



Strategic Plan 2008-2013

Revision Completed July 15, 2011

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INTRODUCTION

This is a revised version of the Bluefield State College 2008-2013 Strategic Plan. The last revision occurred in September 2009. The College utilized the 2010-2011 academic year to review and revise the current plan in order to determine if the goals originally set were realistic based on the current economic conditions and environmental scanning conducted in conjunction with the Higher Learning Commission Self-Study process utilizing the following survey instruments and focus groups: Noel-Levitz Student Satisfaction Survey, Noel-Levitz College Employee Satisfaction Survey, National Survey of Student Engagement, and focus group sessions from Faculty Institute.

ENROLLMENT AND RETENTION RATE

Definition: Percent of new, transfer, minority or foreign students recruited who enroll and are retained in academic programs

Measure: Percent increase of students enrolled and retained in all programs

Goal:

3-year goal	Increase institutional enrollment 3% over baseline
5-year goal	Increase institutional enrollment 5% over baseline

Strategy:

- Expand metro agreement coverage
- Develop new program articulations with community colleges
- Employ an additional admissions recruiter
- Increase scholarship funding and awards

Responsible Office: Student Affairs, Academic Affairs, School Deans, Registrar, Financial and Administrative Affairs, Advancement and Planning, Admissions

Goal:

3-year goal	Increase fall to fall retention rate to 62% for First time Full-time Freshmen
5-year goal	Increase fall to fall retention rate to 64% for First time Full-time Freshmen

Strategy:

- Implement Retention Task Force Action Plan recommendations

Responsible Office: Student Affairs, Institutional Research, Academic Affairs, School Deans

Goal:

3-year goal Increase enrollment in under enrolled programs 10% over baseline
5-year goal Increase enrollment in under enrolled programs 15% over baseline

Strategy:

- Confirm identified programs
- Further define the plan and implement it
- Identify scholarships

Responsible Office: Student Affairs, Academic Affairs, School Deans, Admissions, Advancement and Planning, Media Relations

Measure: Number of minority and international students

Goal:

3-year goal Increase enrollment to 54 international and 248 minority students
5-year goal increase enrollment to 75 international and 257 minority students

Strategy:

- Implement Retention Task Force Action Plan recommendations

Responsible Office: Student Affairs, Admissions, Multicultural Affairs, International Initiatives

GRADUATION RATE

Definition: Percent of students, exclusive of transfer students, who successfully complete a baccalaureate degree course of study in 6 years and the number of degrees awarded (degree production)

Measure: Percent increase of students, exclusive of transfer students, who successfully complete a course of study in 6 years based on federal cohort rates as reported in IPEDS data and percent increase in the total number of degrees awarded each year

Goal:

3-year goal Increase graduation rate to 27%
5-year goal Increase graduation rate to 31%

Strategy:

- Implement DegreeWorks degree audit module and train faculty and staff advisers
- Improve retention of students in degree programs.

Responsible Office: Student Affairs, Academic Affairs, School Deans, Registrar

Goal:

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|-------------|---|
| 3-year goal | Maintain associate degree production at least at 96 |
| 3-year goal | Increase baccalaureate degree production by 3.5% |
| 5-year goal | Maintain associate degree production at least at 96 |
| 5-year goal | Increase baccalaureate degree production by 6.0% |

Strategy:

- Implement DegreeWorks degree audit modules and train faculty and staff advisers
- Improve retention of students in degree programs

Responsible Office: Student Affairs, Academic Affairs, School Deans, Registrar

Goal:

Increase degree production in STEM programs:

- Applied Science
- Architectural Engineering Technology
- Civil Engineering Technology
- Computer Science
- Electrical Engineering Technology
- Mechanical Engineering Technology
- Mining Engineering Technology
- Nursing
- Radiologic Science
- Radiologic Technology

- | | |
|-------------|--|
| 3-year goal | Increase total actual STEM degrees produced by 10% over baseline |
| 5-year goal | Increase total actual STEM degrees produced by 15% over baseline |

