



**SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

THE PROVOST

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BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

DIVISION PURPOSE

The mission of the Office of Provost is to advance the College's mission, vision and mission/vision implementation philosophy by providing leadership and support to the development and maintenance of quality academic programs that promote intellectual inquiry which develops mind and spirit.

OBJECTIVE 1

Enhance academic quality by continually developing mission centered academic programs at all locations.

ACTION PLAN

The academic divisions will work through appropriate faculty committees to develop new academic programs. Prior to the addition of any new program a study indicating that the program is feasible, has defined assessable educational outcomes and is consistent with the institutional mission must be completed.

ASSESSMENT

Results of the feasibility study.

RESPONSIBILITY

Provost, Assistant Vice President for External Programs, Academic Divisions, Faculty Committees.

TIME FRAME

Annually.

RESOURCES REQUIRED

Determined by feasibility study and included in the annual budget.

RELATED TO

Institutional Goal No. 4.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 1

Enhance academic quality by continually developing mission centered academic programs at all locations.

RESULTS

The curriculum committee adopted a policy requiring that any proposal to add a major must address feasibility. The College conducts a feasibility study prior to the initiation of any new external centers in line with SACS policies and procedures. The college has informed SACS that it is launching a study of the feasibility of opening a center in Newnan, Georgia. A new institutional mission was adopted during the 2001-2002 academic year. Results of a survey of faculty during Spring Semester 2003 indicate that BPC is doing a better job of articulating its mission. A similar survey question was contained in a survey administered during the 1999-2000 self-study. On a scale of one to six the mean of the question on accurate articulation of the mission was 4.62 compared to 4.37 in the earlier survey.

RESPONSE

As new programs are developed, the faculty through its committees and the institution will continue to be guided by feasibility and the institutional mission.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

Enhance academic quality by continually developing mission centered academic programs at all locations.

RESULTS

The Curriculum Committee has required all new programs to address feasibility and reviewed them for compatibility with mission prior to action by the Faculty Assembly

RESPONSE

This will continue to be done.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

Enhance academic quality by continually developing mission centered academic programs at all locations.

RESULTS

The Curriculum Committee has required all new programs to address feasibility and reviewed them for compatibility with mission prior to action by the Faculty Assembly

RESPONSE

This will continue to be done.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 2

Enhance academic quality by increasing the library collection to 100,000 by the end of the five-year planning cycle and by working with students at all locations to improve accessibility and use through improved technology.

ACTION PLAN

The Director of the Library will create a plan to increase the library collection to 100,000 volumes by the end of the current five-year planning cycle. New software, which is more user friendly, will be installed to aid in accessibility. The Director of the Library will create a plan that will result in professional librarians visiting External Programs centers on a regular basis. Service to all students will be increased.

ASSESSMENT

Increase in the size of the collection to the stated goal. Annual survey of student use and satisfaction.

RESPONSIBILITY

Director of the Library and Provost.

TIME FRAME

The plan will be created and implemented during 2002-2003 and reviewed on an annual basis.

RESOURCES REQUIRED

Purchase an additional 4600 books per year. \$184,000 per year for books, \$8000 year for shelving in 2003-2004 and \$8000 in 2005-2006, \$1500 per year for travel to external centers (\$943,500 over the five-year period).

RELATED TO

Institutional Goal No. 4.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 2

Enhance academic quality by increasing the library collection to 100,000 by the end of the five-year planning cycle and by working with students at all locations to improve accessibility and use through improved technology.

RESULTS

The strategic plan calls for the collection to be increased to 100,000 volumes during the period between 2003 and 2008. The pro forma budget contains allocations that should allow the realization of that goal. During 2002-2003, 2,809 volumes were added to the collection. That is an increase of 1,048 over the number added in the previous year. New shelving has been purchased and arrangement of the shelves has been changed to accommodate the additional volumes. The library software was upgraded during 2002-2003. One of the professional librarians was assigned specific responsibility for visiting external centers. Visits were made throughout the year. Bibliographic instruction was provided to six external classes (225) students during the year. Library guides were distributed to 252 external students.

RESPONSE

The 2003-2004 budget contains an increase of almost \$100,000 for acquisition of additional monographs. Emphasis will continue to be placed on increased service to External Programs Students.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 2

Enhance academic quality by increasing the library collection to 100,000 by the end of the five-year planning cycle and by working with students at all locations to improve accessibility and use through improved technology.

