

Long Range Plan FY 2004-2008

Jefferson College

Background and Purposes

The purpose of planning is to provide the College's governing board, administration, faculty and staff with a task-oriented blueprint for maximizing the delivery of higher education services to students and the community in a predictable, programmatic, and fiscally sound manner. Planning has always been an essential part of the governance of the College's operations and is now completely integrated within the administrative fabric of the institution. The institution-wide planning process resides in the Program and Facilities Planning standing committee with linkages to the Board of Trustees, the Administrative Cabinet, the Constituent groups, and the other standing committees. All employees continue to have the opportunity to participate in this planning process through subcommittee work and through their respective constituent groups. The community is also represented through a number of established advisory and ad hoc committees.

It is an accepted fact that the College needs to continually self-assess its strengths, needs, perceived external opportunities and constraints as well as the need to project future activities, operations, and finances. The benefits that accrue from thoughtful planning include a shared sense of mission and expected accomplishments, enhanced accountability to constituents, prudent fiscal management, and superior learning for students. Jefferson College espouses the proposition that an institution that plans, implements, assesses, and documents its accomplishments also benefits through public, professional, and political recognition as an accredited institution providing high quality services.

Plan Management

A system is in place to monitor the plan's activities, document progress, and make reasoned adjustments as needed. The written plan specifies the College's strategic aims, goals, objectives, strategies, and performance measures. The Program and Facilities Planning Committee, through its subcommittee structure and in the committee as a whole, systematically analyzes data from a variety of internal and external sources including institutional analyses, reports, fact books, vice-presidential annual reports, instructional and administrative program review summaries, student outcomes assessments, and institutional standing committee annual reports to assess the extent to which the planning goals are being accomplished.

The Program and Facilities Planning Committee makes recommendations to the Administrative Cabinet for approval. The College's Board of Trustees annually review and adopt the five-year Long Range Plan. This process allows administrative decision-makers the opportunity to modify existing, or incorporate new, plan components as needed and in a timely manner.

Goal

Objective

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- 1.0** Solidify the reputation of Jefferson College as a premier community college in Missouri at the beginning of the 21st century.
- 1.1** Maintain maximum access to higher education.
- 1.1.1** Maintain reasonable costs to students through our tuition and fee structure.
- 1.1.1.1** Implement multi-year tuition and fee schedules taking into account local and economic conditions and institutional financial projections.
- 1.1.1.1.1** Annual Comparison of Jefferson College tuition & fee structure with the other state public community colleges. **Research & Planning**
- 1.1.1.2** Implement findings from Blue Ribbon Commission on Higher Education Needs of Norther Jefferson County.
- 1.1.1.2.1** Documentation of activities in President's annual report. **President**
- 1.1.1.3** Maintain and improve service to students at all attendance sites.
- 1.1.1.3.1** Annual analysis of attendance site(s) courses, enrollment, credit hour generation and student satisfaction in annual College Fact Books. **Research & Planning**
- 1.1.1.4** Maintain high profile in community through public information and marketing efforts.
- 1.1.1.4.1** Documentation of activities in Director of Public Relations' Annual Report to President. **Public Relations**
- 1.1.1.5** Implement and monitor the Enrollment Management Plan consistent with area needs, resources, and physical plant.
- 1.1.1.5.1** Documentation of annual review of Enrollment Management Plan in Dean of Student Services's Annual Report. **Dean of Student Services**
- 1.2** Operate the college in an efficient fiscal manner while maintaining high quality services.
- 1.2.1** Develop policies and procedures at the level of the Board of Trustees that utilize the policy governance model as recommended by the Association of Community College Trustees.
- 1.2.1.1** A schedule for reviewing and approving new policies and policy revisions will be established and implemented through the administrative management system. The President shall present policies for approval to the Board of Trustees to regularly convened meetings as per institutional policy.
- 1.2.1.1.1** Periodic review, revision, and publication of policy and procedure manuals. **President**
- 1.2.2** Implement systematic program reviews throughout all instructional and administrative areas.
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	<p>1.4.2.1 Faculty and staff will further community development in municipalities, local agencies, and civic organizations by participating on their Boards and by providing technical consultation and assistance. Representation on community boards and organizations is assured by the Administrative Cabinet.</p> <p>1.4.2.1.1 Annual employee survey conducted through the President's office.</p>	<p>President</p>
1.5	<p>Position the institution to readily take advantage of federal, state, and local policies designed to benefit current or prospective students.</p> <p>1.5.1 Continually monitor state and federal legislation and initiatives.</p> <p>1.5.1.1 The President and his designees shall maintain close contact with federal, state, and local officials to monitor the educational, economic, and political scene.</p> <p>1.5.1.1.1 Documentation of activities in Administrative Cabinet minutes and President's Annual Report.</p> <p>1.5.2 Assure appropriate institutional responses through the operation of the administrative committee structures.</p> <p>1.5.2.1 The President shall annually appoint and/or recognize the formation of the institution's committees, and monitor and acknowledge their activities through personal contacts, through the circulation of written minutes, and through the acceptance of annual committee reports.</p> <p>1.5.2.1.1 Produce annual listing of institutional committees, and document activities in committee minutes & annual reports.</p>	<p>President</p> <p>President</p> <p>President</p>
1.6	<p>Change indicators of individual and institutional success/effectiveness from activities to an emphasis on goal-setting which focuses on the achievement of desired results.</p> <p>1.6.1 Communicate to every student by word and deed that we share the students' goal to be successful while enrolled at Jefferson College.</p> <p>1.6.1.1 Nurture an institutional climate where accountability and effectiveness leading to desired results as reflected in the policies of the institution and the daily practices of the workforce are embraced by all.</p> <p>1.6.1.1.1 Annual "Student Assessment of Services" surveys and documentation of annual reviews of policies, procedures, and practices in Vice Presidents' Annual Reports.</p>	<p>President</p>
1.7	<p>Position the institution financially so that its mission can be fulfilled.</p> <p>1.7.1 Ensure fiscal viability through the development of budget forecasts by types of funds.</p> <p>1.7.1.1 Develop revenue and expenditure estimates from local assessed valuation, federal and state appropriations, tuition, and bonding authority.</p>	