Strategy:

- Improve retention in STEM programs
- Identify and recruit additional students into STEM programs
- Participate in Sloan Foundation and Thurgood Marshall STEM Migration and Retention grant

Responsible Office: Student Affairs, Academic Affairs, School Deans, Registrar, Admissions

Goal:

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|-------------|--|
| 3-year goal | Develop baseline measures for tracking number of graduates enrolling in graduate school and/or actively placed in career-related positions within six (6) months of graduation |
|-------------|--|

Strategy:

- Collaborate to develop strategies to revise and update the current methods for success tracking BSC graduates.
- Commit to expand the Post-Graduation Status Report from the Office of Career Services to include all institutional constituencies in year three of the Plan.

Responsible Office: Student Affairs, Academic Affairs, School Deans, Career Services, Institutional Research and Effectiveness

COURSE AND PROGRAMMATIC AVAILABILITY AND DELIVERY

Definition: Development and delivery of quality courses and programs in a variety of formats that are available to meet the needs of constituents

Measure: Increase in course availability based on maximum capacity

Goal: Meet 100% of course demands if the anticipated enrollment is 10 or more students, or if the course(s) is a program requirement and is in sequence-monitor annually with possible revision

Strategy:

- Increase number of courses taught by full-time faculty in Arts and Sciences
- Examine adjunct faculty member pay scale during each year of the Plan to determine whether BSC is competitive with area institutions. Make adjustments to the BSC pay scale when needed, adding additional assurances that a well-qualified cadre of adjunct faculty members will be available-continue strategy
- Initiate, when possible and appropriate, incentives that might encourage full-time faculty members to teach overloads when needed, such as more attractive rates of pay for overloads, reduced load in another semester, possible merit points for Merit Pay Plan, etc.-continue strategy

Responsible Office: Academic Affairs, Human Resources, School Deans, Financial and Administrative Affairs

Measure: Increase in programs available based on constituent demand

Goal:

- 3-year goal Institute at least one new program
- 3-year goal Obtain approval from HLC to offer the following baccalaureate programs online: Business Administration, Nursing, Radiologic Sciences, Regents Bachelor of Arts, and Social Science
- 5-year goal In addition to newly created programs institute at least two new programs

Strategy:

- Submit distance delivery change request application to HLC, and request site visit with change request
- In the third year of the Plan, hire consultant(s) with expertise in survey/assessing unmet academic needs of the region, to establish the need for and potential viability of proposed new programs
- Utilize advisory boards for strengthening and adding programs as appropriate

- During each year of the Plan, conduct annual analysis of enrollments, by discipline, thereby identifying any trends that might support new programs/majors/minors/specializations
- During each year of the Plan, conduct surveys or analysis of current full-time and adjunct faculty credentials, thereby determining if qualifications would justify teaching assignments in new minors/specializations as “trial runs” for new majors or programs
- Establish continuing education opportunities for fast track (business and industry) programs

Responsible Office: Academic Affairs, School Deans, Student Affairs, Human Resources, Institutional Research and Effectiveness

Measure: Decrease number of students unable to enroll in necessary courses

Goal: Initiate new course sections or expand capacities, if necessary and possible, if current offerings reach capacity

Strategy:

- Each Academic Dean will establish contingency plans, which will include lists of qualified adjuncts for each discipline, available time slots and rooms/laboratories for any additions of sections, thereby assuring preparedness for possibilities of establishing new course sections
- Each School will examine schedule status reports on a regular basis to identify potential need for expansion of course enrollment capacities or for new course/laboratory sections
- Improve technology for course delivery

Responsible Office: Academic Affairs, School Deans

Measure: Developmental Education Program

Goal:

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| 3-year goal | Develop a plan to implement a developmental education program |
| 5-year goal | Implement the developmental education program plan developed in year three |

Strategy:

- Responsible offices will meet to develop best practice plan for a developmental education program

