

COLLEGE OF COASTAL GEORGIA
INSTITUTIONAL STRATEGIC PLAN
PROCESS AND OVERVIEW
2006 - 2011



Academic Years 2006-2007 and 2007-2008
and
Developmental Goals for Academic Year 2008-2009

College of Coastal Georgia
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TABLE OF CONTENTS

	PAGE
I. DESCRIPTION OF THE COLLEGE OF COASTAL GEORGIA.....	1
II. MISSION STATEMENT - INSTITUTIONAL PRIORITIES.....	2
III. DESCRIPTION OF THE INSTITUTIONAL PLANNING STRUCTURE AND PROCESS	3
A. COLLEGE ORGANIZATION	3
B. PROCESS DESCRIPTION	3
C. PLANNING CYCLE.....	4
D. BUDGET LINKAGES.....	4
OVERVIEW OF THE PLANNING CYCLE	6
ORGANIZATIONAL CHART	7
IV. GOALS REMAINING FROM 2006 and 2007 PLANS.	8
V. NEW DEVELOPMENTAL GOALS 2008-2009.	11

I. DESCRIPTION OF THE COLLEGE OF COASTAL GEORGIA

The College of Coastal Georgia (formerly, Coastal Georgia Community College and Brunswick College) was established in 1961 by the Board of Regents of the University System of Georgia. The citizens of Brunswick and Glynn County approved a one-million dollar bond issue for construction of buildings and purchase of land.

Construction of the physical plant began in 1963 and the buildings were ready for occupancy in September of 1964. From the early 1970's until 1987, postsecondary technical and adult education programs were offered in a collaborative fashion under the governance of the Board of Regents and the oversight of the Georgia State School Board. In 1987, the Department of Technical and Adult Education was created by the Georgia General Assembly and the College's postsecondary technical and adult education programs were provided under the auspices of this new State government agency.

The Board of Regents authorized a satellite location to serve the needs of Camden County residents in December 1992 and classes began in the former Kingsland Elementary School in January 1993. The Camden Center was constructed, allowing a permanent facility to open in May 2004.

Upon the recommendations of consultants retained by the Board of Regents to review institutional missions and because of Brunswick College's clear geographic service region and commitment to a comprehensive mission of transfer programs, technical programs, lifelong learning, and community service, the Board of Regents adopted the name of *Coastal Georgia Community College* for Brunswick College in July of 1996. In 2001, adult literacy programs to serve Glynn, McIntosh, and Camden counties were assigned to Coastal Georgia Community College by the Department of Technical and Adult Education.

During 2007, the Board of Regents commissioned a study of baccalaureate degree program access in the coastal region of Georgia. That study confirmed, as did a previous study in 1982, that the area had low educational attainment exacerbated by limited higher education options. In January 2008, the study (known as *The Morgan Report*) was issued and accepted by the Board of Regents. The study served as the catalyst for a comprehensive mission and name change for the College, in actions taken by the Board of Regents during April and June 2008. Effective July 1, 2008, the institution became a state college renamed as the College of Coastal Georgia and the Board of Regents authorized an initial array of targeted baccalaureate programs in the fields of education, business and nursing.

Over the academic year 2008-2009, the College of Coastal Georgia will undertake an extensive transformation of its mission, planning processes, organizational structure,

and academic program offerings. This interim strategic plan with developmental goals for the year represents an initial phase in the college's transformation. Following the close of the academic year, a new strategic planning process will be undertaken with the objective of completely reformulating the planning and evaluation process. To be successful, the new process must flow from the experiences, learnings and accomplishments of the transformational process. As such, the academic year 2008-2009 represents a time of tactical engagement to be followed by environmental scanning and then development of a new strategic planning and outcome assessment process.

II. MISSION STATEMENT - AREAS OF INSTITUTIONAL EMPHASIS

As one of eight (8) designated state colleges among the thirty-five (35) institutions within the University System of Georgia, the College of Coastal Georgia plays an important role in providing both access and advanced educational opportunities. The College is the only state college in Southeast Georgia.

The institution's new mission statement was adopted by the Board of Regents in June 2008.

As a state college of the University System of Georgia, the College of Coastal Georgia has as its mission to provide targeted baccalaureate programs of study, pre-baccalaureate programs of study for transfer, preparation for immediate employment in a variety of technical program areas, assistance to students who are academically under-prepared for college-level study, and lifelong learning opportunities for workforce development, career enhancement, and personal enrichment.