Strategic Aim*Jefferson College***Goal****Objective****Strategy****Performance Measure****Unit Assigned**

1.7.1.1.1 Develop written revenue and expenditure scenarios for Board of Trustee approval and publish audited figures in IPEDS F-1 reports.

Controller Office

1.7.2 Expand external funding opportunities for the College.

1.7.2.1 Establish annual fundraising goals for the Foundation.

1.7.2.1.1 Fundraising results will be summarized in the Annual Report to the President.

**Business, Industry, &
Institutional
Advancement**

1.8 Establish and implement the institutional long-range planning process.

1.8.1 Review, recommend, and monitor the planning activities.

1.8.1.1 The Program & Facilities Planning Committee shall implement and annually monitor the long range planning activities.

1.8.1.1.1 The Program & Facilities Planning Committee shall document its activities in an annual committee report to the President.

Research & Planning

Goal**Objective****Strategy****Performance Measure****Unit Assigned**

- 2.0** Maximize academic, vocational-technical, and personal outcomes for Jefferson College students.
- 2.1** Provide the opportunity for students to develop competency, knowledge, and skills to function in a global society.
- 2.1.1** Provide programs that demonstrate value to students, the community, and the global society.
- 2.1.1.1** Continue systematic program review.
- 2.1.1.1.1** Documentation of instructional program review findings and actions. **VPAA&SS**
- 2.1.1.2** Study local and global labor market indications.
- 2.1.1.2.1** Monitor courses offered/jobs obtained. **Dean Vo-Tech Educ**
- 2.1.1.3** Continue to encourage strong local business community advisory committee participation.
- 2.1.1.3.1** Assure the appropriate composition of Advisory Group members. **Dean Vo-Tech Educ**
- 2.1.1.4** Continue to review potential new instructional program(s) each year.
- 2.1.1.4.1** Maintain schedule for program review & submit findings annually to Vice President of Academic and Student Services. **VPAA&SS**
- 2.1.1.5** Provide the opportunity for students to become computer literate.
- 2.1.1.5.1** Monitor effects of computer literacy requirement. **Dean Vo-Tech Educ**
- 2.1.2** Provide students with reliable/valid advisement information.
- 2.1.2.1** In cooperation with Student Services, evaluate and refine the academic advising system to increase academic, vocational-technical, and personal success for students.
- 2.1.2.1.1** Documentation of findings and actions in Academic Advising Committee minutes. **Stud. Acad. Advising**
- 2.1.2.2** Encourage students to monitor their educational experience by making regular visits to their academic advisor.
- 2.1.2.2.1** Track student/advisor interactions through surveys. **Stud. Acad. Advising**
- 2.2** Actively support an environment that promotes excellence in the teaching process.
- 2.2.1** Provide professional development opportunities for faculty.

