major field examinations | Academic units |
| | Approve budget for current year and Strategic Plan for next academic year | Board of Trustees |
| | Submit Strategic Plan update to the Board of Trustees | President |
| | Initiate pre-planning for next year's budget | Vice President of Administrative and Fiscal Affairs |
| November | Complete pre-registration process | Students, advisors, faculty |
| | Order books based on pre-registration figures | Faculty |
| | Administer English Exit Examination in all Enhancement and composition courses | Department of English and Foreign Languages |
| | Administer Enhancement Mathematics exit examination | General Education Support Services |
| | Administer major field examinations | Academic units |
| | Evaluate faculty for fall semester | Students |
| December | Compile fall semester data for use in evaluating student learning outcomes | All units |
| | Administer Enhancement Mathematics exit examination | General Education Support Services |
| | Administer Enhancement Reading exit examination | General Education Support Services |

**Appendix F**
**Paine College**
**Assessment Calendar**

All units should disseminate assessment results through out the year to members of their unit and to other units as deemed appropriate.

| Month | Activities | Completed By |
|---|---|---|
| | Complete planning for spring semester | All units |
| January | Generate registration reports | Offices of Institutional Research, Registration, Student Affairs, Administrative and Fiscal Affairs, Financial Aid, Information Technology Services |
| | Administer placement tests | General Education Support Services |
| | Assess orientation activities | Student Affairs |
| | Review spring semester course offerings (add/drop, etc.) | Academic units |
| | Initiate budget process for next academic year | Vice President of Administrative and Fiscal Affairs |
| | Complete mid-year faculty evaluations if necessary | Department Coordinators and Division Chairs |
| February | Submit faculty recommendations for contract renewal | Division Chairs and Vice President and Dean of Academic Affairs |
| | Distribute freshman report including placement test results and Non-returnee Report | General Education Support Services |
| | Complete unit budget proposals to be reviewed by the Vice President of Administrative and Fiscal Affairs | All units |
| | Initiate planning for next year's schedule of course offerings | Vice President and Dean of Academic Affairs |
| March | Submit proposed course offerings for next academic year | Academic Units |
| | Administer SPEE | Department of English and Foreign Languages |
| | Administer major field examinations | Academic units |
| | Complete budget proposal to be reviewed by the Board of Trustees | All units and sub-units |

**Appendix F**
**Paine College**
**Assessment Calendar**

All units should disseminate assessment results through out the year to members of their unit and to other units as deemed appropriate.

| Month | Activities | Completed By |
|---|---|---|
|  | Complete spring report for the Board of Trustees and submit to the Office of the President | Vice Presidents |
|  | Mail report to the Board of Trustees | President |
| April | Complete pre-registration process | Students, advisors, and faculty |
|  | Order books based on pre-registration figures | Faculty |
|  | Administer English Exit Examination in all Enhancement and composition courses | Department of English and Foreign Languages |
|  | Administer Enhancement Mathematics exit examination | General Education Support Services |
|  | Administer major field examinations | Academic units |
|  | Common Curriculum assessment | Assessment Committee and faculty |
|  | Evaluate faculty for spring semester | Students |
|  | Complete faculty evaluations (includes current PDP review) | Academic unit supervisors |
|  | Administer senior questionnaire | Office of Institutional Research |
|  | Submit Strategic Plan Update to the Board of Trustees | President |
|  | Approve tentative budget for next academic year | Board of Trustees |
|  | Complete "Five-Year Evaluation Report" | Scheduled units |
|  | Make faculty recommendations for merit pay | Academic unit supervisors and Vice President and Dean of Academic Affairs |
| May | Analyze graduation statistics | Academic units and Office of Institutional Research |
|  | Administer Enhancement Mathematics exit examination | General Education Support Services |
|  | Administer Enhancement Reading exit examination | General Education Support Services |

## Appendix F
## Paine College
## Assessment Calendar

All units should disseminate assessment results through out the year to members of their unit and to other units as deemed appropriate.

| Month | Activities | Completed By |
|---|---|---|
| | Compile spring semester data for use in evaluating student learning outcomes | All units |
| | Submit PDPs to Division Chairs | Faculty Members |
| | Complete staff evaluations (includes current PDP review) with recommendations for merit pay | All unit supervisors |
| | Initiate development of Outcome Plans for next academic year, review Strategic Plan and "Five-year Evaluation Reports" | CSPE, IE Team |
| June | Submit PDPs to supervisors | Staff |
| | Submit Strategic Plan update to the Board of Trustees | President |
| | Generate registration reports | Offices of Institutional Research, Registration, Student Affairs, Administrative and Fiscal Affairs, Financial Aid, Information Technology Services |
| | Administer placement tests | General Education Support Services |
| | Assess summer testing activities | General Education Support Services, Student Affairs, Admissions |
| | Evaluate summer session course offerings | Academic units |
| July | Administer Enhancement Mathematics exit examination | General Education Support Services |
| | Administer English Exit Examination in all Enhancement and composition courses | Department of English and Foreign Languages |
| | Distribute tentative budgets | Vice President of Administrative and Fiscal Affairs |