RESULTS

The collection was increased by 4020 volumes compared to 2809 the previous year and 1211 the year prior to that. The total collection contains 82,939 volumes. The library staff continued to visit all external sites and to work to make the library collection accessible to all students.

RESPONSE

The budget for purchase of additional volumes has been increased and the professional staff will continue to work to meet the goal of increasing the collection to 100,000.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 2

Enhance academic quality by increasing the library collection to 100,000 by the end of the five-year planning cycle and by working with students at all locations to improve accessibility and use through improved technology.

RESULTS

The collection was increased by 4695 compared to 4020 volumes in 2003-2004 and 2809 volumes in 2002-2003 and 1211 in 2001-2002. The total collection contains 86,891 volumes. The library staff continued to visit all external sites and to work to make the library collection accessible to all students.

RESPONSE

The budget for purchase of additional volumes has been increased and the professional staff will continue to work to meet the goal of increasing the collection to 100,000.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 3

Enhance academic quality by increasing the percentage of full-time faculty holding terminal degrees at least one percent each year.

ACTION PLAN

One of the specific requirements of most faculty positions will be an earned terminal degree. Search committees will have to justify the recommendation to hire a new faculty member who does not have an earned terminal degree. In any year in which the specific goal is not attained an action plan will be created to address reaching the goal during the next year.

ASSESSMENT

An annual report documenting the percentage of full-time faculty with earned terminal degrees will be prepared. In 2001-2002, 64.7% of the faculty held earned terminal degrees. The specific goal for each year is:

2002-2003	66%
2003-2004	67%
2004-2005	68%
2005-2006	69%
2006-2007	70%
2007-2008	71%

RESPONSIBILITY

Provost, Search Committees

TIME FRAME

Annually as indicated under assessment.

RESOURCES REQUIRED

Time

RELATED TO

Institutional Goal No. 4

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

OBJECTIVE 3

Enhance academic quality by increasing the percentage of full-time faculty holding terminal degrees at least one percent each year.

RESULTS

The goal of at least 66% of the full-time teaching faculty holding a terminal degree during 2002-2003 was met. Forty of the fifty-eight full-time faculty members (68.96%) hold terminal degrees.

RESPONSE

Hiring faculty with terminal degrees and meeting the goals contained in the strategic plan will continue to be institutional priorities.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2003-04

OBJECTIVE 3

Enhance academic quality by increasing the percentage of full-time faculty holding terminal degrees at least one percent each year.

RESULTS

The goal of 67% of the full-time faculty having terminal degrees was exceeded. During 2003-2004 thirty-nine of the fifty-six (69.64%) full-time teaching faculty hold terminal degrees. See the chart below.

<u>Year</u>	<u>Goal</u>	<u>% with Terminal Degrees</u>
2001-2002	Base year	64.7%
2002-2003	66%	68.96%
2003-2004	67%	69.64%

RESPONSE

Hiring faculty with terminal degrees and meeting the goals contained in the strategic plan will continue to be a priority.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 3

Enhance academic quality by increasing the percentage of full-time faculty holding terminal degrees at least one percent each year.

RESULTS

The goal of 68% of the full-time faculty having terminal degrees was exceeded. During 2004-2005, thirty-seven of the fifty-three (69.81%) full-time teaching faculty held terminal degrees. See the chart below.

<u>Year</u>	<u>Goal</u>	<u>% with Terminal Degrees</u>
2001-2002	Base year	64.7%
2002-2003	66%	68.96%
2003-2004	67%	69.64%
2004-2005	68%	69.81%

RESPONSE

Hiring faculty with terminal degrees and meeting the goals contained in the strategic plan will continue to be a priority.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 4

Enhance academic quality by revising the academic rank and tenure system.

ACTION PLAN

Currently academic rank and tenure are separate systems. The Provost will appoint a Task Force and direct the group to review the current system of academic rank and tenure and recommend changes that will align the two systems, address concerns about the two systems, and increase emphasis on scholarship, research, artistic achievement, professional and service activities. The Task Force will be charged with seeking the views of all interested individuals and groups, studying similar systems at quality peer institutions, and preparing recommendations for presentation to the Academic Council and the Administrative Council for review and recommendation to the July 2003 meeting of the Board of Trustees for implementation during the 2003-2004 academic year.

