



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

THE PRESIDENT

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BREWTON-PARKER COLLEGE

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

OFFICE PURPOSE

The President's Office will serve as a catalyst and a resource to lead the College to provide an undergraduate education that is committed to academic excellence, grounded in the liberal arts tradition, and informed by the Christian faith. This will be accomplished by using the power and influence of the executive office to lead all institutional officers and constituents to attain the six strategic goals established by the Strategic Planning Committee.

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 1

The President's Office will assist and empower the Advancement Division to ensure the maximum development of institutional financial resources.

The Advancement Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year:

1. By visiting individuals, businesses, and churches, development officers will raise \$1.4 million dollars per year.
2. An Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
3. Proposals will be submitted to foundations and businesses in order to raise \$500,000 each year.

ASSESSMENT

The Advancement Division will raise \$10 million over the next five years.

RESPONSIBILITY

President, Vice President for Advancement, Advancement staff

TIME FRAME

2003-2008

RESOURCES REQUIRED

Time and budgeted costs of fund-raising

RELATED TO

Institutional Goal No. 1, SACS Recommendations 1 & 58

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 1

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RESULTS

The Advancement Office missed their \$2 million goals by \$436,911 in the 2002-2003 fiscal year.

RESPONSE

In order to more effectively attain that goal in the present year, these steps have been taken:

1. Losses were accounted for in the past year, and the College completed the fiscal year with a \$123 thousand surplus.
2. The College has hired an experienced fund-raiser to manage the Annual Fund Drive in the coming year.
3. Anticipated challenge grants, which will be available at some point during this fiscal year, should offset the losses and provide a catalyst for showing a significant surplus in the present fiscal year for fund-raising.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 1

The President's Office will assist and empower the Advancement Division to ensure the maximum development of institutional financial resources.

The Advancement Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year:

1. By visiting individuals, businesses, and churches, development officers will raise \$1.4 million dollars per year.
2. An Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
3. Proposals will be submitted to foundations and business in order to raise \$500,000 per year.

RESULTS

The Advancement Office more than met each of the goals established for the past year, exceeding their cumulative \$2 million goal by \$1,498,730.63. This provided a surplus in the 6-year goal (\$10 million) of \$2,855,824.40. In the two years so far evaluated by the Strategic Plan, the Advancement Office has raised \$4,855,824.40. This was accomplished by:

1. Toward the \$1.4 million goal to be raised annually by the Advancement Office, the development team raised \$1,841,302.
2. The Annual Fund's goal of \$100,000 was surpassed by bringing into the College \$130,933.20. These funds, however, do not represent attainment of the \$100,000 goal for unrestricted use. Approximately 25% was designated.
3. The grant-writing office submitted fourteen grants toward their goal of earning \$500,000 annually, resulting in \$1,330,500 in contributions.

RESPONSE

With the successful completion of the Centennial Campaign and the subsequent campaign to raise funds for the Bartow and Jean Snooks Student Activities Center, the Advancement Office will now focus its efforts on other fund-raising goals:

1. A second successful Annual Fund drive, with more funds being contributed toward unrestricted use.
2. The professional development of a relatively stable development staff
3. Obtaining funding for several projects that include renovation and new construction, as well as greater stability in the arena of unrestricted gifts.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 1

The President's Office will assist and empower the Advancement Division to ensure the maximum development of institutional financial resources.

The Advancement Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year:

1. By visiting individuals, businesses, and churches, development officers will raise \$1.4 million dollars each year
2. An Annual Fund drive will be initiated throughout the local area to raise \$100 thousand per year in unrestricted money.
3. Proposals will be submitted to foundations and businesses in order to raise \$500 thousand per year.

RESULTS

The Advancement Office more than met each of the goals established for the past year, exceeding their cumulative \$1.9 million goal by \$231,400 dollars. In the three years so far accumulated, the Strategic Plan realizes \$6,887,246.40 toward the College's \$10 million goal. This was accomplished by:

1. Toward the \$1.4 million goal to be raised annually by the development staff, the team raised \$1,765,556.
2. The Annual Fund's goal of \$125,000 was surpassed by \$32,866, totaling last year \$157,866.
3. The grant-writing office submitted twenty-five grant proposals in the 2004-2005 fiscal year, yielding \$108,000 in gifts. Though this goal was not fully attained, the gifts in the other areas more than made up for this deficiency.

RESPONSE

One of the reasons that the Grant-Writing Office did not meet their goal was that the same officer had responsibility for the Annual Fund as well as Grant Writing. In May, an additional part-time officer was hired specifically to write grants. In the coming

year's budget, funds have been allocated to provide for a minimally full-time person in this office.