Within the context of this mission, the College of Coastal Georgia places emphasis on the following:

- *Providing access to educational opportunities, targeted to the needs of the service area;*
- *Promoting retention and program completion for all students;*
- *Providing activities, services, and learning opportunities both inside and outside the classroom that meet the needs of the whole student within a diverse student body;*
- *Providing appropriate resources for faculty and student use in support of learning;*
- *Providing instruction and support services at off-campus locations as needed in the service area;*
- *Providing a center for on-campus access to programs in collaboration with other institutions of the University System;*
- *Promoting workforce preparedness through partnerships with business and industry and service area K-12 school systems;*

- *Providing and expanding noncredit lifelong programs and conference services to meet the needs of the community;*
- *Partnering with area school systems to foster seamless transitions from secondary schools to college; and*
- *Promoting and improving institutional effectiveness through an organized system of planning and assessment.*

During the 2008-2009 academic year, the technical college programs, focused on workforce preparedness, will be transitioned to a more appropriate administrative structure to promote more flexible and responsive programming and curriculum. Following these changes, to accurately reflect the scope of the institution, the College anticipates a revised mission statement being adopted in 2009.

III. DESCRIPTION OF THE INSTITUTIONAL PLANNING STRUCTURE AND PROCESS

A. ORGANIZATIONAL CHART

The organizational chart included on page 7 provides an overview of the planned structure of the College following the transitional process.

B. PROCESS DESCRIPTION

A Committee on Institutional Planning and Assessment, appointed by the President, consisting of elected full-time faculty representatives and administrators, has traditionally guided planning and assessment. The Vice President for Academic Affairs and the Director of Institutional Research and Planning have co-chaired the committee. During the 2008-2009 academic year, a new faculty governance structure is being implemented which will provide for stronger faculty leadership in assessment and institutional effectiveness. Through this process, the faculty in consultation with the administration will establish a more robust, data-driven process for institutional planning and assessment. Given the nature of the planning process for this year, the process has focused on tactical goals and completion targets. Thus, for this year, goals have been established using community input and the clear path set through the actions of the Board of Regents. Following this transitional year, a new strategic planning process will begin to drive the establishment of goals, outcomes and performance measures.

C. PLANNING CYCLE

The stages of the planning cycle are shown on page 6. Deviations from the calendar occur from time-to-time to meet University System directives and deadlines.

The Committee on Institutional Planning and Assessment has traditionally met to

consider matters pertaining to college planning and assessment and to planning and assessment at the System level. Subcommittees of that Committee assist planning at the unit level when necessary.

A concise plan is developed using “SACS” terminology and follows a five-column unit plan outline which also contains cost measures. The plan has included the following five points:

1. Statement of Institutional Purpose and Unit Purpose
2. Expected Outcomes
3. Assessment of Expected Outcomes
4. Results of Assessment
5. Use of Assessment Results Including Costs

D. BUDGET LINKAGES

The unit plans and goals are submitted to the Committee on Institutional Planning and Assessment which reviews all plans and needed resources. Traditionally, a presentation is given to the Committee by each Cabinet member on their respective goals and resources needed. Any questions from the Committee are addressed at this time. This process clearly links budget requests to the mission of the college, assessment results and/or to other directives, and to the System’s Strategic Plan. The Committee then recommends goals for the next year’s budget and submits these to the President. Goals from the 2006-2007 and 2007-2008 strategic plans that still require attention have been updated for inclusion in this strategic plan. However, in light of the mission shift, many expectations have changed and thus, some of the objectives for the goals have been modified.

The process for 2008-2009 has particular salience, in that community needs assessment served to establish the goals. The governing board and the institutional leadership have embraced these goals, and now are working to develop implementation plans and measures of success. The transformation period allows for a maturation of faculty governance and provides for comprehensive improvement in the planning and assessment process.