Responsible Office: Academic Affairs, Student Affairs, Dean of Arts and Sciences, Associate Dean of Assessment in Arts and Sciences, Library

Measure: Recruit and retain online students who would not have enrolled at BSC otherwise

Goal:

3-year goal	Increase online course enrollments by 5% over baseline
3-year goal	Maintain retention rate in online courses
5-year goal	Increase online course enrollments by 7% over baseline
5-year goal	Maintain retention rate in online courses

Strategy:

- Obtain approval from HLC to offer online programs
- Market online programs once College is able to offer
- Communicate students' role when participating in online courses
- Require training of students and faculty when participating in online courses
- Require 'sign-off' form from faculty and students indicating they are prepared to participate in an online course
- Increase marketing of online courses via the College's web site, highlighted sections of the course schedule, classroom announcements, promotional announcements on the College's radio station, etc.
- Schedule periodic, brief presentations for students, promoting the ease of learning to succeed in online courses, and the availability and advantages of such courses
- Emphasize to each instructor of online courses, each term, the importance of following-up with students who do not seem to be succeeding and/or remaining current in online courses (via phone calls or written correspondence, if e-mail messages are not answered)
- Encourage instructors of online courses to maintain online office hours, via scheduled times for chat rooms

Responsible Office: Academic Affairs, School Deans, Student Affairs, Virtual College and Information Technology, Media Relations

Measure: Assess learning and information acquisition skills students will use to explore ideas and solve problems throughout their lives

Goal:

3- year goal	Reach 15% [over baseline] of all enrolled students through the library instruction information literacy program
5-year goal	Reach 30% [over baseline] of all enrolled students through the library instruction information literacy program to include all 1 st – 4 th year students

Strategy:

- Strengthen faculty librarian academic liaison program with collaboration of the library information literacy instruction program
- BSCS100 (Building Successful College Skills) course includes Library Information Literacy module-continue strategy
- Incorporate the new information literacy sessions into Developmental English along with English 101 and 102 classes, Speech 208, and Capstone classes
- Communicate information literacy services to faculty for student referral purposes

- The information literacy program objectives are the methodology and application for information literacy technology, plagiarism, research ethics and critical thinking
- Utilize current assessment tools for program quality analysis and student evaluation

Responsible Office: Academic Affairs, Student Affairs, School Deans, Library

HUMAN CAPITAL

Definition: Develop, recruit, and retain highly qualified diverse faculty and staff who contribute to a successful work environment

Measure: Recruit and retain highly qualified faculty

Goal:

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|-------------|---|
| 3-year goal | 67% of full-time tenure track or tenured faculty will hold a doctorate or other appropriate terminal degree |
| 3-year goal | Develop and maintain a consortium of qualified adjunct faculty |
| 3-year goal | Develop a faculty orientation |
| 4-year goal | Develop a faculty mentoring program |
| 5-year goal | 70% of full-time tenure track or tenured faculty will hold a doctorate or other appropriate terminal degree |

Strategy:

- Create an ad hoc committee to develop an orientation and mentoring program and examine retention issues for employees
- Explore advertising contracts to include recruitment of diverse faculty

Responsible Office: Human Resources, Academic Affairs, School Deans

Measure: Increase professional development through training, conferences, continued education, etc. of faculty and staff to increase productivity, satisfaction, and individual and organizational effectiveness

Goal:

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|-------------|---|
| 5-year goal | Review and revise the professional development policy and procedure |
| 5-year goal | Communicate the revised professional development policy and procedure |

Strategy:

- Create an ad hoc committee to review and revise professional development policy and procedures as appropriate

Responsible Office: Human Resources, Academic Affairs, School Deans, Faculty Senate

Measure: Assess staffing needs based on Institutional priorities

Goal:

- 3-year goal Develop a plan for responding to institutional needs and opportunities created by the departure of employees
- 3-year goal Examine feasibility of cross-training, mentoring and re-tooling programs
- 5-year goal Develop and implement succession plan

Strategy:

- Create an ad hoc committee to develop an orientation and mentoring program and examine retention issues for employees
- Review and assess student to faculty ratio by faculty member by academic year
- Explore funding opportunities for cross-training and mentoring programs

Responsible Office: President's Staff

Measure: Equitable salaries for faculty and non-classified employees

Goal:

- 3-year goal Evaluate and develop a plan to correct internal faculty salary inequities
- 3-year goal Evaluate and develop a plan to correct internal non-classified salary inequities
- 5-year goal Review progress of salary equity plan for faculty and non-classified employees
- 5-year goal Conduct an annual review of salary equity

Strategy:

- Assess faculty salaries and develop financial plan to achieve salary goals
- Convert the ad hoc Equity Committee to a standing College committee

Responsible Office: Human Resources, Financial and Administrative Affairs, Institutional Research and Effectiveness, Faculty Senate

Measure: Full funding of the Mercer Salary Schedule for classified staff

Goal:

- 4-year goal Revise the classified staff salary policy

Strategy:

- Development and assessment of a pay policy plan after Mercer Salary Schedule is fully funded

Responsible Office: Human Resources, Financial and Administrative Affairs

Measure: Faculty evaluation

Goal:

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|-------------|---|
| 3-year goal | Review and revise current faculty evaluation process |
| 3-year goal | Create comprehensive faculty evaluation system to include a post-tenure review process |
| 5-year goal | Implement comprehensive faculty evaluation system to include a post-tenure review process |

Strategy:

- Create an ad hoc committee to review and recommend revision of the current faculty evaluation process.
- Provide periodic best practices in college-level course instruction reports to full-time and part-time faculty; review reports in School faculty meetings
- Initiate adjunct faculty professional development sessions with emphasis on improvement of teaching and classroom management skills, better understanding of the needs/behavior patterns/barriers of today's students, discipline-specific reviews, etc.
- Bring nationally known/recognized consultants to campus for presentations on the above topics to full-time and part-time faculty

Responsible Office: Academic Affairs, School Deans, Faculty Senate

ASSESSMENT OF STUDENT LEARNING

Definition: “The systematic collection, review and use of information about educational programs undertaken for the purpose of improving student learning and development” (Palomba and Banta, 1999, p. 4).

Measure: Clearly stated student learning outcomes (SLOs) and assessments for each educational program including General Studies

Goal:

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|-------------|---|
| 3-year goal | Develop a streamlined reporting process for programmatic assessment results for the purpose of internal improvement and external accountability |
|-------------|---|

Strategy:

- Implement College's Plan to Assess Student Academic Achievement
- Begin work to implement LiveText across campus
- Implement a timeline of required activities for programmatic review to ensure timely reporting
- Continue application of HEPC program review reporting format for each school to utilize

Responsible Office: Academic Affairs, School Deans, Institutional Research and Effectiveness

Measure: Support and promote effective teaching

Goal:

3-year goal Identify criteria for effective teaching

Strategy:

- Identify funding source(s) for professional development to promote teaching effectiveness and communicate campus-wide
- Communicate Institutional memberships in professional organizations campus-wide
- Provide on-site pedagogical training

Responsible Office: Academic Affairs, School Deans, Faculty Senate, Institutional Research and Effectiveness, Human Resources

Measure: Create effective learning environments

Goal:

3-year goal Fully integrate an advising system that focuses on student learning and the skills required for academic success

5-year goal Provide support system to students for student learning regardless of their location to campus

5-year goal Implement new technologies and learning pedagogies to enhance effective learning environments for students

Strategy:

- Implement the Enrollment and Retention Enrollment Strategic Plan to address academic advising and assessment

Responsible Office: Academic Affairs, School Deans, Student Affairs, Virtual College and Information Technology

Measure: Provide learning resources that support student learning and effective teaching

Goal:

3-year goal Develop a process to assess current resources (e.g. research laboratories, libraries, performance spaces, clinical practice sites) necessary to support learning and teaching

5-year goal Evaluate the process for collecting and analyzing the use of learning resources to enhance student learning and effective teaching

