



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

BOARD OF TRUSTEES

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BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

Adopted October 18, 2004

PURPOSE

The Board of Trustees of Brewton-Parker College will honor its heritage as a Georgia Baptist institution and its commitment to academic excellence in a liberal arts environment by assessing the effectiveness of the College's policies and strategic goals, the success of the College's executive leadership, and the vitality of the College's trustees.

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 1

The Board of Trustees will annually assess the effectiveness of policies approved during the previous academic year.

ASSESSMENT

The Board of Trustees will ask for a report in its July meeting each year of assessment results for each major policy it has enacted during the prior academic year. After assessment reports, policies will be amended as needed.

RESPONSIBILITY

The administrative liaison from the College and the committee Chairperson

TIME FRAME

After the April meeting of the Board of Trustees the administration will begin to compile data to report on the effectiveness of each policy established during the year. They will report assessment results in the Board Workbook, distributed to all administrators and each trustees about ten days prior to the meeting. Subsequent action will be approved by the Board and implemented by the President, working with appropriate institutional officers.

RESOURCES REQUIRED

Time and costs of mandated action by the Board of Trustees

RELATED TO

Institutional Goal No. 2

BREWTON-PARKER COLLEGE

**BOARD OF TRUSTEES
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

Board of Trustees did not determine and implement objectives until their scheduled July 27, 2003 meeting.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 1

The Board of Trustees will annually assess the effectiveness of policies approved during the previous academic year.

RESULTS

During the July 27, 2003 meeting of the Board, the trustees decided that reports on each policy approved during the past year was excessive, because many of the policies had not yet had a chance to be fully implemented. Therefore, the Board asked the administration to make a report on their strategic goals and progress toward meeting the Strategic Plan, and to bring back recommendations on policies that were not being effective as they were deemed to be flawed.

RESPONSE

On October 21, 2004, the Board of Trustees will receive only the report of institutional effectiveness and assessment. All policies approved during the year were working well.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 1

The Board of Trustees will annually assess the effectiveness of policies approved during the previous academic year.

RESULTS

During the April meeting of the Board, the decision was made to cancel the July meeting and provide a report of the strategic plan in the October 2004 meeting. During that meeting, each divisional administrator, the Director of Institutional Research and the S.A.C.S. Liaison provided reports on the overall successes and shortcomings of the strategic plan.

RESPONSE

The Board commented upon the effectiveness and efficiency of each report, and accepted the report without revision. No policies approved during the previous year and one-half were deemed inappropriate or in need of revision, thus none were amended.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 1

The Board of Trustees will annually assess the effectiveness of policies approved during the previous academic year.

RESULTS

During the April meeting of the Board, the decision was made to cancel the July meeting and provide a report of the strategic plan in the October 2004 meeting. During that meeting, each divisional administrator, the Director of Institutional Research and the S.A.C.S. Liaison provided reports on the overall successes and shortcomings of the strategic plan.

RESPONSE

The Board commented upon the effectiveness and efficiency of each report, and accepted the report without revision. No policies approved during the previous year and one-half were deemed inappropriate or in need of revision, thus none were amended.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 1

The Board of Trustees will annually assess the effectiveness of policies approved during the previous academic year.

RESULTS

In the January 2006 meeting of the Board of Trustees, trustees received the annual report of the progress of the College in implementing its Six-Year Strategic Plan. The Plan was presented by the president and administrative officers of the College, with the assistance of the Director of the Office of Institutional Research and the Director of Assessment/SACS Liaison. Successes and shortcomings of the College's efforts were summarized.

RESPONSE

Trustees commented on various areas of the Plan and the College's progress in implementing it. Their remarks focused primarily on fiscal and enrollment components of the Plan, as well as the College's failure to satisfy the projections in these arenas.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

Adopted October 18, 2004

OBJECTIVE 1

Assess effectiveness of College's policies and strategic goals, executive leadership and vitality of the Board of Trustees

ACTION PLAN 2

The Board of Trustees will annually assess the effectiveness institutional objectives.