Traditional strengths of the College planning and assessment program have been:

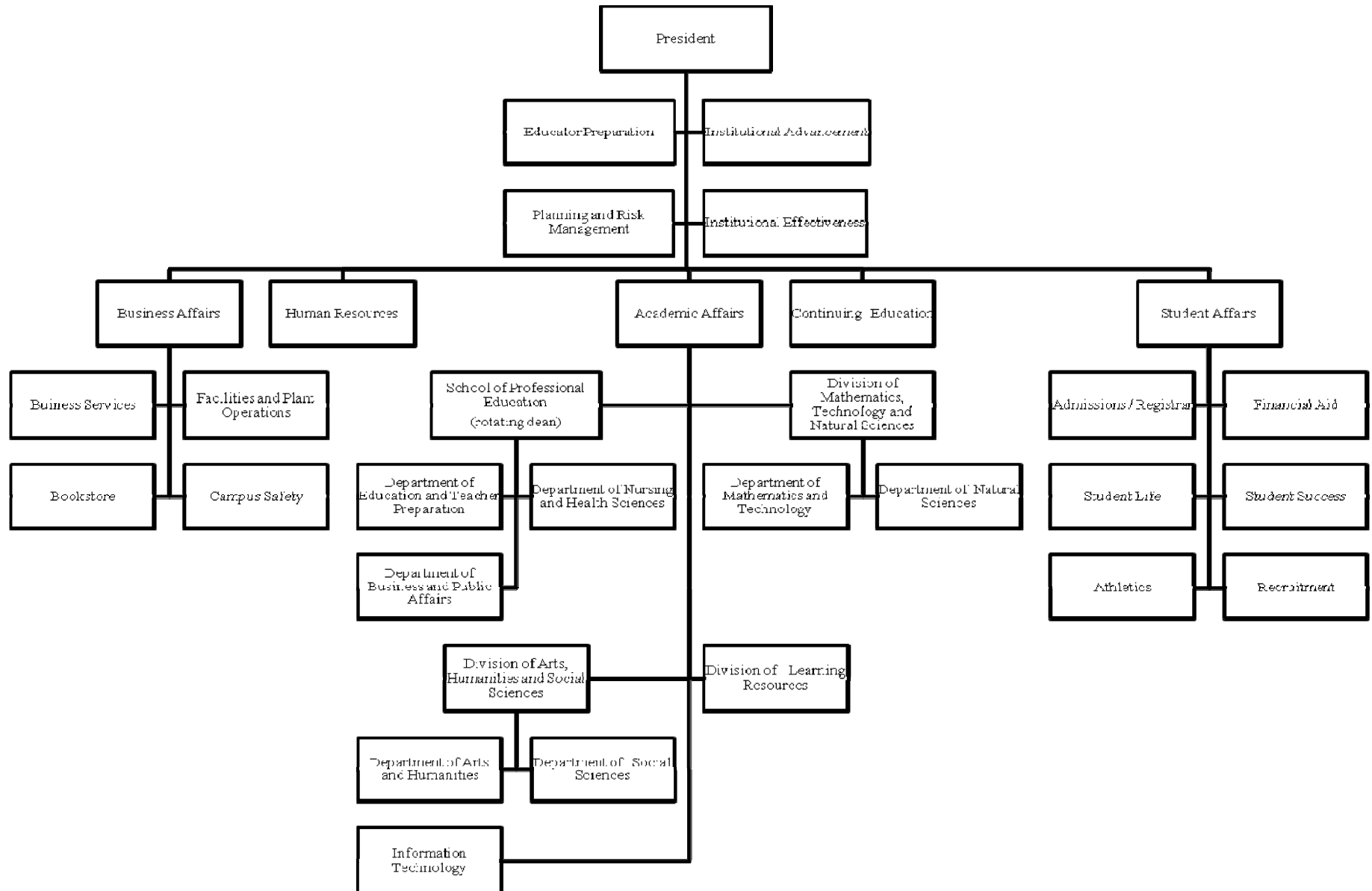
- administrative support for planning and assessment;
- a process which is systematic, continuous and comprehensive;
- establishing reasonable budget targets for funding goals set by planning and assessment processes; and
- enjoying faculty and staff cooperation and diligence.

These areas provide a strong foundation for the development of a more outcome-driven strategic planning process to guide the College in the future.