ASSESSMENT

The Provost will certify that the Task Force has been appointed and the report and recommendations prepared for presentation. Two years after implementation (during the 2005-2006 academic year) full-time faculty will be surveyed and given the opportunity to assess the new system.

RESPONSIBILITY

Provost, Academic Council, Faculty, Administrative Council, Trustees

TIME FRAME

New system approved 2002-2003. System implemented 2003-2004. Evaluated by the Faculty 2005-2006

RESOURCES REQUIRED

Time

RELATED TO

Institutional Goal No. 4

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 4

Enhance academic quality by revising the academic rank and tenure system.

RESULTS

The Task Force completed work in April 2003. The Academic Council and the Administrative Council approved the proposal to revise the system of rank and tenure in May 2003. The Board of Trustees will consider the proposal in July 2003. Rank and tenure have been combined into a single system, and more emphasis has been placed on scholarship, research, artistic achievement, professional and service activities. The old policy contained a point system tied to degrees and years of service. It created a perception that one could advance in rank and obtain tenure by staying at the institution for the required number of years. In the new system faculty members will be judged partly on the basis of scholarship/professional development. Neither advancement nor tenure will be automatic.

RESPONSE

The new system will be implemented during 2003-2004. Faculty members will assess the system during 2005-2006.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2003-04

OBJECTIVE 4

Enhance academic quality by revising the academic rank and tenure system.

RESULTS

The new system was implemented during the 2003-2004 academic year.

RESPONSE

Faculty members will assess the system during the 2005-2006 academic year.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 4

Enhance academic quality by revising the academic rank and tenure system.

RESULTS

The new system was implemented during the 2003-2004 academic year.

RESPONSE

The Academic Council and the Rank and Tenure Committee are considering changes to the system based on feedback from the faculty.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 5

Enhance academic quality by increasing funds available for faculty development.

ACTION PLAN

Additional funds will be appropriated for faculty development. Funding will increase by 5 percent (\$1,000) a year, according to the following schedule:

	<u>Base</u>	<u>Additional</u>	<u>Total</u>
2002-03	\$20,000	\$1,000	\$21,000
2003-04	20,000	2,000	22,000
2004-05	20,000	3,000	23,000
2005-06	20,000	4,000	24,000
2006-07	20,000	5,000	25,000

An appropriate faculty committee will devise guidelines for use of the money.

ASSESSMENT

Members of the faculty will be given an opportunity to assess the faculty development system during the 2003-2004 academic year and every two years thereafter.

RESPONSIBILITY

Provost and appropriate faculty committee.

TIME FRAME

Annual budget increases. Faculty will assess the system in 2003-2004 and every two years thereafter. The assessment will afford faculty members an opportunity to suggest changes to improve the system.

RESOURCES REQUIRED

\$1,000 annual increase (\$15,000 over the five year planning cycle)

RELATED TO

Institutional Goal No. 4

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 5

Enhance academic quality by increasing funds available for faculty development.

RESULTS

The 2002-2003 budget included the additional \$1000 for faculty development. The money is divided into allocations per faculty member administered through the discipline based academic division and a fund administered by the Faculty Development Committee. Individual faculty members request allocations for specific projects. During 2002-2003 the committee awarded grants totaling in excess of \$10,000 to twenty-eight faculty members who used the funds to defray some of the cost of attending professional meetings, conducting research, and taking additional graduate courses.

RESPONSE

The strategic plan calls for an additional \$2000 beyond the base amount of \$20,000 to be included in the 2003-2004 budget. The budget actually contains \$1000 beyond that amount. In addition the strategic budgeting process resulted in the establishment of an additional allocation of \$3500 designated for Summer 2004 grants. Increasing the amount of money allocated for faculty development will continue to be a priority.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2003-04

OBJECTIVE 5

Enhance academic quality by increasing funds available for faculty development.

RESULTS

The goal of an additional \$2000 for faculty development was exceeded by \$1000. An additional \$3500 was budgeted for summer faculty development research grants.

RESPONSE

The 2004-2005 budget for faculty development funds includes funds to meet the goal contained in the strategic plan (\$23000). In addition, the additional funds for summer faculty development research grants have been increased to \$5000.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 5

Enhance academic quality by increasing funds available for faculty development.

RESULTS

The goal of an additional \$1000 for faculty development was met. An additional \$5000 was budgeted for summer faculty development research grants.