## Appendix F
## Paine College
## Assessment Calendar

All units should disseminate assessment results through out the year to members of their unit and to other units as deemed appropriate.

| Month | Activities | Completed By |
|---|---|---|
| | Submit senior survey report to senior administrators | Office of Institutional Research |

# Agendas from Meetings of the Committee on Strategic Planning and Evaluation (CSPE)

PAINE COLLEGE
AUGUSTA, GEORGIA


COMMITTEE ON STRATEGIC PLANNING
AND EVALUATION (CSPE)


C.H.O.I.C.E.S. Conference Room
Peters Campus Center
Tuesday, June 8, 2010
2:00 p.m.


REVISED AGENDA


I.      Invocation

II.     Approval of Minutes

III.    Statement of the President ..................................................... Dr. George C. Bradley

IV.     Developing Status/Update Reports on the Strategic Plan......... Dr. Curtis E. Martin

IV.     Reports for the next meeting

| Goal I:  FACULTY CAPACITY | Responsible |
| --- | --- |
| **Objective** | **Person(s)** |
| Recruit, develop and retain excellent faculty | Dr. Peterson |
| Develop the area of Sponsored Programs & Research | Dr. Peterson |
| Implement select graduate programs | Dr. Peterson |

| GOAL II: STUDENT ENGAGEMENT | |
| --- | --- |
| **Objective** | |
| Develop strategies for expanding religious life | Dr. Felder; Dr. Cardenas |
| Schedule more innovative programs | Dr. Felder; Dr. Cardenas |
| Increase student attendance at Assembly to avg. of 75% | Dr. Felder; Dr. Cardenas |
| Strengthen intramural athletics programs | Dr. Cardenas |

V.      Adjournment

**Next Meeting:      Tuesday, July 13, 2010; 2:00 PM; Gandy-Richardson Lecture Hall**

**PAINE COLLEGE**
**AUGUSTA, GEORGIA**


**COMMITTEE ON STRATEGIC PLANNING**
**AND EVALUATION (CSPE)**


Gandy-Richardson Lecture Hall
Tuesday, July 13, 2010
2:00 p.m.


AGENDA


I.      Invocation

II.     Approval of Minutes (January 12 and June 8)

III.    Statement of the President ................................................................ Dr. George C. Bradley

IV.     Definition of Core Values.................................................................Mr. Joseph Tinsley

V.      Review of Proposed Changes to Outcome Plan Form and
        Professional Development Plan (Staff) ..................................... Dr. Tina Marshall-Bradley

IV.     Reports

| Goal I:  FACULTY CAPACITY | Responsible |
|---|---|
| **Objective** | **Person(s)** |
| Recruit, develop and retain excellent faculty | Dr. Peterson |
| Develop the area of Sponsored Programs & Research | Dr. Peterson |
| Implement select graduate programs | Dr. Peterson |

| GOAL II: STUDENT ENGAGEMENT | |
|---|---|
| **Objective** | |
| Develop strategies for expanding religious life | Dr. Felder; Dr. Cardenas |
| Schedule more innovative programs | Dr. Felder; Dr. Cardenas |
| Increase student attendance at Assembly to avg. of 75% | Dr. Felder; Dr. Cardenas |
| Strengthen intramural athletics programs | Dr. Cardenas |

V.      Review of August presentations ...................................................Dr. Cheryl Evans Jones

V.      Adjournment

**Next Meeting: Tuesday, August 10, 2010; 2:00 PM; Gandy-Richardson Lecture Hall**

PAINE COLLEGE
AUGUSTA, GEORGIA


COMMITTEE ON STRATEGIC PLANNING
AND EVALUATION (CSPE)


Gandy-Richardson Lecture Hall
Tuesday, August 10, 2010
2:00 p.m.