OVERVIEW OF THE PLANNING CYCLE

Month	Planning Activity
August	Planning and assessment update presented to administration/faculty during Fall Convocation Activities by the President.
September	Director of Institutional Research requests that units of the college update their assessment plan and strategic planning goals based on the results of the assessment process and formulate new expected outcomes for the assessment plan and new strategic plan goals for the Institutional Strategic Plan.
October	After review of unit assessment plans and strategic plan goal updates by the Institutional Planning and Assessment Committee, the Cabinet presents the new strategic plan goals to the Institutional Planning and Assessment Committee for their approval. Once approved, the goals are submitted to the President for the budget process.
November	Institutional Strategic Plan revised by Director of Institutional Research, posted to the college web-site, distributed to appropriate college personnel, and sent to the Office of Strategic Research and Analysis at the Board of Regents.
December	College submits revenue projections to Board of Regents and fee increase request documentation.
May	College budget submitted to Board of Regents.
June	College budget completed and approved.

College of Coastal Georgia – Preliminary Academic Organization Proposal
 SACS/USG Submissions – September/October 2008



**IV. GOALS REMAINING FROM 2006 and 2007 PLANS
with modified Objectives to conform to new College mission and expectations**

<i>Area of Emphasis:</i> PROMOTING RETENTION AND PROGRAM COMPLETION FOR ALL STUDENTS

(2006) GOAL 4. Secure staffing and technical resources to support SDS initiatives aimed at student recruitment, enrollment, learning, retention, and success.

Objective 1: Inventory available resources and develop plan for full integration and maximization of programming, for particular focus on elimination of duplication and clear lines of responsibility and performance expectations.

Primary Responsibility: Student Affairs, Academic Affairs
Completion Deadline: January 2009
Resources Needed: Integration and Alignment

Objective 2: Expand use of technology to engage students, facilitate advising and promote success.

Primary Responsibility: Student Affairs, Academic Affairs
Completion Deadline: January 2009
Resources Needed: Integration and Alignment

(2007) GOAL 1. Develop and implement programs and initiatives that assist in the attainment of optimal retention and graduation rates for the institution.

Objective 1: Develop early-alert program to be implemented within the Student Success Center for academic intervention for at-risk students.

Primary Responsibility: Student Affairs, Academic Affairs
Completion Deadline: January 2009
Resources Needed: Reporting and Response System

(2007) GOAL 2. Support strategic enrollment management initiatives, including increased student enrollment and improved customer service.

Objective 1: Provide improved financial aid services to enhance retention efforts and provide additional services to students.

Primary Responsibility: Student Affairs, Business Affairs
Completion Deadline: January 2009

Resources Needed: Technology and Customer Focus

Objective 2: Mandate use of student email as primary method of communication between the College and students.

Primary Responsibility: Student Affairs, Academic Affairs

Completion Deadline: September 2008

Resources Needed: None

<i>Area of Emphasis: PROVIDING APPROPRIATE RESOURCES FOR FACULTY AND STUDENT USE IN SUPPORT OF CLASSROOM LEARNING.</i>

(2006) GOAL 10. Compete for construction General Obligation bond funds and Major Repair & Renovation (MRR) funds.

Objective 1: Direct implementation activities for the MRR awards made in SFY2008.

Primary Responsibility: Business Affairs

Completion Deadline: June 2009

Resources Needed: J-94 and J-107 Capital Funding

Objective 2: Successfully complete renovations of the new classroom building and relocate classes and faculty offices by Spring Semester 2009.

Primary Responsibility: Business Affairs

Completion Deadline: December 2008

Resources Needed: None

Objective 3: Manage Fall 2008 athletic functions while renovations are ongoing.

Primary Responsibility: Business Affairs, Student Affairs

Completion Deadline: December 2008

Resources Needed: \$10,000

Objective 4: Complete infrastructure improvement project to establish foundation for comprehensive facilities enhancements on campus.

Primary Responsibility: Business Affairs, Student Affairs

Completion Deadline: June 2009

Resources Needed: Project Funding as Awarded

Area of Emphasis: PROVIDING ACTIVITIES AND SERVICES THAT MEET THE LEARNING NEEDS OF A DIVERSE STUDENT BODY AND THAT PROVIDE LEARNING OPPORTUNITIES OUTSIDE THE CLASSROOM FOR THE WHOLE STUDENT.

(2007) GOAL 3. Provide for co-curricular activities focused on holistic learning and student development.

Objective 1: Provide a variety of programming focused on current topics, i.e., globalization, identity development, leadership, diversity.