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- 2.2.1.1 Provide funds to allow faculty to participate in professional development activities.
 - 2.2.1.1.1 Identify funds in budget preparation process. **Dean Vo-Tech Educ**
- 2.2.1.2 Continue to provide orientation and review training for adjunct instructors.
 - 2.2.1.2.1 Record number of training sessions and number of adjunct instructors participating. **Dean Ext-NT Learning**
- 2.2.1.3 Utilize current technology to facilitate instruction strategies and techniques including computer assisted instruction.
 - 2.2.1.3.1 Document uses of new technology in curricula. **Instruct. Suprt. Cntr.**
- 2.2.1.6 Study and revise the sabbatical program to allow more flexibility.
 - 2.2.1.6.1 Review committee's recommendations and forward to the administrative cabinet. **VPAA&SS**
- 2.2.1.8 Review and, as needed, revise procedures for evaluation of faculty.
 - 2.2.1.8.1 Document use of evaluation instrument. **VPAA&SS**
- 2.3 Actively support a learning environment that promotes successful student outcomes.
 - 2.3.1 Provide regularly reviewed curricula and services that demonstrate student success through assessment.
 - 2.3.1.01 Provide students with well-defined course outcomes.
 - 2.3.1.01.1 Documentation of course outcomes review in instructional program review. **VPAA&SS**
 - 2.3.1.02 Develop a "writing across the curriculum" program.
 - 2.3.1.02.1 Developed written procedures. **Com. & Arts Division**
 - 2.3.1.03 Expand critical thinking skills as a component of the curriculum.
 - 2.3.1.03.1 Continuance and expansion of FFR "Reading for Results" and similar initiatives. **Com. & Arts Division**
 - 2.3.1.04 Purchase computer assisted learning software and other instructional equipment as appropriate.
 - 2.3.1.04.1 Document acquisition and installation of appropriate equipment. **Com. & Arts Division**
 - 2.3.1.05 Provide educational bridges that increase opportunities for student success in college courses for all students, including the at risk student.

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2.3.1.05.1	Identify bridges.	Dean Vo-Tech Educ
2.3.1.06	Continue and improve the Honors programs and student experiences.	
2.3.1.06.1	Identify programs and activities.	Com. & Arts Division
2.3.1.07	Continue and improve Learning Center services.	
2.3.1.07.1	Departmental reports of student surveys, course success rates, and evaluation of services.	Learn. & Asmnt. Cntr.
2.3.1.07.2	Investigate the role and feasibility of Assessment Services providing testing services for alternate delivery courses and additional testing services, which measure student classroom learning.	Learn. & Asmnt. Cntr.
2.3.1.08	Continue to improve and enhance Library Services.	
2.3.1.08.1	Survey of users and review of services with Library Committee as reflected in the minutes of the Committee meetings.	Learning Resources
2.3.1.09	Expand the range of intercultural activities.	
2.3.1.09.1	Identify awareness programs/activities.	Dean Ext-NT Learning
2.3.1.10	Support relevant educational initiatives (current examples: Tech-Prep, School-to-Work, and Dual Enrollment initiatives).	
2.3.1.10.1	Document resource and personnel allocations for special educational initiatives.	Dean Vo-Tech Educ
2.3.1.11	Create a feedback loop that gives instructors assessment information, both about general education and discipline/program student outcomes that will be used in the improvement of classroom teaching and in the setting of discipline/program goals.	
2.3.1.11.1	Document the feedback loop procedures, and the use of the data in the Vice President of Academic Affairs & Student Services Annual Report.	VPAA&SS
2.3.1.11.2	Review student outcomes data provided by the Office of Research and Planning.	VPAA&SS
2.3.1.12	Use the results of Student Outcomes Assessment in the budgeting process to improve student learning.	
2.3.1.12.1	Monies to be tied to the results of Student Outcomes Assessment are a designated line-item or are otherwise clearly designated as assessment monies in the annual budget.	VPAA&SS
2.3.1.13	Use the results of Student Outcomes Assessment to underwrite accountability to the various constituency groups, as when recruiting, advertising, etc.	