RESPONSE

The 2005-2006 budget for faculty development funds includes funds to meet the goal contained in the strategic plan (\$24000). In addition the budget contains an additional \$54000 to fund summer research grants. All of these funds are administered by the Faculty Development Committee which is elected by the Faculty Assembly.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 6

Enhance academic quality by increasing student learning expectations in communicative, computational and critical thinking skills, the core competencies, which are the foundation of the general education curriculum by analyzing the current level of competency and implementing changes as needed to facilitate improvement.

ACTION PLAN

Students take the Academic Profile early in their freshman year and again at the end of the sophomore year. The results of each cohort will be studied by the General Education Committee. The committee will also use other means to assess the effectiveness of the general education curriculum and recommend changes as needed to strengthen the curriculum. Individual divisions, which teach courses in the general education curriculum, will study the recommendations from the General Education committee. The Faculty Assembly will act on recommendations. The General Education committee will recommend additional instruments and other means of assessment of the general education curriculum as deemed necessary based on the assessment of the general education curriculum.

ASSESSMENT

The Academic Profile will be used to assess the level of competency as indicated above and in the strategic plan for the general education curriculum.

RESPONSIBILITY

Provost, General Education Committee, Academic Divisions, Faculty Assembly

TIME FRAME

The first cohort will complete the Academic Profile for the second time during Spring 2003. The General Education Committee will complete an evaluation of the general education curriculum in 2004-2005. The Faculty Assembly will act on any recommended changes. The General Education committee will conduct an annual assessment thereafter.

RESOURCES REQUIRED

Time and resources to purchase and score the Academic Profile have been included in the Assessment Budget.

RELATED TO

Institutional Goal No. 4

BREWTON-PARKER COLLEGE**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08****RESULTS & RESPONSES—2002-03****OBJECTIVE 6**

Enhance academic quality by increasing student learning expectations in communicative, computational and critical thinking skills, the core competencies, which are the foundation of the general education curriculum by analyzing the current level of competency and implementing changes as needed to facilitate improvement.

RESULTS

The Academic Profile (AP) was administered to freshmen who entered BPC in Fall 2002. In April 2003, sophomores who had taken the AP upon entering BPC in Fall 2001 took the AP for a second time. The goal of this project is to determine how much the basic skills covered in the instrument have changed during the first two years of college. ETS has not been able to deliver the results in a timely fashion. Plans are currently underway to test a group of sophomores during Summer 2003. As a consequence of both the initial testing of Freshmen in 2001 and 2002 and of the assessment of curricular needs by other means, changes have been implemented in the general education curriculum. Math 100, Intermediate Algebra, has been dropped from the curriculum and replaced by a new introductory course. The new course Math 101, Using and Understanding Math, includes emphasis on thinking critically, problem solving, and statistical reasoning among other things. The course satisfies the general education requirement for most non-math and science majors. The areas of emphasis address points in which the AP has demonstrated that BPC freshmen are weak. It also addresses areas of concern expressed by faculty in disciplines both inside and outside of math and science. Another area of concern is basic writing skills. The concern is based both on the AP scores of BPC freshmen and the overall assessment of the writing program. The introductory two-course sequence in writing has been totally changed as a result. Formally, there was a course called “Grammar and Composition” and a second course called “Writing and Literature.” Content was largely at the discretion of the instructor. No formal research paper was required in either course. The program lacked coherence, purpose and an overarching philosophy. A program mission has been adopted and the two-course sequence has been completely changed. The courses are now built around a rhetorical model, which puts emphasis on critical and synthetic thinking. The first course emphasizes basic academic skills, which are the foundation for success in disciplines across the curriculum, and the second course builds upon those skills and culminates in the completion of a research project. Pre and post testing has been implemented. Analysis of the data from the pre and post testing as well as other assessment has clearly indicated that more needs to be done. As a result, a Director of Writing has been appointed. The Director working under the supervision of the Chair of

the Humanities Division will coordinate the introductory courses and other efforts to improve writing skills. The Strategic Planning Executive Committee awarded a \$10,000 grant to fund operation of a Writing Center and the administration made available and is in the process of renovating a building to house the Writing Center. The Writing Center will open in Fall 2004. Students will be able to use the writing center as a resource to improve writing skills in courses across the curriculum.