Primary Responsibility: Student Affairs, Academic Affairs
Completion Deadline: June 2009
Resources Needed: None

Area of Emphasis: PROVIDING AND EXPANDING NON-CREDIT LIFELONG LEARNING PROGRAMS AND CONFERENCE SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

(2007) GOAL 8. Implement a full array of programs and services aimed at serving area residents age fifty and older.

Objective 1: Implement a discount program for participation by residents age fifty and older in continuing education programs.

Primary Responsibility: Continuing Education
Completion Deadline: Ongoing
Resources Needed: None

Objective 2: Convene an advisory group of local residents age fifty and older to solicit information about desired programs and services.

Primary Responsibility: Continuing Education
Completion Deadline: Ongoing
Resources Needed: None

Objective 3: Install a wireless network in the Southeast Georgia Conference Center and establish days and times when Fifty Plus Club Members can access the network and our mobile lab.

Primary Responsibility: Continuing Education
Completion Deadline: Ongoing
Resources Needed: None

V. NEW DEVELOPMENTAL GOALS 2008-2009

Area of Emphasis: PROVIDING ACCESS TO EDUCATIONAL OPPORTUNITIES, TARGETED TO THE NEEDS OF THE SERVICE AREA.

GOAL 1. Prepare for implementation of baccalaureate degree programs in early childhood/special education, middle grades education, nursing, and business

Objective 1. Develop academic proposals and secure approval from the Board of Regents.

Primary Responsibility: President, Academic Affairs, Teacher Preparation

Completion Deadline: October 2008

Resources Needed: USG Support and Consultation

Objective 2. Develop application for accreditation level change from SACS/COC.

Primary Responsibility: President, Academic Affairs, Teacher Preparation, Institutional Effectiveness

Completion Deadline: October 2008

Resources Needed: USG Support and Consultation

Objective 3. Recruit 13 new doctorally-prepared faculty to support delivery of degree programs.

Primary Responsibility: President, Academic Affairs

Completion Deadline: April 2009

Resources Needed: \$1.3 million annualized

Objective 4. Begin recruitment of students for degree programs.

Primary Responsibility: Teacher Preparation, Academic Affairs, Student Affairs, Institutional Advancement

Completion Deadline: Ongoing

Resources Needed: Advertising and Travel Resources

Objective 5. Prepare for degree program offerings to begin in Fall 2009.

Primary Responsibility: Academic Affairs, Teacher Preparation,
Student Affairs

Completion Deadline: Ongoing

Resources Needed: Entire Faculty and Staff of College

Objective 6. Prepare for SACS site visit.

Primary Responsibility: Institutional Effectiveness

Completion Deadline: Fall 2009 – Spring 2010

Resources Needed: Entire Faculty and Staff of College

<i>Area of Emphasis: PROMOTING RETENTION AND PROGRAM COMPLETION FOR ALL STUDENTS</i>

GOAL 1. Ensure all learning support and retention assistance programs have maximum impact on student performance.

Objective 1. Inventory all programs providing retention and graduation support to students.

Primary Responsibility: Academic Affairs, Student Affairs

Completion Deadline: December 2008

Resources Needed: None

Objective 2. Develop streamlined and integrated programs anchored in Academic Affairs and staffed with qualified academics.

Primary Responsibility: Academic Affairs

Completion Deadline: March 2009

Resources Needed: None

Objective 3. Establish performance goals and outcomes measures and secure necessary training for learning support professionals.

Primary Responsibility: Academic Affairs

Completion Deadline: May 2009

Resources Needed: Minimal

<i>Area of Emphasis: PROVIDING ACTIVITIES, SERVICES, AND LEARNING OPPORTUNITIES BOTH INSIDE AND OUTSIDE THE CLASSROOM THAT</i>

MEET THE NEEDS OF THE WHOLE STUDENT WITHIN A DIVERSE STUDENT BODY.

GOAL 1. Expand student life offerings to meet the needs of the new student body.

Objective 1. Survey students to determine what student life offerings are desired.

Primary Responsibility: Academic Affairs, Student Affairs

Completion Deadline: September 2008

Resources Needed: None

Objective 2. Develop cost analyses and factor possible offerings into Master Planning process.

Primary Responsibility: Business Affairs, Student Affairs

Completion Deadline: December 2008

Resources Needed: None

Objective 3. Begin phase-in of additional student life offerings using support from community partners and possible student activity fee increases. Incorporate longer term goals (e.g., new student center, residential programming, etc.) into Master Plan and Capital Improvement Plan (CIP).