ASSESSMENT

The Board of Trustees will approve the College's institutional objectives, included in the Five Year Strategic Plan. Furthermore, they will receive an annual report from the Director of Planning and Institutional Research and the Director of Assessment, which will document the effectiveness of the College in progressing toward its stated institutional objectives.

RESPONSIBILITY

Director of Planning/Institutional Research, Director of Assessment, President, and Board Chair

TIME FRAME

Report prepared annually by the directors mentioned above and provided to the trustees in the July Trustee Workbook.

RESOURCES REQUIRED

Time and costs of mandated action by the Board of Trustees

RELATED TO

Institutional Goal No. 2

BREWTON-PARKER COLLEGE

**BOARD OF TRUSTEES
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

Board of Trustees did not determine and implement objectives until their scheduled July 27, 2003 meeting.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 2

The Board of Trustees will annually assess the effectiveness of institutional objectives.

RESULTS

The Board of Trustees will receive the annual report from the Director of Institutional Research and the Assessment Director, as well as reports from each of the Divisional Vice Presidents, regarding the College's progress toward meeting the goals of the Six-Year Strategic Plan. Furthermore, they will hear a report from the President summarizing progress toward meeting the six institutional objectives of the Plan. They will have the opportunity to interrogate and revise the College's response toward attaining the objectives of the Strategic Plan, and offer input into its continued implementation.

RESPONSE

The College's administration will act in a timely and fully supportive manner upon the advisement, mandates and insights of the Board of Trustees subsequent to their reception of the report on October 21.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 2

The Board of Trustees will annually assess the effectiveness of institutional objectives.

RESULTS

During the October meeting of the Board of Trustees, the Board received a report from the Director of Institutional Research and the Director of Assessment regarding the College's efforts to progress toward the achievement of the institutional objectives established by the Board for the Strategic Plan. Institutional Objectives 1 (financial viability) and 3 (student enrollment) continue to fall short of their benchmarks. The trustees expressed concern and called for a concerted effort to increase enrollment for the Fall 2006 semester. The administration will work closely with the Board of Trustees and particularly, the Student Program Committee to stabilize and increase fall enrollments.

RESPONSE

The Trustees accepted the report with specific concerns regarding enrollment levels specifically voiced.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 2

The Board of Trustees will annually assess the effectiveness of institutional objectives.

RESULTS

During the October meeting of the Board of Trustees, the Board received a report from the Director of Institutional Research and the Director of Assessment regarding the College's efforts to progress toward the achievement of the institutional objectives established by the Board for the Strategic Plan. Institutional Objectives 1 (financial viability) and 3 (student enrollment) continue to fall short of their benchmarks. The trustees expressed concern and called for a concerted effort to increase enrollment for the Fall 2006 semester. The administration will work closely with the Board of Trustees and particularly, the Student Program Committee to stabilize and increase fall enrollments.

RESPONSE

The Trustees accepted the report with specific concerns regarding enrollment levels specifically voiced.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 2

The Board of Trustees will annually assess the effectiveness of institutional objectives.

RESULTS

The Board of Trustees received reports from the Director of Institutional Research and the Assessment Director, as well as reports from each of the Divisional Vice Presidents, regarding the College's progress toward meeting the goals of the Six-Year Strategic Plan. Furthermore, they heard a summary from the President, with recommendations regarding how the Plan should be revised with assessment data.

RESPONSE

The College's administration and officers will implement the requests of the trustees and the policies they approve for the College.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

Adopted October 18, 2004

OBJECTIVE 1

Assess effectiveness of College's policies and strategic goals, executive leadership and vitality of the Board of Trustees

ACTION PLAN 3

The Board of Trustees will assure that the College is capably led by an executive officer who is knowledgeable, effective and trusted. To accomplish this, the President will be evaluated annually by a special committee named by the Board chairperson during the July trustee meeting. Their assessment will be provided to the full Board in executive session at the end of the October meeting. A written record of the evaluation will be retained in the President's Office for use by the next evaluation committee. After five years, the evaluations will be given to the library to be retained in the College Archives.