RESPONSE

The Academic Profile will be administered to freshmen in Fall 2003. It will be administered in Spring 2004 to sophomore students who took it as freshmen in Fall 2002. The General Education Committee will continue to monitor the results and recommend curricular changes as needed. The Writing Center will open in Fall 2004. Both the Center and the entire writing program will continue to be assessed.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 6

Enhance academic quality by increasing student learning expectations in communicative, computational and critical thinking skills, the core competencies, which are the foundation of the general education curriculum by analyzing the current level of competency and implementing changes as needed to facilitate improvement.

RESULTS

The Academic Profile has now been administered to two cohorts of first-time students who take it during their first semester and again at the end of their second year of enrollment. The scores of both cohorts have increased. When compared to students at similar institutions, BPC students scored lower on all sections of the exam during the first term of enrollment. When compared to students at similar institutions, BPC students scored higher on three of the four areas tested (reading, writing and math) at the end of the second year of enrollment and slightly lower on the remaining section (critical thinking). The division of Arts and Letters is continuing to refine the curriculum in writing and to encourage students across the campus to use the writing center.

RESPONSE

The general education committee and individual academic departments will review the results noted above. The general education committee has decided to give an expanded version of the Academic Profile to future students. This will yield more specific information that can be used in future assessment.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 6

Enhance academic quality by increasing student learning expectations in communicative, computational and critical thinking skills, the core competencies, which are the foundation of the general education curriculum by analyzing the current level of competency and implementing changes as needed to facilitate improvement.

RESULTS

The Academic Profile has now been administered to three cohorts of first-time students who take it during their first semester and again at the end of their second year of enrollment. The scores of all three cohorts have increased. There is a difference in the scores of Mount Vernon and External students. There is a perceived need for more detailed information.

RESPONSE

The general education committee and individual academic departments will review the results noted above. Appropriate faculty committees will study the differences in Mount Vernon and External student scores. The general education committee has decided to give an expanded version of the Academic Profile to future students effective Fall 2005. This will yield more specific information that can be used in future assessment.

BREWTON-PARKER COLLEGE**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08****OBJECTIVE 7**

Enhance academic quality and student learning expectations by implementing a system of faculty evaluation, which emphasizes the use of faculty evaluation to improve the quality of education with particular emphasis on student performance expectations.

ACTION PLAN

More emphasis will be placed on student performance expectations and the use of information from the faculty evaluation process to improve instruction. Faculty members will create a written plan in which they indicate how they are encouraging improved student performance in their classes. They will also indicate how they have used the information from the faculty evaluation process including the results of student evaluation of classes and peer observation of classes to improve instruction. The plans will be updated annually. Division Chairpersons will review the plans and may make suggestions for improvement of the plan. The Provost will do the same for the plans created by Chairpersons. A copy of the plan will be forwarded to the Provost. A section will be added to the form used by the Division Chairperson in the annual evaluation of faculty. This new section will give the Chairperson the opportunity to evaluate the faculty member's plan and actions taken as a part of the plan. The same section will be added to the form used by the Provost in evaluating the Chairpersons.

ASSESSMENT

Division Chairpersons and the Provost will certify that the plans have been created and are being used as indicated in the action plan for this objective. The Chairperson will evaluate each member of the division on an annual basis as indicated above. In the Spring Semester of the 2003-2004 academic year and every two years thereafter Division Chairpersons will give a written report to the Provost which details steps taken within the division during the previous two years to encourage improved student performance and the use of the components of the faculty evaluation process to improve instruction.

RESPONSIBILITY

Provost, Division Chairs and Faculty

TIME FRAME

Annually

RESOURCES REQUIRED

Time

RELATED TO
Institutional Goal No. 4

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 7

Enhance academic quality and student learning expectations by implementing a system of faculty evaluation, which emphasizes the use of faculty evaluation to improve the quality of education with particular emphasis on student performance expectations.

RESULTS

The new system of faculty evaluation was implemented. Faculty members have prepared individual reports detailing specific plans for improvement of instruction based on the various components of faculty evaluation. Faculty members are making many changes in the style of teaching, frequency of exams, types of exams and a host of additional matters.

RESPONSE

The faculty improvement reports will be used as one component of the review of faculty in Spring 2004. In Spring 2004 Division Chairpersons will prepare a report on steps taken in the last two years to improve instruction and student performance.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2003-04

OBJECTIVE 7

Enhance academic quality and student learning expectations by implementing a system of faculty evaluation, which emphasizes the use of faculty evaluation to improve the quality of education with particular emphasis on student performance expectations.