Primary Responsibility: President, Business Affairs, Student Affairs

Completion Deadline: October 2008 – June 2009

Resources Needed: Community Support and Fee Income

Area of Emphasis: PROVIDING APPROPRIATE RESOURCES FOR FACULTY AND STUDENT USE IN SUPPORT OF LEARNING.

GOAL 1. Undertake a Master Planning process to develop the campus of the future.

Objective 1. Secure support from the University System, appoint steering committee and select Master Plan consultant.

Primary Responsibility: President, Business Affairs

Completion Deadline: September 2008

Resources Needed: \$250,000

Objective 2. Identify infrastructure and capital models of excellence for replication, work through Master Plan analysis, and conduct focus groups with members of the community and the campus.

Primary Responsibility: President, Business Affairs
Completion Deadline: January 2009
Resources Needed: same

Objective 3. Engage Board of Trustees of the College Foundation in Master Plan process and establish strategies for funding campus infrastructure development.

Primary Responsibility: President, Business Affairs,
Institutional Advancement
Completion Deadline: February 2009
Resources Needed: same

Objective 4. Present finalized Master Plan to the campus and the community. Submit CIP and develop implementation strategies for the coming years.

Primary Responsibility: President, Business Affairs
Completion Deadline: May 2009
Resources Needed: same

GOAL 2. Plan for design and construction of the new health and science building.

Objective 1. Select project manager, construction manager and architect.

Primary Responsibility: Business Affairs, Health Sciences
Completion Deadline: September 2008
Resources Needed: \$1 million

Objective 2. Ensure construction bond issue is priority in Board of Regents budget submission and continue ongoing advocacy to secure funding in the 2009 legislative session.

Primary Responsibility: President, Business Affairs
Completion Deadline: September 2008 – April 2009

Resources Needed: \$13.3 million

Objective 3. Engage architect and complete building design to prepare for construction in FY2010. Ensure that building plans are integrated with master plan framework.

Primary Responsibility: President, Business Affairs, Health Sciences

Completion Deadline: June 2009

Resources Needed: same

<i>Area of Emphasis: PROVIDING INSTRUCTION AND SUPPORT SERVICES AT OFF-CAMPUS LOCATIONS AS NEEDED IN THE SERVICE AREA.</i>

GOAL 1. Keep off-campus offerings limited to existing sites in Camden, McIntosh and Chatham, pending budget stabilization.

Objective 1. Monitor enrollment and ensure class sizes and offerings are cost neutral.

Primary Responsibility: Business Affairs, Academic Affairs

Completion Deadline: December 2008

Resources Needed: cost reductions needed

Objective 2. Establish community advisory committee in Camden to assist in directing and evaluating course offerings.

Primary Responsibility: President, Camden Center Leadership

Completion Deadline: December 2008

Resources Needed: none

GOAL 2. Evaluate any additional expansions using smart technology and in concert with any partner USG institutions.

Objective 1. Establish functional technology unit to support distance learning, web enhanced degree programming and smart technologies for learning.

Primary Responsibility: Academic Affairs, Learning Resource Center

Completion Deadline: December 2008

Resources Needed: unknown

Objective 2. Using needs assessment methodology, determine future demand for classes in satellite locations and assess the prospect of using modified distance learning as a means to deliver some classes.

Primary Responsibility: Academic Affairs, Learning Resource Center

Completion Deadline: June 2009

Resources Needed: unknown

Area of Emphasis: PROVIDING A CENTER FOR ON-CAMPUS ACCESS TO PROGRAMS IN COLLABORATION WITH OTHER INSTITUTIONS OF THE UNIVERSITY SYSTEM.

GOAL 1. Through the Master Plan process, develop a strategy for expansion of shared degree programs and advanced degree offerings, in partnership with AASU, Georgia Southern and others within the University System.

Objective 1. Survey graduates and community sectors to determine what advance degree offerings would be most feasible at the campus.

Primary Responsibility: Academic Affairs, Health Sciences, Teacher Preparation

Completion Deadline: December 2008

Resources Needed: none

Objective 2. Identify University System academic partners including possible franchise degree linkages.

Primary Responsibility: Academic Affairs, Health Sciences, Teacher Preparation

Completion Deadline: May 2009

Resources Needed: none

Objective 3. Include University Center design in Master Plan process.