3-year goal Evaluate how budget priorities reflect importance of teaching and learning

5-year goal Provide adequate staff and support for all learning resources and effectively use of current technology

Strategy:

- Identify and implement appropriate standards when assessing access to current resources

Responsible Office: Academic Affairs, School Deans, Institutional Research and Effectiveness, Financial and Administrative Affairs, Student Affairs, Library, Virtual College and Information Technology

INSTITUTIONAL FUNDING

Definition: Revenue including, but not limited to appropriations, private gifts, grants and contracts, tuition and fees, educational services, auxiliary and affiliate enterprises

Measure: Increase retention and graduation rate through more effective use of Institutional resources

Goal:

3-year goal Implement a higher education financial literacy workshop series for all constituents of the College

5-year goal Continue improving financial literacy

Strategy:

- Archive all workshop series for future use
- Evaluate the financial aid distribution process
- Improve instructor’s timely reporting of student withdrawal from a course
- Improve financial literacy among current students
- Increase awareness of financial aid sources among students and potential students
- Increase scholarships and grants utilization
- Increase partnerships with businesses for internships and scholarships

Responsible Office: Financial and Administrative Affairs, Student Affairs, Financial Aid, Media Relations, Advancement and Planning

Measure: Increase in institutional operational funds

Goal:

3-year goal Increase revenue from tuition and fees by 3%, gift and grant funds 2%, and other educational services 2%

5-year goal Increase revenue from tuition and fees by 5%, gift and grant funds 4%, and other educational services 3%

Strategy:

- Establish and fund additional marketing processes
- Establish entrepreneurial partnerships to attract and retain quality students and employees
- Expand recruiting activities

Responsible Office: President’s Office, Financial and Administrative Affairs, Advancement and Planning

Measure: Increase in endowment value

Goal:

3-year goal Increase endowment value 5% over baseline
5-year goal Increase endowment value 15% over baseline

Strategy:

- Increase major gift solicitation
- Review investment strategies
- Engage campus community in fund raising
- Build volunteer base from community at large
- Establish corporate and individual sponsorships

Responsible Office: President's Office, Financial and Administrative Affairs, Student Affairs, Media Relations, Advancement and Planning

Measure: Allocate funds as prioritized in the Strategic Plan

Goal:

3-year goal Implement a process to evaluate needs and distribute additional funding sources based on Strategic Plan

Strategy:

- Develop a method to identify additional funding needs through the Institutional Budget Committee
- Continue evaluation of current allocation of funds

Responsible Office: President's Office, Financial and Administrative Affairs

ADVISORY, ALUMNI AND FRIENDS

Definition: Number of people who participate in alumni and advisory functions of the institution and its affiliates and/or make monetary and in-kind contributions

Measure:

1. Percent increase of people who participate in advisory functions of the institution and its affiliates and/or give monetary and in-kind contributions
2. Value of monetary and in-kind contributions
3. Number of alumni actively communicating with the College

Goal:

Increase number of individuals participating with the institution

a. Increase number of alumni events:

3-year goal 25% over baseline
5-year goal 35% over baseline

b. Improve communication through mailers, outreach visits and local public service announcements (PSAs):

3-year goal 25% increase over baseline

5-year goal 35% increase over baseline

c. Target geographic areas to attract individuals:

3-year goal WV and out-of-state border counties

5-year goal National areas with alumni chapters or significant numbers of alumni

Strategy:

- Implement Advancement Module of Banner to record and track information on individuals
- Develop cooperative efforts among offices of Advancement and Planning, Media Relations and Alumni Affairs

Responsible Office: Advancement and Planning, Media Relations, Alumni Affairs

Goal:

Broaden levels of participation by increasing the number of members of campus community participating in local community events:

3-year goal Implement methods to motivate, track and reward participation by students, faculty and staff including recognition in Annual Report and *Blue & Gold*

5-year goal Increase participation 10% over Year 1

Strategy:

- Encourage community involvement in BSC events and programs through invitations and personal contact by directors of Advancement and Planning, Media Relations and Alumni Affairs
- Solicit volunteers to represent each school with recommendations by deans, faculty and alumni
- Coordinate fundraising activities with volunteers and build relationships through training and recognition
- Develop curriculum for continuing education course and coordinate with Alumni chapters and community supporters

Responsible Office: Advancement and Planning, Media Relations, Alumni Affairs, School Deans.