RESULTS

Faculty members created improvement plans and division chairs are using those as part of the process of evaluating members of the faculty. A decision was made to postpone the divisional reports for one year.

RESPONSE

Faculty members will continue to prepare individual improvement plans. Each academic division will prepare a summary of steps taken to improve instruction and student performance through the faculty evaluation process and by other means.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 7

Enhance academic quality and student learning expectations by implementing a system of faculty evaluation, which emphasizes the use of faculty evaluation to improve the quality of education with particular emphasis on student performance expectations.

RESULTS

Faculty members created improvement plans and division chairs are using those as part of the process of evaluating members of the faculty.

RESPONSE

Faculty members will continue to prepare individual improvement plans. Each academic division will prepare a summary of steps taken to improve instruction and student performance through the faculty evaluation process and by other means.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 8

Enhance academic quality, the educational experience and student learning expectations at external programs centers by increasing the number of full-time faculty teaching all or part of their load at external centers each year.

ACTION PLAN

Budgeted funds to increase the number of full-time faculty teaching at external centers will be requested during each budget cycle. Full-time faculty teaching in Mount Vernon will be encouraged to occasionally teach at external centers. In any year in which the specific goal is not attained an action plan will be created to address reaching the goal during the next year.

ASSESSMENT

An annual report documenting the number of full-time faculty teaching all or part of their load at external centers will be prepared. In 2001-2002, the number of full-time faculty teaching at external centers was 8. The specific goal for each year is:

2002-2003	10
2003-2004	12
2004-2005	14
2005-2006	16
2006-2007	18
2007-2008	20

RESPONSIBILITY

Assistant Vice-President for External Programs and Provost

TIME FRAME

The plan will be created and implemented during 2002-2003 and reviewed on an annual basis.

RESOURCES REQUIRED

One additional faculty member per year \$50,000 per year, \$5000 per year for student services (\$775,000 over the five-year period).

RELATED TO

Institutional Goal No. 4

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 8

Enhance academic quality, the educational experience and student learning expectations at external programs centers by increasing the number of full-time faculty teaching all or part of their load at external centers each year.

RESULTS

The annual report on classes taught by full-time faculty at external centers indicates that the goal was exceeded. The goal for 2002-2003 was 10 full-time faculty members teaching all or part of their load at external centers. Twenty-one of the fifty-eight full-time faculty members taught at external centers during the year.

RESPONSE

The College will continue to work to meet and exceed the goals contained in the strategic plan.

BREWTON-PARKER COLLEGE**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08****RESULTS & RESPONSES—2003-04****OBJECTIVE 8**

Enhance academic quality, the educational experience and student learning expectations at external programs centers by increasing the number of full-time faculty teaching all or part of their load at external centers each year.

RESULTS

The goal was exceeded. Twenty of the fifty-six full time teaching faculty taught at external centers. See the chart below.

<u>Year</u>	<u>Goal</u>	<u>#Full-time Faculty Who Taught at External Centers</u>
2001-2002	Base Year	8
2002-2003	10	21
2003-2004	12	20

RESPONSE

The College will continue to work to meet and exceed the goals contained in the plan.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 8

Enhance academic quality, the educational experience and student learning expectations at external programs centers by increasing the number of full-time faculty teaching all or part of their load at external centers each year.

RESULTS

The goal was exceeded. Seventeen of the fifty-three full time teaching faculty taught at external centers. See the chart below.

<u>Year</u>	<u>Goal</u>	<u>#Full-time Faculty Who Taught at External Centers</u>
2001-2002	Base Year	8
2002-2003	10	21
2003-2004	12	20
2004-2005	14	17

RESPONSE

The College will continue to work to meet and exceed the goals contained in the plan.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 9

Enhance academic quality by incorporating technology with learning activities.

ACTION PLAN

The College Technology Committee and the academic divisions will continually assess technology needs. The Provost will encourage the use of appropriate technology in learning activities.

ASSESSMENT

Annual survey as detailed in the computer and technology services strategic plan.

RESPONSIBILITY

Provost, Vice President for Finance and Administration, CTS Staff

TIME FRAME

Annually

RESOURCES REQUIRED

Determined on an annual basis and included in the annual budget.

RELATED TO

Institutional Goal No. 4

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 9

Enhance academic quality by incorporating technology with learning activities.