Although no overt campaign is currently underway, funds are aggressively being raised for several capital needs, and for further development of scholarship and endowment investment.

The Vice President for College Advancement retired at the beginning of the 2005-2006 fiscal year, and an active national search has not yet yielded a successor. It is important that this vital position be filled with a suitable candidate as soon as possible.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 1

The President's Office will assist and empower the Advancement Division to ensure the maximum development of institutional financial resources.

The Advancement Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year:

1. By visiting individuals, businesses, and churches, development officers will raise \$1.4 million dollars each year
2. An Annual Fund drive will be initiated throughout the local area to raise \$100 thousand per year in unrestricted money.
3. Proposals will be submitted to foundations and businesses in order to raise \$500 thousand per year.

RESULTS

The Advancement Office is assigned the responsibility of procuring for the College \$10 million in gifts and grants during the six-year period governed by the Strategic Plan. These gifts are to exclude gifts from the Cooperative Program and CIEP funding practices of the Georgia Baptist Convention. Including the \$1,978,860 raised during this fiscal year, the College's advancement efforts have raised \$8,866,106.40, leaving \$1,133,894 to be raised in the last two years of the Strategic Plan in order to fulfill the objectives established.

The Advancement Office was without leadership after the retirement of Mr. Jay Orr, who had successfully completed the Centennial Campaign and raised the awareness of this region to the needs of Brewton-Parker College. Those months cost the Division much time and energy and resulted in a year that was slightly off its historic pace. The \$1,978,860 was raised through the following efforts:

1. Toward \$1.4 million in miscellaneous development, the Advancement Office raised \$1,164,111.
2. The Annual Fund surpassed its goal of \$150,000 by \$59,749, totaling \$209,749.

3. The grant writing office submitted nine grant proposals, yielding a total of \$605 thousand in pledged contributions, primarily to the Capital Campaign.

RESPONSE

The Advancement Office is fully staffed at this point. An additional \$1.6 million must be raised by the end of the 2007 to complete the Capital Campaign. The Vice President for College Advancement has successfully reorganized the offices of the Division in order to maintain a concentrated fund-raising emphasis. In the coming year, the Annual Fund will attempt to duplicate the past year's successes, the grant-writing efforts will be spiked forward in order to complete the Capital Campaign needs, and the fund-raising officers, as well as the President, will be contacting and enlisting the contributions of regional philanthropists to offset budget losses from a lower student enrollment.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 1

The President's Office will assist and empower the Advancement Division to ensure the maximum development of institutional financial resources.

The Advancement Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year:

1. By visiting individuals, businesses, and churches, development officers will raise \$1.4 million dollars each year
2. An Annual Fund drive will be initiated throughout the local area to raise \$100 thousand per year in unrestricted money.
3. Proposals will be submitted to foundations and businesses in order to raise \$500 thousand per year.

RESULTS

The Advancement Office underwent significant change in the past year, and still managed to raise \$1,246,490, not counting the gifts accrued through the Georgia Baptist Convention's Cooperative Program or CIEP. With these funds in hand, BPC exceeds by \$112,597 the original goal of the Six-Year Strategic Plan to raise \$10 million from philanthropic sources. One year yet remains on the completion of the Plan.

1. Through miscellaneous development, the College raised \$766,491.
2. The Annual Fund again surpassed its goal of \$200 thousand by \$15 thousand, raising \$215 thousand.
3. The grant writing efforts of BPC officers resulted in the accrual of an additional \$265 thousand.

RESPONSE

During the 2007-2008 academic year, Brewton-Parker College will recruit an effective and energetic individual to serve as Vice President for advancement, providing leadership to a talented and committed team. The President will assist in training, making advancement calls and developing potential donors to return the fund-raising efforts of the College to former levels, and hopefully, to exceed them.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 1

The President's Office will assist and empower the Advancement Division to ensure the maximum development of institutional financial resources.

The Advancement Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year:

1. By visiting individuals, businesses, and churches, development officers will raise \$1.4 million dollars each year
2. An Annual Fund drive will be initiated throughout the local area to raise \$100 thousand per year in unrestricted money.
3. Proposals will be submitted to foundations and businesses in order to raise \$500 thousand per year.

RESULTS

The Advancement Office again experienced significant change in the past year, and managed to raise \$2,275,992. These gifts include approximately \$1,500,000 from Georgia Baptist Convention sources. With these funds in hand, BPC exceeds by \$888,589 the original goal of the Six-Year Strategic Plan to raise \$10 million from philanthropic sources.

1. Through miscellaneous development, the College raised \$49, 992.
2. The Annual Fund again surpassed its goal of \$200 thousand by \$15 thousand, raising \$226 thousand.
3. The grant writing efforts of BPC officers resulted in the accrual of an additional \$500 thousand.