ASSESSMENT

The Executive Evaluation Committee will follow the established protocol, which includes soliciting letters and comments from Board members, examination of the College's evaluation of the President by those reporting directly to him, comparison of his/her effectiveness in helping the College meet its institutional objectives, and a statement from her/him regarding his own assessment of effectiveness. Other pertinent data can be collected and retained as the Committee and Board feel necessary.

RESPONSIBILITY

Executive Evaluation Committee, President, Board.

TIME FRAME

July through October annually

RESOURCES REQUIRED

Time

RELATED TO

Institutional Goal No. 1

BREWTON-PARKER COLLEGE

**BOARD OF TRUSTEES
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

Board of Trustees did not determine and implement objectives until their scheduled July 27, 2003 meeting.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 3

The Board of Trustees will assure that the College is capably led by an executive officer who is knowledgeable, effective and trusted. To accomplish this, the President will be evaluated annually by a special committee named by the Board chairperson during the July trustee meeting. Their assessment will be provided to the full Board in executive session at the end of the October meeting. A written record of the evaluation will be retained in the President's Office for use by the next evaluation committee. After five years, the evaluations will be given to the library to be retained in the College Archives.

RESULTS

The Chairman of the Board of Trustees appointed an *ad hoc* committee of three trustees to oversee the annual assessment of the effectiveness of the College's executive officer. Their written report will be provided to the Board of Trustees, with their results and recommendations, in Executive Session, at the conclusion of the Board meeting on October 21, 2004.

RESPONSE

Officers of the College, particularly the President, will implement all suggestions, mandates and insights of the Board which result from the annual evaluation.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 3

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RESULTS

A three-person committee led the Trustees in evaluating the President from July through mid-October 2004. Letters were solicited from Board members, summaries of the annual evaluation by vice-presidents were reviewed, and the President completed a detailed self-assessment. The Executive Evaluation Committee met with the President in early October to discuss the findings of their evaluation.

RESPONSE

A copy of the confidential report from the Executive Evaluation Committee unanimously approved by the Board of Trustees in their October meeting is located in the President's Office.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 3

The Board of Trustees will assure that the College is capably led by an executive officer who is knowledgeable, effective and trusted. To accomplish this, the President will be evaluated annually by a special committee named by the Board chairperson during the July trustee meeting. Their assessment will be provided to the full Board in executive session at the end of the October meeting. A written record of the evaluation will be retained in the President's Office for use by the next evaluation committee. After five years, the evaluations will be given to the library to be retained in the College Archives.

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BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 3

The Board of Trustees will assure that the College is capably led by an executive officer who is knowledgeable, effective and trusted. To accomplish this, the President will be evaluated annually by a special committee named by the Board chairperson during the July trustee meeting. Their assessment will be provided to the full Board in executive session at the end of the October meeting. A written record of the evaluation will be retained in the President's Office for use by the next evaluation committee. After five years, the evaluations will be given to the library to be retained in the College Archives.

RESULTS

In its April meeting, the Chairman of the Board named an *ad hoc* committee of the Board to evaluate the President. They performed their assessment during the summer and early fall, and reported their findings to the Board in Executive Session in October 2006.

RESPONSE

The President will fulfill the expectations of the Board.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

Adopted October 18, 2004

OBJECTIVE 1

Assess effectiveness of College's policies and strategic goals, executive leadership and vitality of the Board of Trustees

ACTION PLAN 4

The Board of Trustees will assure the vitality and continuing effectiveness of the College's Board of Trustees by annually asking each trustee to evaluate her/his level of commitment to the College.

ASSESSMENT

The Board will adopt of "Statement of Board Member Commitment and Responsibilities" similar to that illustrated in Assessing Individual Trustee Performance, a publication of the Association of Governing Boards. Once the statement is approved, the President and administration will utilize it in the recruitment of board members. Board members will use the statement to annually complete a survey similar to the "Trustee Self-Review Survey" illustrated in the same publication. The Board Chair will collect these surveys and assign three Board members to analyze them confidentially and annually.