Primary Responsibility: President, Academic Affairs, Health Sciences, Teacher Preparation

Completion Deadline: June 2009
Resources Needed: unknown

Area of Emphasis: PROMOTING WORKFORCE PREPAREDNESS THROUGH PARTNERSHIPS WITH BUSINESS AND INDUSTRY AND SERVICE AREA K-12 SCHOOL SYSTEMS;

GOAL 1. Establish more robust and responsive workforce preparedness programs by realigning the administration of technical and adult education programs to the state's technical college system.

Objective 1. Appoint planning committee and liaison officials to develop transition plan for technical and adult education programs currently administered by the College.

Primary Responsibility: President, Academic Affairs, Business Affairs
Completion Deadline: September 2008
Resources Needed: Volunteer Time

Objective 2. Finalize conceptual framework identifying which programs and processes will be transferred and which organization(s) will serve as the new administrative agent(s).

Primary Responsibility: President, Academic Affairs, Business Affairs
Completion Deadline: December 2008
Resources Needed: None

Objective 3. Develop implementation plan, notify all parties, begin transition to new system, transfer enrollment of new applicants to new fiscal agent, and finalize equipment for transfer.

Primary Responsibility: President, Academic Affairs, Business Affairs
Completion Deadline: April 2009
Resources Needed: None

Objective 4. Effectuate transfer of faculty and staff, complete certificates and courses for students who are in process, and physically relocate personnel and equipment.

Primary Responsibility: President, Academic Affairs, Business Affairs
Completion Deadline: June – July 2009
Resources Needed: Unknown

GOAL 2. Facilitate the development of integrated K-12 transition planning in Glynn and Camden counties through work with innovative projects of the school systems.

Objective 1. Facilitate expanded dual enrollment options, particularly for technical college offerings but also in consideration of early college program opportunities.

Primary Responsibility: Academic Affairs
Completion Deadline: March 2009
Resources Needed: None

Objective 2. Working with community-based group and the school systems, analyze COMPASS, Regents and other testing systems to determine areas in which entering students are weak and develop methods for addressing gaps prior to enrollment. Evaluate learning support programming and participants to consider areas of needed improvement.

Primary Responsibility: Academic Affairs
Completion Deadline: June 2009
Resources Needed: None

Area of Emphasis: PROVIDING AND EXPANDING NONCREDIT LIFELONG PROGRAMS AND CONFERENCE SERVICES TO MEET THE NEEDS OF THE COMMUNITY;

GOAL 1. Ensure continuing education programs are self-sustaining and meet the needs of members of the business and leisure community.

Objective 1. Conduct needs assessment with business community and leisure partners to determine program demand and price points.

Primary Responsibility: Continuing Education
Completion Deadline: December 2008
Resources Needed: None

Objective 2. Identify new opportunities to host statewide conferences and meetings as a means to showcase the community and increase revenue.

Primary Responsibility: Continuing Education
Completion Deadline: March 2009
Resources Needed: None

Objective 3. Develop plan for new programming and activity scheduling which would result in revenue surplus of at least ten (10%) percent beginning in academic year 2009-2010.

Primary Responsibility: Continuing Education, Business Affairs
Completion Deadline: May 2009
Resources Needed: None

Area of Emphasis: PARTNERING WITH AREA SCHOOLS SYSTEMS TO FOSTER SEAMLESS TRANSITIONS FROM SECONDARY SCHOOLS TO COLLEGE.

GOAL 1. Expand outreach programming to middle school students, particularly those who would be first time college learners.

Objective 1. Assist Risley Early College with successful implementation and student matriculation.

Primary Responsibility: Teacher Preparation, Academic Affairs
Completion Deadline: June 2009
Resources Needed: None

Objective 2. Anchor Boys of Summer program in Teacher Preparation academic unit to provide for greater structure and resource availability.

Primary Responsibility: Teacher Preparation, President
Completion Deadline: March 2009
Resources Needed: None

Objective 3. Engage community partners to determine best strategy for outreach to middle grades students and to provide degree program access to

those students who successfully complete high school.

Primary Responsibility: President, Teacher Preparation,
Foundation

Completion Deadline: Ongoing

Resources Needed: Volunteer Time

GOAL 2. Structure new teacher preparation degree programs to ensure strong and early integration with local school systems.