RESULTS

Each academic building now has at least one technology classroom with a computer connected to the Internet and a power point projector. During 2002-2003 the college began offering a limited number of on-line and semi on-line classes using the Blackboard platform. In addition, Campus Web, the new on-line registration system contains components that allow instructors and students in individual classes to easily communicate with each other. Surveys of faculty and students indicate both a high degree of satisfaction and an increasing level of satisfaction with technology on campus. Mount Vernon students were asked to rate computer facilities on a scale of one to six. The mean for this question in 2003 was 4.94 in a similar survey in 1999 the mean was 3.82. The survey included 110 questions. The increase in mean from 1999 to 2003 on this question was the sixth highest. Another question asked students to rate computer assisted instruction. In 1999 the mean for this question was 3.74 and in 2003 the mean was 4.35.

RESPONSE

A new technology committee has been established. Communities of service have been appointed and charged with responsibility for planning the various components of technology.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 9

Enhance academic quality by incorporating technology with learning activities.

RESULTS

Student survey results indicate a slight decline in satisfaction with computer lab facilities (mean on a 6 point scale of 4.62 in 2003-2004 and 4.94 in 2002-2003) and in satisfaction with computer assisted instruction (4.26 in 2003-2004 and 4.35 in 2002-2003). The number of courses available on-line has continued to increase. The conversion to an on-line registration process has been completed. The new technology committee and the Communities of Service are functioning.

RESPONSE

A five-year technology plan will be developed during 2004-2005.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 9

Enhance academic quality by incorporating technology with learning activities.

RESULTS

The use of technology in instruction has continued to increase. An increasing number of classes are using Blackboard. This is particularly crucial in the new Cohort programs. Existing computers continue to be replaced on a schedule developed by the Technology Department and the Technology Committee. The technology lab at the Liberty Center was replaced with new hardware and software.

RESPONSE

The latest version of Blackboard will be installed during 2005-2006. A technology lab will be created at the Norman Park Center.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 10

Work with the President to implement a campus wide dialogue on the proper role of faith and learning in liberal arts education in a church related institution.

ACTION PLAN

With the President initiate a dialogue that will develop specific strategies.

ASSESSMENT

Compliance with the plan

RESPONSIBILITY

Provost and President

TIME FRAME

Dialogue initiated during 2002-2003. It is anticipated that the dialogue will continue as needed and that it will be followed by the implementation of specific actions.

RESOURCES REQUIRED

As indicated in the President's Strategic Plan

RELATED TO

Institutional Goal No. 5

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

OBJECTIVE 10

Work with the President to implement a campus wide dialogue on the proper role of faith and learning in liberal arts education in a church related institution.

RESULTS

A survey was conducted in Fall 2002. A forum led to the appointment of an ad hoc faculty committee on faith and learning. The committee created a statement on faith and learning which was adopted by the Faculty Assembly.

RESPONSE

The statement appears in the 2003-2004 Catalog. It will be the basis for continued dialogue on faith and learning.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2003-04

OBJECTIVE 10

Work with the President to implement a campus wide dialogue on the proper role of faith and learning in liberal arts education in a church related institution.

RESULTS

The dialogue on faith and learning continued during the year.

RESPONSE

Faith and learning will be the subject of sessions for faculty and staff during the 2004-2005 annual opening activities.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 10

Work with the President to implement a campus wide dialogue on the proper role of faith and learning in liberal arts education in a church related institution.

RESULTS

The dialogue on faith and learning continued during the year.

RESPONSE

Faith and learning will be the subject of sessions for faculty and staff during the 2005-2006 annual opening activities.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 11

Achieve and maintain SACS and selected program accreditations.

ACTION PLAN

Participate in the preparation of the SACS follow-up report. Respond as required by Southern Association of Colleges and Schools, National Association of Schools of Music, and the Professional Standards Commission.

ASSESSMENT

Attainment and maintenance of SACS accreditation, accreditation by NASM and unit and program approval by the PSC

RESPONSIBILITY

President, Provost, SACS Response Team, Faculty in Music, Faculty in Education, Assessment Committee, and Executive Director for Institutional Planning and Research

TIME FRAME

Annually

RESOURCES REQUIRED

\$6000 in 2004-2005 and \$6000 in 2005-2006 for PSC self-study and visit; \$5000 in 2006-2007 for NASM self-study and visit; SACS needs determined on an annual basis and included in the annual budget

RELATED TO

Institutional Goal No. 2

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 11

Achieve and maintain SACS and selected program accreditations.