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- 2.3.1.13.1** Assessment results appear in various recruitment, advertising, etc., literature. **VPAA&SS**
- 2.3.1.14** Support the Linda Johnston "Excellence in Assessment" award program and the faculty in-service training.
- 2.3.1.14.1** Deliberate and confer annual awards as appropriate. **Learn. & Asmnt. Cntr.**
- 2.3.1.15** Review and revise the "Assessment Plan" in accordance with the Student Outcomes Committee and the Higher Learning Commission of NCA levels of implementation recommendations.
- 2.3.1.15.1** Student Outcomes Committee chair will submit annual report to Vice President of Academic Affairs & Student Services. **Learn. & Asmnt. Cntr.**
- 2.4** Provide flexibility in offering credit and non-credit coursework.
- 2.4.1** Expand course offerings at a variety of off-campus host sites in the College's service region as appropriate.
- 2.4.1.3** Continue to develop partnerships with secondary and post-secondary institutions.
- 2.4.1.3.1** Substantiate efforts and accomplishments to expand partnerships. **Dean Vo-Tech Educ**
- 2.4.1.4** Continue strong relationships with public assistance agencies.
- 2.4.1.4.1** Identify relationships and representatives. **Dean Ext-NT Learning**
- 2.4.1.5** Utilize technology to provide instruction for non-traditional learning opportunities (telecourses, interactive video, etc.), where appropriate.
- 2.4.1.5.1** Document examples of technology uses in reports to Vice President of Academic Affairs & Student Services. **Instruct. Suprt. Cntr.**
- 2.4.1.7** Review and develop continuing education courses.
- 2.4.1.7.1** Response to local demand identified. **Dean Ext-NT Learning**
- 2.4.1.8** Meet the academic needs of adults by providing Adult Basic Education (ABE) and General Educational Development (GED) services.
- 2.4.1.8.1** Provide GED preparation and other courses as needed. **Dean Ext-NT Learning**
- 2.5** Continue to operate an Area Technical School.
- 2.5.1** Continue to offer ATS programs that provide completing students with the knowledge, competency, and skills necessary for entry into the workforce and/or continued education opportunity.

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2.5.1.1	Provide programs that demonstrate value to students, the community, and the global society economy.	
2.5.1.1.1	Document activities to elicit satisfaction and student performance.	Health & Occup. Div.
2.5.1.2	Monitor local and global labor market indications.	
2.5.1.2.1	Document efforts with advisory groups/employers.	Health & Occup. Div.
2.5.1.3	Continue to support strong business community advisory committee participation.	
2.5.1.3.1	Record committee membership and activities in written minutes.	Health & Occup. Div.
2.6	Develop capabilities for distance learning to facilitate instruction and conferencing.	
2.6.1	Promote and expand the College's current distance learning capabilities.	
2.6.1.1	Maintain and expand distance learning offerings.	
2.6.1.1.1	Needs assessment and status reporting.	Instruct. Suprt. Cntr.
2.6.1.2	Continue and improve capabilities of JC-TV.	
2.6.1.2.1	Needs assessment and status reporting.	JCTV
2.6.1.4	Encourage the expansion of the number of bachelor and master level courses available through the interactive video courses in the county.	
2.6.1.4.1	Status reports to Vice President of Academic Affairs & Student Services.	Dean Ext-NT Learning
2.6.1.5	Promote, arrange, and deliver specialized ITV training and education for small groups and local businesses.	
2.6.1.5.1	Status reports to Vice President of Academic Affairs & Student Services.	Dean Ext-NT Learning
2.7	Maximize transfer of credit for Jefferson College students transferring to other Missouri institutions of higher learning.	
2.7.1	Promote transfer of general education.	
2.7.1.1	Review of the general education program.	
2.7.1.1.1	Documentation of the general education program review findings and actions.	Com. & Arts Division
2.7.2	Promote articulated transfer agreements.	

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2.7.2.1 Review of articulated transfer agreements.