Goal:

Increase number of gifts received

a. Increase Scholarship Endowment Fund

3-year goal Add 20 endowed scholarships of \$5,000 or more and build existing endowments by 10% over baseline

5-year goal Add 35 endowed scholarships of \$5,000 or more and build existing endowments by 20% over baseline

- b. Promote and secure estate gifts
 - 3-year goal Secure 12 estate gifts
 - 5-year goal Secure 20 estate gifts

- c. Increase annual giving
 - 3-year goal Implement annual campaign for each school
 - 5-year goal Increase annual gifts fund by 20% over baseline year

Strategy:

- Implement Advancement Module of Banner to record and track information on individuals.
- Implement major gift program that involves volunteers, alumni, College President and School Deans.

Responsible Office: Advancement and Planning, Alumni Affairs, President’s Office, School Deans.

- Goal:** Provide greater recognition of individuals who participate as volunteers and donors
- 3-year goal Develop volunteer recognition event (i.e., tea) during Commencement Week
 - 3-year goal Award Volunteers of the Year during Commencement Week with 1 cash gift and 3 certificates
 - 3-year goal Increase membership in giving societies by 20% over Year 1
 - 5-year goal Award Volunteers of the Year during Commencement Week with 3 cash gifts and 1 certificate from each school
 - 5-year goal Increase membership in giving societies by 35% over Year 1

Strategy:

- Provide curriculum and instructors for continuing education courses
- Develop resources for giving societies and volunteer recognition from donor base

Responsible Office: Advancement and Planning, Alumni Affairs, Provost

RESEARCH ENVIRONMENT

Definition: Creation of infrastructure and environment to promote and encourage research endeavors at the College

Measure: Development and sustainment of the Office of Scholarly Research and Sponsored Programs

Goal:

- 3 year goal Develop policies and procedures to ensure ethical conduct in research and instructional activities
- 3 year goal Establish training and workshop program to promote the four areas of the body of knowledge: project development and administration, legal requirements and sponsor interface, financial management, and general management
- 3 year goal Create an effective faculty-librarian liaison program to improve communication regarding faculty and student research needs
- 5 year goal Provide effective oversight and support services to ensure the integrity of research and practice conducted by its faculty and students
- 5 year goal Create, disseminate, and enforce clear policies on practices involving intellectual property rights
- 5-year goal Develop a plan to evaluate the impact and sustainability of the Office of Scholarly Research and Sponsored Programs

Strategy:

- Create an assessment tool to document accomplishments, actions needed, and lessons learned
- Establish an online training and resource repository in conjunction with the Office of Scholarly Research and Sponsored Programs webpage

Responsible Office: Academic Affairs, Human Resources, Financial and Administrative Affairs, Library, Information Technology Center, and Office of Scholarly Research and Sponsored Programs

CIVIC ENGAGEMENT

Definition: Using volunteerism, community service, internships, and public advocacy to advance learning outcomes essential for responsible citizenship and to serve the College’s constituents

Measure: Develop a culture of Civic Engagement

Goal:

- 3-year goal Each School will identify an area of Civic Engagement emphasis, appropriate learning outcomes, and assessment measures in at least one specific academic program
- 3-year goal Faculty Senate, Classified Council, and Student Government Association will identify and report Civic Engagement activities to Media Relations monthly
- 4-year goal Create quantifiable goals for this measure utilizing baseline data from year three.