RESULTS

All required reports for SACS and other professional accrediting associations were prepared and delivered. During the period from June 2002 through May 2003 the following actions were taken by various accrediting associations. The Commission on Colleges of SACS voted to remove BPC from warning status at its meeting in December 2002. Accreditation and membership in the National Association of Schools of Music (NASM) was granted in June 2002. The Professional Standards Commission (PSC) removed stipulations and granted full accreditation for the teacher education program in March 2003.

RESPONSE

SACS has asked for another follow-up report to be completed by September 2003, and this will be done. Preparations have begun for the next reaffirmation by the PSC and NASM.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2003-04

OBJECTIVE 11

Achieve and maintain SACS and selected program accreditations.

RESULTS

A follow-up report was prepared and presented to SACS and BPC. During preparation for the next reaffirmation by the PSC, the decision was made to seek NCATE accreditation.

RESPONSE

The Education Division and the administration will work to prepare for the NCATE/PSC visit in Fall 2006.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 11

Achieve and maintain SACS and selected program accreditations.

RESULTS

During preparation for the next reaffirmation by the PSC, the decision was made to seek NCATE accreditation.

RESPONSE

The Education Division and the administration will work to prepare for the NCATE/PSC visit in Fall 2006. Preliminary work has begun for reaffirmation by NASM. That visit is scheduled during 2007. A five-year report will be given to SACS during 2005-2006.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 12

Ensure institutional effectiveness by participation in an integrated planning, budgeting and assessment process.

ACTION PLAN

Each division and unit will participate in the planning, budgeting and assessment processed by developing its own strategic plan.

ASSESSMENT

Documented participation in the planning and assessment process

RESPONSIBILITY

Provost and division and unit heads.

TIME FRAME

Annually

RESOURCES REQUIRED

Time

RELATED TO

Institutional Goal No. 2

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

OBJECTIVE 12

Ensure institutional effectiveness by participation in an integrated planning, budgeting and assessment process.

RESULTS

As evidenced throughout this strategic plan, all divisions, departments and units of the college have participated in the process of strategic planning, budgeting and assessment. The 2003-2004 budget includes funds designated for strategic initiatives. All divisions, departments and units were encouraged to create proposals for spending the money. The Strategic Planning Executive Committee reviewed the proposals and funded six of them.

RESPONSE

Strategic planning, budgeting and assessment will continue to be a high priority.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 12

Ensure institutional effectiveness by participation in an integrated planning, budgeting and assessment process.

RESULTS

As evidenced throughout the strategic plan, all divisions, departments and units of the college have participated in the process of strategic, planning, budgeting and assessment. For the second year the budget included funds for strategic planning initiatives. Proposals were prepared and reviewed by the strategic planning executive committee and grants were awarded.

RESPONSE

Strategic planning, budgeting and assessment will continue to be a high priority.

BREWTON-PARKER COLLEGE

OFFICE OF THE PROVOST SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 12

Ensure institutional effectiveness by participation in an integrated planning, budgeting and assessment process.

RESULTS

As evidenced throughout the strategic plan, all divisions, departments and units of the college have participated in the process of strategic, planning, budgeting and assessment. For the third year the budget included funds for strategic planning initiatives. Proposals were prepared and reviewed by the strategic planning executive committee and grants were awarded. All proposals were funded.

RESPONSE

Strategic planning, budgeting and assessment will continue to be a high priority.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

NEW OBJECTIVE—2004

OBJECTIVE 13

Enhance service to the college community by providing services through the Division of Academic and Administrative Support Services in an efficient and timely manner and lead in the development of additional and more efficient services.

BREWTON-PARKER COLLEGE

**OFFICE OF THE PROVOST
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 13

Enhance service to the college community by providing services through the Division of Academic and Administrative Support Services (AASS) in an efficient and timely manner and lead in the development of additional and more efficient services.

RESULTS

All segments of the division of Academic and Administrative Support Services have sought ways to provide more efficient and timely service. A few examples: the purchase and implementation of a new mailing system which is more efficient and has saved a significant amount of money; a significant increase in the sale of used textbooks; the institution of a POS system at the Liberty Center and the addition of grab and go choices by food services in the Cyber Café.

RESPONSE

AASS will continue to seek ways to provide improved services to BPC.