2.7.2.1.1 Documentation of the articulated transfer agreements reviewed findings and actions.

Com. & Arts Division

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- 3.0** Facilitate and enhance the collegiate experience of all Jefferson College students.
 - 3.1** Provide a wide array of student-centered support services designed to enhance both the in-class and out-of-class experiences.
 - 3.1.1** Develop and implement a student records system that will facilitate the admissions, financial aid, registration and other transaction processes.
 - 3.1.1.4** Investigate methods of automation in application, processing and disbursement of Title IV funds.
 - 3.1.1.4.1** Document possible methods in written report to Vice President of Academic Affairs & Student Services. **Admissions/Fin. Aid**
 - 3.1.1.5** Develop an electronic admission application process.
 - 3.1.1.5.1** Access to electronic application available. **Admissions/Fin. Aid**
 - 3.1.2** Introduce students new to the college to the availability of student support services and to the policies and procedures of the College through a new student orientation program.
 - 3.1.2.1** Provide first-time students with various opportunities to participate in the student orientation program.
 - 3.1.2.1.1** Produce brochure describing options. **Admissions/Fin. Aid**
 - 3.2** Provide students and the community with intra- and inter-collegiate athletic programs that support and encourage individual wellness.
 - 3.2.1** Operate the athletic facilities and equipment in support of the College's physical education courses, the intercollegiate athletic program, and the physical well-being of the students.
 - 3.2.1.2** Evaluate the opportunities for men and women to participate in intercollegiate athletics.
 - 3.2.1.2.1** Document findings of evaluation in written report to Vice President of Academic Affairs & Student Services. **Athletics & Field Hse.**
 - 3.3** Enhance the rates of student persistence and goal completion through the provision of a comprehensive student development system.
 - 3.3.1** Increase student persistence and completion rates.
 - 3.3.1.1** Examine student retention patterns determining reasons for withdrawal, identifying at-risk students, and developing coordinated intervention strategies to increase student persistence and completion rates.
 - 3.3.1.1.4** Collect Data, analyze findings, and report results of retention studies. **Dean of Student Services**
 - 3.3.1.2** Design and implement strategies to improve individual students' classroom performance using such methods as supplemental instruction, workshops, one-on-one assistance, etc.

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3.3.1.2.1 TRIO Personnel grant reporting.

Student Suprt. Serv.

3.3.2 Promote and strengthen the existing academic advising system.

3.3.2.1 Clearly state institutional expectations and provide appropriate training to meet expectations for faculty involvement in the advising process.

3.3.2.1.1 Monitoring by Vice President of Academic Affairs & Student Services, Deans, and Dir. Academic Advising.

Stud. Acad. Advising

3.3.2.2 Develop guidance materials for students who are self-advised.

3.3.2.2.1 Monitoring by Vice President of Academic Affairs & Student Services, Deans, and Dir. Academic Advising.

Stud. Acad. Advising

3.3.2.3 Establish an Advising Resource Center in the Student Center Building.

3.3.2.3.1 Monitoring by Vice President of Academic Affairs & Student Services, Deans, and Dir. Academic Advising.

Stud. Acad. Advising

3.3.3 Investigate the feasibility of a counseling program that addresses student needs related to career, academic, and personal counseling.

3.3.3.2 If need is determined, identify funding sources to provide comprehensive counseling services.

3.3.3.2.1 Document identified funding sources.

Student Dvlpmnt.

3.3.3.3 Develop workshops pertinent to students' personal, developmental, and social needs.

3.3.3.3.1 Document areas of interest levels from feasibility study.

Student Dvlpmnt.

3.3.3.5 Implement a Crisis Intervention Plan.

3.3.3.5.1 Document will be within the Office of Student Development.

Student Dvlpmnt.

3.3.5 Provide a state licensed and Missouri accredited Child Development Center for use by students, college employees, and the public.

3.3.5.1 Maintain compliance with licensing regulations and Missouri Accreditation standards.

3.3.5.1.1 Document results of, and actions taken as a result of, licensing inspections.

Child Devel.Cntr.

3.3.5.2 Maintain a curriculum consistent with the Department of Elementary and Secondary Education (DESE), Project Construct.

3.3.5.2.1 Document training of staff in the curriculum.

Child Devel.Cntr.

