

constituents for their review and comments. The committee will incorporate comments and suggestions before recommending specific changes to the College Mission. All proposed changes to the mission require the approval of the President and the Alabama State Board of Education.

Each year, the College sets institutional goals that are realistic and measurable as the means to attaining the mission. The Planning and Institutional Effectiveness Committee coordinates the development of specific goal indicators. These indicators will serve as measurable statements and be used to focus assessment and evaluation. Each academic and educational support unit within the College is responsible for submitting an action plan (Unit Plan) which outlines area specific goals designed to help meet the institutional goals. These unit level action plans focus on the department/unit's strengths, weaknesses, needs and processes.

The 2008-2009 Goals and Indicators are as follows. 2010 Goals and Indicators will be updated following the Administrative Retreat in the summer of 2009.

Goal 1: To develop an exemplary and world class instructional program

Strategic Indicators:

- a. Curriculum enhancements
- b. Resources to support faculty development
- c. Enhanced student learning outcomes
- d. Effective and efficient distance learning opportunities
- e. Technological advancements

Goal 2: To maintain a comprehensive exemplary student services division

Strategic Indicators:

- a. Informative, friendly and supportive services
- b. Effective and efficient academic advising
- c. Increased diversity
- d. Quality student activities implemented
- e. Customer service strengthened
- f. Retention rates improved

Goal 3: To thoroughly integrate technology college-wide in instruction and administrative services.

Strategic Indicators:

- a. Faculty trained to use a variety of technologies
- b. Immediate and continuous access to computing services
- c. Full integration of technologies throughout the curriculum
- d. State-of-the-art technologies for students, faculty and staff

Goal 4: To be recognized as institution that is fiscally responsible

Strategic Indicators:

- a. Enhanced stewardship of resources
- b. Perfect audits
- c. Sound management procedures implemented continuously
- d. Open and ongoing dialogue with government agencies, public and private entities to enhance College initiatives

Goal 5: To maintain facilities on both campuses that are appropriate for educational programs and administrative services

Strategic Indicators:

- a. Operational residence halls
- b. Expanded athletic/recreational complex
- c. Technological connectivity of campuses
- d. Enhanced and well-maintained facilities and grounds
- e. Clean, safe and accessible environment

Goal 6: To enhance the faculty and staff development program

Strategic Indicators:

- a. Increased degree attainment
- b. Increased diversity
- c. Utilization of consultants
- d. Strengthened customer service
- e. Effective use of technology to impact management
- f. Effective on-going, integrated planning and evaluation process

Goal 7: To maintain a model program for economic development and workforce training

Strategic Indicators:

- a. Provide business and workforce training
- b. Customized training developed and implemented

Goal 8: To include the community as part of the college

Strategic Indicators:

- a. Lifelong learning and enrichment opportunities
- b. Increased community ownership

Annually, end-of-the-year reports are developed by each unit. These reports reflect a unit's evaluation and critical assessment of goals, outcomes and related activities. The reports also define the use of results and any modifications that will be made for the following year. The planning and evaluation schedule integrates the planning process and the budgeting process.

During the 2007-2008 school year, two significant changes were infused in the planning process. It was determined that all divisions of the college (not just Instructional Services) would evaluate Student Learning Outcomes. In addition, a Planning Hearing process was implemented. The Planning Hearing provides an opportunity for all reporting divisions to present their assessment findings, present and discuss their collected data, and use of results. Division heads present their Unit Plans, Unit Plan Narratives, Student Learning Outcomes, collected data and Program Review outcomes (if applicable). Division heads present their findings to a team of lead administrators at the school representing both Administrative Services and Instructional Services. Following the Planning Hearing, the Planning Hearing Committee assesses and evaluates all elements submitted within the Planning Hearing notebook and evaluates the findings and use of results using a shared rubric. Findings are then shared back with the division head and recommendations for improvement (if any) are shared. If recommendations are issued, Division heads are required to update their handbooks and resubmit for final approval to the committee. The Lawson State Community College Planning and Evaluation Process includes:

- Review of the institution's mission. A college-wide review will occur every five years but more frequently if internal and/or external circumstances dictate a need for the review.
- Delineation of the President's vision as it relates to the institution's mission.
- Establishment of goals and related thematic areas based on the mission and the President's vision.