Objective 1. Participate in regular meetings with school system leadership and conduct ongoing needs assessment.

Primary Responsibility: Teacher Preparation

Completion Deadline: Ongoing

Resources Needed: None

Objective 2. Identify and implement new degree programs with strong emphasis on service learning, early completion options, and level change opportunities.

Primary Responsibility: Teacher Preparation

Completion Deadline: March 2009, Annually Updated

Resources Needed: None

GOAL 3. Use the campus Master Plan process to establish stronger linkages with adjacent school system properties.

Objective 1. Conduct needs assessment to consider the viability of an advanced placement early college program with the Glynn County School System.

Primary Responsibility: President, Teacher Preparation

Completion Deadline: June 2009

Resources Needed: Unknown

Objective 2. Engage Glynn County School Superintendent in Master Plan process to provide for composite campus strategy with adjacent education and athletic facilities.

Primary Responsibility: President

Completion Deadline: September 2008

Resources Needed: None

Area of Emphasis: PROMOTING AND IMPROVING INSTITUTIONAL EFFECTIVENESS THROUGH AN ORGANIZED SYSTEM OF PLANNING AND ASSESSMENT.

GOAL 1. Restructure and enhance planning and assessment process.

Objective 1. Provide faculty with necessary tools for tracking performance and evaluating outcomes.

Primary Responsibility: President, Academic Affairs,
Institutional Effectiveness
Completion Deadline: December 2008
Resources Needed: None

Objective 2. Conduct strategic planning retreat for faculty and administrative leadership team to design process and establish initial goals for coming year.

Primary Responsibility: President, Academic Affairs,
Institutional Effectiveness
Completion Deadline: March 2009
Resources Needed: None

Objective 3. Finalize transition to new survey processes, data collection and dissemination, and comprehensive strategic planning and performance evaluation efforts.

Primary Responsibility: President, Academic Affairs,
Institutional Effectiveness
Completion Deadline: May 2009
Resources Needed: None

GOAL 2. Restructure Institutional Advancement to provide distinctive but integrated focus on both marketing and development.

Objective 1. Plan for 2008-2009 marketing strategy for new college missions and activities.

Primary Responsibility: President, Institutional Advancement
Completion Deadline: October 2008
Resources Needed: \$60,000

Objective 2. Evaluate institutional advancement structures in other USG institutions to determine options and performance benchmarks, as

a means to determine programming for the College.

Primary Responsibility: President, Institutional Advancement
Completion Deadline: December 2008
Resources Needed: None

Objective 3. Finalize new structure and secure resources to support both functions.

Primary Responsibility: President, Institutional Advancement
Completion Deadline: March 2009
Resources Needed: None

GOAL 3. Transform the College of Coastal Georgia Foundation to provide for independent governance while maintaining integration with the College.

Objective 1. Engage in strategic process to transform the Board of Trustees into a more independent and funding focused Foundation.

Primary Responsibility: President, Institutional Advancement, Foundation
Completion Deadline: March 2009
Resources Needed: Volunteer Time

Objective 2. Develop and adopt new bylaws to govern restructured Foundation.

Primary Responsibility: President, Institutional Advancement, Foundation
Completion Deadline: May 2009
Resources Needed: Volunteer Time

Objective 3. Implement new governance structure with dedicated staffing.

Primary Responsibility: President, Institutional Advancement, Foundation
Completion Deadline: June 2009
Resources Needed: Increased fundraising

GOAL 4. Increase annual giving and the Foundation endowment by 20%.

Objective 1. Secure commitment to fund three named chairs in the new degree program areas: health sciences, business and education

Primary Responsibility: President, Institutional Advancement,
Foundation
Completion Deadline: March 2009
Resources Needed: \$3 million in private pledged donations

Objective 2. Restructure annual campaign to provide for great impact and community visibility. Establish fundraising goal of 20% higher than prior year.

Primary Responsibility: President, Institutional Advancement,
Foundation
Completion Deadline: June 2009
Resources Needed: Volunteer Time

Objective 3. Following completion of the Master Plan, establish capital campaign strategy and focus for real estate subcommittee and set goals for resource acquisition.

Primary Responsibility: President, Institutional Advancement,
Foundation
Completion Deadline: June 2009
Resources Needed: Volunteer Time