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	3.3.5.2.2	Document teacher evaluation methods.	Social Sciences Div.
3.3.5.3		Improve staffing strategies to maintain quality child care and educational instruction.	
	3.3.5.3.1	Meet current written staffing requirements.	Child Devel.Cntr.
	3.3.5.3.2	Meet current written staffing requirements.	Social Sciences Div.
3.3.6		Provide countywide leadership and support for increasing the county's high school students' awareness of the value of higher education.	
	3.3.6.1	Maintain an annual plan to guide recruitment activities, specially targeting the various markets of the college.	
	3.3.6.1.1	Documented in annual recruitment plan.	Admissions/Fin. Aid
	3.3.6.2	Develop initiatives to expose students at all educational levels (K-12) to the value of participating in post-secondary education.	
	3.3.6.2.1	Documented in annual recruitment plan.	Admissions/Fin. Aid
3.3.7		Provide alumni opportunities for involvement and association with the College, specifically to engage in life-long learning, community service, leadership experience and philanthropic activities.	
	3.3.7.1	Continue and expand points of contact with alumni through mailings, phone-a-thons, special events, programs and web publishing.	
	3.3.7.1.1	Alumni Association activities will be documented in quarterly reports to the President.	Business, Industry, & Institutional Advancement
	3.3.7.2	Cultivate and recruit a core group of active alumni to form an ongoing Alumni Association.	
	3.3.7.2.1	Undertake activities to form an Alumni Association.	Business, Industry, & Institutional Advancement
3.3.8		Explore opportunities for Student Center improvements as funding is available.	
	3.3.8.1	Appoint an ad hoc committee to assess the feasibility of improvement to this area.	
	3.3.8.1.1	Document findings in ad hoc committee minutes and reports.	Dean of Student Services

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- 3.4** Improve upon opportunities for meaningful credit courses in non-traditional academic environment.
 - 3.4.1** Increase availability for students participation and personal growth in study skills, leadership, citizenship, community service, and wellness activities.
 - 3.4.1.2** Continue to promote and enhance leadership training programs and student volunteer experiences through campus organizations.
 - 3.4.1.2.2** Continue to document activities and accomplishments in the Student Development Annual Report.
 - 3.4.1.3** Develop and provide a credit course emphasizing aspects of leadership development.
 - 3.4.1.3.1** Provide course curriculum and syllabus.

Student Dvlpmnt.

Student Dvlpmnt.

Goal

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Unit Assigned

- 4.0** Enhance student learning and institutional effectiveness through the implementation and utilization of electronic managerial, educational, and telecommunications technologies.
 - 4.1** Install and implement automated systems to meet the computing needs of administrative, academic and office management as delineated in the College-Wide Computing Plan.
 - 4.1.1** Complete all activities outlined in the Administrative Computing Project.
 - 4.1.1.1** Install and maintain BANNER MIS software.
 - 4.1.1.1.1** Document efforts in Administrative Computing Project Status Report to Cabinet on BANNER Systems implementation. **Vice President of Finance & Administration**
 - 4.1.2** Complete all activities outlined in the Academic Computing Project.
 - 4.1.2.1** Establish activities management and coordination.
 - 4.1.2.1.1** Document accomplishments in the Academic Computing Project Status Report to Cabinet. **Dean Vo-Tech Educ**
 - 4.1.3** Complete all activities outlined in the Office Management Project.
 - 4.1.3.1** Upgrade and maintain administrative workstations.
 - 4.1.3.1.1** Document accomplishments in the Office Management Project Status Report to Cabinet on administrative workstation maintenance. **Vice President of Finance & Administration**
 - 4.2** Implement and revise the Collegewide Computing Plan as needed.
 - 4.2.1** Annually review the Collegewide Computing Plan.
 - 4.2.1.1** Update and monitor plan through the Technology, Telecommunications, and Computing Committee.
 - 4.2.1.1.1** Document activities in the committee status reports to the Vice President of Finance and Administration. **Learning Resources**