AGENDA


I.  Invocation

II.  Approval of Minutes

III.  Statement of the President

IV.  Updates on the Strategic Plan Implementation Process

| GOAL II: STUDENT ENGAGEMENT | Responsible |
| --- | --- |
| **Objective** | **Person** |
| Strengthen intercollegiate athletics programs | Coach Spry |

| Goal IV: TECHNOLOGY INFRASTRUCTURE | Responsible |
| --- | --- |
| **Objective** | **Person** |
| Develop & implement a process for Enterprise Resource Plan | Mr. Hicks |
| Increase faculty engagement in use of technology | Mr. Hicks |
| Establish a professional development program | Mr. Hicks |
| Increase the capacity for online programs | Mr. Hicks |
| Establish policies & practices that govern technology | Mr. Hicks |
| Increase staff use of technology | Mr. Hicks |

| Goal V: "FRIEND" RAISING | Responsible |
| --- | --- |
| **Objective** | **Person** |
| Develop a marketing strategy to promote Paine College | Mr. Brown |

IV.  Adjournment

**Next Meeting:Tuesday, September 14, 2010; 2:00 PM; Gandy-Richardson Lecture Hall**

**PAINE COLLEGE**
**AUGUSTA, GEORGIA**


**COMMITTEE ON STRATEGIC PLANNING**
**AND EVALUATION (CSPE)**


**Gandy-Richardson Lecture Hall**
**Tuesday, September 14, 2010**
**2:00 p.m.**


**AGENDA**

I.      Invocation

II.     Approval of Minutes

III.    Statement of the President

IV.     Updates on the Strategic Plan Implementation Process

| Goal V: "FRIEND" RAISING<br>Objective | Responsible<br>Person(s) |
|---|---|
| Increase non-tuition funding by 60% | Mr. Brown |
| Decrease the overall discount rate by 4% each year | Mr. Brown |
| Increase the overall endowment via fundraising by 5% | Mr. Brown |
| Expand collaborations | Mr. Brown |
| Increase visibility and accessibility | Mr. Brown |
| Build databases of potential "friends" | Mr. Brown |
| Increase Alumni giving | Mr. Brown |

IV.     Adjournment


**Next Meeting:Tuesday, October 12, 2010; 2:00 PM; Gandy-Richardson Lecture Hall**

**PAINE COLLEGE**
**AUGUSTA, GEORGIA**


**COMMITTEE ON STRATEGIC PLANNING**
**AND EVALUATION (CSPE)**


**Gandy-Richardson Lecture Hall**
**Tuesday, October 19, 2010**
**2:00 p.m.**


**AGENDA**


I.      Invocation

II.     Approval of Minutes

III.    Statement of the President

IV.     Updates on the Strategic Plan Implementation Process

| | |
|---|---|
| **Goal I:  FACULTY CAPACITY** | **Responsible** |
| **Objective** | **Person(s)** |
| Increase faculty scholarly productivity | Dr. Peterson |
| Develop and implement a faculty evaluation system | Dr. Peterson |
| Continue to pursue national or special accreditation | Dr. Peterson |
| Assess feasibility of school structure | Dr. Peterson |

**Goal II: STUDENT ENGAGEMENT**
**Objective**

| | |
|---|---|
| Increase to 10% students in experiential learning opportunities | Dr. Peterson |
| Recruit & retain a diverse body of 1100 students | Mr. Tinsley |
| Increase the freshman to sophomore retention rate by 5% | Dr. Peterson; Dr. Cardenas |
| Decrease the # of students who remain at freshman level after the completion of the first year of academic study | Dr. Peterson |


IV.     Adjournment

**Next Meeting:Tuesday, November 9, 2010; 2:00 PM; C.H.O.I.C.E.S Conference Room**

**PAINE COLLEGE**
**AUGUSTA, GEORGIA**

**COMMITTEE ON STRATEGIC PLANNING**
**AND EVALUATION (CSPE)**

**Gandy-Richardson Lecture Hall**
**Tuesday, November 9, 2010**
**2:00 p.m.**

**AGENDA**

I.      Invocation

II.     Approval of Minutes

III.    Statement of the President

IV.     Updates on the Strategic Plan Implementation Process

| | Responsible Person(s) |
|---|---|
| **Goal II: STUDENT ENGAGEMENT** <br> **Objective** <br> Recruit and retain a diverse body of 1100 students | Dr. Cardenas; <br> Dr. Peterson |
| **Goal V: "FRIEND" RAISING** <br> **Objective** <br> Raise $14 million to complete H.E.A.L. Complex | Mr. Brown |
| **Goal III: FACILITIES ENHANCEMENT** <br> **Objective** <br> Develop plan for strategic land acquisition (1-3 mile radius) | Mr. Summers |
| Develop/utilize 25 yr. master plan for facility maintenance | Mr. Summers |
| Develop a plan & secure resources to facilitate projects over the next 5 years: | Mr. Summers |
| Health Education Activities Learning Complex <br> Renovate Mary Helm Hall & Residence Halls <br> Upgrade research labs <br> Renovate Gilbert-Lambuth Chapel/Odeum <br> Haygood-Holsey Hall | |
| Develop/fund landscaping plan | Mr. Summers |
| Establish "green" policies | Mr. Summers |

IV.     Adjournment

**Next Meeting:**      **Tuesday, December 14, 2010; 2:00 PM; Gandy-Richardson Lecture Hall**