Strategy:

- Institutional Research and Effectiveness will meet with Deans' Council regarding the identification of Civic Engagement emphasis, appropriate learning outcomes, and assessment measures in at least one specific academic program per School
- Institutional Research and Effectiveness will meet with Faculty Senate, Classified Council, and Student Government Association regarding identification of and reporting out of Civic Engagement activities utilizing forms created for this reporting purpose

Responsible Office: Academic Affairs, Institutional Research and Effectiveness, Faculty Senate, Classified Council, SGA, School Deans, and Media Relations

DIVERSE CAMPUS CLIMATE

Definition: A community of students, faculty, and staff where diverse curricula, ideas, perspectives and backgrounds are promoted and represented

Measure: Promote civility and multiculturalism among students, faculty, and staff

Goal:

- 3-year goal Strengthen courses that already address diversity
- 3-year goal Require all new employees to attend diversity training with orientation
- 5-year goal Sustain new employee and student orientation programs to incorporate diversity training
- 5-year goal Require all faculty/staff to attend a minimum of one faculty/staff development course in diversity training during the 5 year period

Strategy:

- Develop an orientation diversity training session
- Offer faculty/staff development courses in diversity
- Promote a greater awareness of and appreciation for diversity
- Promote the values of diversity
- Create a more inclusive institution by promoting respect for others
- Develop faculty/staff mentoring programs

Responsible Office: Academic Affairs, School Deans, Multicultural Affairs, Human Resources

Measure: Number of courses addressing diversity and international issues/affairs

Goal:

- 3-year goal Identify current courses with diversity components with specific outcomes and assessments

Strategy:

- College committees for diversity, social justice and international initiatives and the college's five schools will identify and design new courses to develop world languages that support area and cultural studies specializations (African, Asian, Eurasian, European, and Latin American)

Responsible Office: Academic Affairs, School Deans, Multicultural Affairs, International Initiatives

Measure: Increase number of high quality minority and/or international employee applicants to promote opportunities for increasing minority and/or international employees

Goal:

3-year goal Increase minority and/or international applicants for employment by 3%
5-year goal Increase minority and/or international applicants for employment by 5%

Strategy:

- Develop Faculty and Staff Recruitment Plan
- Utilize advertising to target minorities and international applicants
- Attend job fairs at universities with Master's and Doctoral degree programs with minority population

Responsible Office: Human Resources, Multicultural Affairs, International Initiatives

Measure: Number of resources that represent diversity issues and international and area studies through the Office of Multicultural Affairs

Goal:

3-year goal Increase resources representing diversity issues and international and area studies by 300 items
5-year goal Increase resources representing diversity issues and international and area studies by 500 items above baseline

Strategy:

- Evaluate collection development processes and bibliographic tools
- Strengthen faculty-librarian liaison program
- Incorporate information about diversity and international and area studies materials into the library instructional program
- Develop information literacy program for ESL students
- Assess and determine use of diversity issues as well as international and area studies collection

Responsible Office: Library, Academic Affairs, Multicultural Affairs, International Initiatives, School Deans

COMMUNICATION

Definition: A community of students, faculty, staff, and alumni where organizational engagement activities build effective communication that bridges ideas, perspectives and backgrounds

Measure: Promote cooperation, positive communication, civility, and multiculturalism among students, faculty, staff, and alumni

Goal:

3-year goal	Identify areas of communication ineffectiveness
3-year goal	Develop strategies to reduce the performance gap between importance and satisfaction rates on the Noel-Levitz CESS related to the work environment communication items
3-year goal	Implement strategies developed
3-year goal	Increase organizational engagement activities
5-year goal	Reduce the performance gap between importance and satisfaction rates on the Noel-Levitz CESS related to the work environment communication items

Strategies:

- Identify avenues to communicate more effectively
- Re-institute the Joint Academic Affairs Advisory Committee
- Administer the Noel-Levitz CESS
- Create an electronic solution box
- Establish an INTRANet specific to the needs of faculty, staff and administration

Responsible Office: President's Staff, Faculty Senate, Classified Council, SGA, Alumni Affairs, and Information Technology Center