Goal

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Unit Assigned

- 5.0** Provide educational facilities conducive to a positive teaching-learning environment.
 - 5.1** Extend the functional usefulness of physical plant and equipment
 - 5.1.1** Establish a preventive maintenance program for the institution.
 - 5.1.1.1** Perform scheduled preventive maintenance projects as funds are available.
 - 5.1.1.1.1** Document accomplishments in annual report to the Vice President of Finance and Administration. **Bldgs. & Grounds**
 - 5.2** Maintain preparedness in the event of campus emergencies.
 - 5.2.1** Review the emergency procedures program.
 - 5.2.1.1** Maintain the emergency procedures program manual and assure its currency.
 - 5.2.1.1.1** Document emergency program review activities in annual report to Vice President of Finance and Administration. **Bldgs. & Grounds**
 - 5.3** Enhance the campus facilities to promote a positive learning environment.
 - 5.3.1** Implement viable projects identified in facilities plans.
 - 5.3.1.1** Perform projects as identified in the Technical Assistance Report, 1995, McClure Engineering Associates, as possible based on institutionally available funds.
 - 5.3.1.1.1** Record projects completed in annual report to Vice President of Finance and Administration. **Bldgs. & Grounds**
 - 5.3.1.2** Perform projects identified in Accessibility Audit of Existing Facilities, 1994, Chiodini Associates, as possible based on institutionally available funds.
 - 5.3.1.2.1** Record projects completed in annual report to Vice President of Finance and Administration. **Bldgs. & Grounds**
 - 5.3.1.4** Determine the feasibility of relocating/expanding food service, bookstore, a centralized, suitable lounge area for students, and other services to students closer to student pedestrian traffic.
 - 5.3.1.4.1** Analyze alternatives, assign costs, develop plan and document efforts in annual report to the Vice President of Finance and Administration. **Bldgs. & Grounds**
 - 5.3.1.5** Perform projects identified in Campus Master Plan, 1995, Sverdrup, as possible based on institutionally available funds.
 - 5.3.1.5.1** Record projects completed in annual report to Vice President of Finance and Administration. **Bldgs. & Grounds**

Goal

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5.3.2 Provide timely maintenance services throughout the College campuses.

5.3.2.1 Perform "Requests for Maintenance Services" in a timely manner according to priority.

5.3.2.1.1 Document accomplishments in annual report to Vice president of Finance and Administration.

Bldgs. & Grounds

Goal

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Unit Assigned

6.0	Maintain a qualified, thriving, and productive institutional workforce.	
6.1	Provide orientation and programs to support employees' success.	
6.1.1	Orient new employees to the characteristics of a learning-centered organization and culture and to the requisite faculty and staff performance expectations leading to positive student outcomes.	
6.1.1.1	Assure the understanding and acceptance of the desired performance tenets in the hiring process of new employees through participation in orientation and training activities.	
6.1.1.1.1	Document activities in annual report to Vice President of Finance and Administration.	Human Resources
6.1.2	Promote staff development opportunities.	
6.1.2.1	Encourage participation of all employees in workshops, conferences and related training activities.	
6.1.2.1.1	Document activities in annual report to Vice President of Finance and Administration.	Human Resources
6.1.2.2	Encourage all employees to pursue appropriate educational/vocational degrees and certifications.	
6.1.2.2.1	Document activities in annual report to Vice President of Finance and Administration.	Human Resources
6.1.2.3	Encourage both professional networking and membership in professional, job-related organizations.	
6.1.2.3.1	Document activities in annual report to Vice President of Finance and Administration.	Human Resources
6.1.2.4	Provide in-service training opportunities as needed for existing employees to promote the understanding and acceptance of the renewed emphasis on the measurement of student learning as validation of instructional and support services outcomes.	
6.1.2.4.1	Document activities in annual report to Vice President of Finance and Administration.	Human Resources
6.2	Monitor and improve employee working conditions.	
6.2.1	Provide a competitive compensation plan for college employees.	
6.2.1.1	Explore feasibility of Professional Development System for Certified and Classified Professional Staff.	
6.2.1.1.1	Document activities in annual report to Vice President of Finance and Administration.	Human Resources
6.2.2	Continue and enhance communications between faculty, certified, and classified staff and the administration.	

Goal

Objective

Strategy

Performance Measure

Unit Assigned

6.2.2.1 Utilize technological advances for improvement of communication (i.e., voice mail, e-mail, additional fax machines and computers, interactive teleconferencing between campuses, Internet).

6.2.2.1.1 Evaluate new technology for implementation and document efforts in Vice President's Annual Report.

**Vice President of Finance
& Administration**

6.3 Position the institutional workforce to more reflect the St. Louis area workforce.

6.3.1 Increase employee diversity within the institution.

6.3.1.1 Ensure that all recruitment publications specify our commitment to non-discriminatory employment and our desire to increase ethnic diversity.

6.3.1.1.1 Document activities in annual report to Vice President of Finance and Administration.

Human Resources