RESPONSIBILITY

Chairperson of the Board, individual Board members, President

TIME FRAME

July through October annually

RESOURCES REQUIRED

Cost of materials publication and mailing; time for completion and analysis

RELATED TO

Institutional Goal No. 1

BREWTON-PARKER COLLEGE

**BOARD OF TRUSTEES
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

Board of Trustees did not determine and implement objectives until their scheduled July 27, 2003 meeting.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 4

The Board of Trustees will assure the vitality and continuing effectiveness of the College's Board of Trustees by annually asking each trustee to evaluate her/his level of commitment to the College.

RESULTS

The Chairman of the Board of Trustees appointed an *ad hoc* committee of three trustees to perform the annual self-assessment of the Board. That process was completed in early October, the report has been developed, and it will be formally reported to the Board during Executive Session at the conclusion of the quarterly meeting of the Board of Trustees on October 21.

RESPONSE

The College's trustees will respond immediately upon the responses approved by the Board as they pertain to the approved report from the *ad hoc* committee.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 4

The Board of Trustees will assure the vitality and continuing effectiveness of the College's Board of Trustees by annually asking each trustee to evaluate her/his level of commitment to the College.

RESULTS

A three-person Trustee Evaluation Committee was appointed by the Chair of the Board. The Committee distributed a self-assessment survey instrument to each trustee. 18 of 25 trustees completed the confidential survey and returned it to the Committee. The Committee then summarized the results and reported the following:

1. Attendance at Board meetings: 5 reported 75%; 10 reported 100% attendance
2. Active participation on one or more Board committees: 15 reported active roles
3. Personal financial contributions: 85% reported contributing
4. Participating in fund-raising: all reported participating
5. Initiative to help promote the College: 16 reported activity
6. Active participation in shaping and reviewing policy: 15 reported satisfaction
7. Personal contribution to Board work: 15 reported general satisfaction
8. How can effectiveness be enhanced: 6 –stay on same committee; 1 –change committee; 3 –stay informed; 5 –no response
9. Personal commitments leave sufficient time for Board? 11 –“yes”
10. Level of continued interest: 15 of 15 answered affirmatively
11. Comments: “each trustee should be committed”, “Board service is a positive experience”, “start meetings earlier”, “appreciate the work of Dr. Smith and staff”.

RESPONSE

The summary report was provided to the Board of Trustees in Executive Session. The surveys will be retained in the President's office for a period of one year, and then they will be destroyed. The Board Chairperson has reviewed and taken into account the comments of Board members regarding Committee appointments.

BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 4

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6. Active participation in shaping and reviewing policy: 15 reported satisfaction
7. Personal contribution to Board work: 15 reported general satisfaction
8. How can effectiveness be enhanced: 6-stay on same committee; 1-change committee; 3-stay informed; 5-no response
9. Personal commitments leave sufficient time for Board? 11-"yes"
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11. Comments: "each trustee should be committed", "Board service is a positive experience", "start meetings earlier", "appreciate the work of Dr. Smith and staff".

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BREWTON-PARKER COLLEGE

BOARD OF TRUSTEES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Board of Trustees will assist the College in fulfilling its goal of ensuring institutional effectiveness by annually assessing the effectiveness of institutional policies and strategic goals.

ACTION PLAN 4

The Board of Trustees will assure the vitality and continuing effectiveness of the College's Board of Trustees by annually asking each trustee to evaluate her/his level of commitment to the College.

RESULTS

In its April meeting, the Chairman of the Board named an *ad hoc* committee of the Board to evaluate the effectiveness of the Board of Trustees. The Committee distributed a survey to all Board members in the early fall and summarized the results. These were presented to the Board in Executive Session in their October 2006 meeting.

RESPONSE

As a response to the report of the survey, members were asked to serve on committees they requested in the forthcoming year, and training components were added to Board orientation in January.