RESPONSE

A new Vice President for Advancement will be hired in the fall of 2008. College Advancement will be held accountable for efforts to stabilize ongoing fund-raising programs and to increase both sources and resources through fund-raising.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 2

The President will assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the five-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

The Enrollment Services Division will ensure that the College's enrollment increases to 1600 at the start of the fall 2008 semester according to the following schedule:

Fall 2003	1354
Fall 2004	1408
Fall 2005	1457
Fall 2006	1508
Fall 2007	1561
Fall 2008	1600

To achieve these yearly enrollment goals, the following enrollment components will be measured and evaluated annually:

- **Fall-Fall Retention** (the number of non-graduating students enrolled in the previous fall semester who are enrolled in the current fall semester)
- **Spring/Summer-Fall Retention** (the number of students who began their enrollment with the College in either the spring or summer semester of the previous year who are enrolled in the current fall semester)
- **New Mount Vernon Students** (the number of students who begin their enrollment at the College in the fall and are classified as Mount Vernon students)
- **New External Program Students** (the number of students who begin their enrollment at the College in the fall and are classified as External Students)
- **Post Secondary Option Students—PSO** (the number of students enrolled through the Post Secondary Option program for high school students)

As the enrollment components are evaluated each year, new initiatives will be implemented to help reach new levels. Through assessment, forecasting, inquiry analysis, and admissions data, a determination will be made regarding which initiatives need to be implemented throughout the five-year strategic period.

In order to reach the strategic enrollment goals, the following recruitment and retention initiatives will be implemented and added to existing efforts:

- Redesign, upgrade, and modernize the College’s website, fully integrating it with each phase of the recruitment process
- Add an additional Admissions Counselor to the professional staff of the Admissions Office
- Add an Admissions Counselor who works remotely either in the north Florida region or the metro Atlanta region, depending on data available and the location of inquiries
- Expand and integrate more sophisticated recruitment materials for both Mount Vernon and External Program students
- Develop off campus Post Secondary Option programs with high schools across the state that will host courses on their own campus for qualified students
- Based upon studies conducted in coordination with the Athletic Department, implement new athletic teams in then sports of golf, tennis, or another sport with high interest and recruitment capabilities
- Create a new category in the financial aid leveraging matrix that provides a stronger discount for commuting students who are more price sensitive and cost competitive
- Add an External Programs recruiter to service the Hinesville and Savannah markets and to facilitate the programs in these areas
- Continue to improve conversion and yield rates in the Admissions Funnel through stronger visibility through youth rallies, visitation days, church programs, and other initiatives targeting denominational constituencies
- Transition into a School of Choice (SOC) for the Hinesville campus in its relation to the military constituency at Fort Stewart
- Open a new External Program site in the metro Atlanta region
- Enlarge the Savannah Program to offer majors in education, psychology, and ministry, thus increasing its ability to attract and retain more students
- Develop and implement more online classes that are more flexible and attractive to students, especially in the areas of business, education, English, and literature.
- Expand academic support services by improving the learning lab and enlarging the tutoring program
- Enhance the freshmen year experience of students by improving Orientation, providing additional resources for campus life, and funding a stipend for freshmen faculty advisors.
- Initiate and develop a recruit-back program for External Program students

As these new initiatives are added to existing efforts, the enrollment of the College can be achieved according to the following schedule:

ENROLLMENT PROJECTIONS				
Fall 2003				
Fall-Fall Retention	1074	56.5%	607	
Spring/Summer-Fall Retention	270	51.0%	138	
New Mount Vernon			295	
New External Program			244	
New PSO			70	
				1354
Fall 2004				
Fall-Fall Retention	1123	58.0%	652	
Spring/Summer-Fall Retention	275	51.0%	140	
New Mount Vernon			301	
New External Program			245	
New PSO			70	
				1408

Fall 2005				
Fall-Fall Retention	1169	58.5%	684	
Spring/Summer-Fall Retention	281	51.0%	143	
New Mount Vernon			310	
New External Program			250	
New PSO			70	
				1457
Fall 2006				
Fall-Fall Retention	1209	59.5%	720	
Spring/Summer-Fall Retention	287	52.0%	149	
New Mount Vernon			315	
New External Program			254	
New PSO			70	
				1508

Fall 2007				
Fall-Fall Retention	1251	60.5%	757	
Spring/Summer-Fall Retention	292	52.0%	152	
New Mount Vernon			320	
New External Program			260	
New PSO			72	
				1561
Fall 2008				
Fall-Fall Retention	1296	61.0%	790	
Spring/Summer-Fall Retention	298	52.0%	155	
New Mount Vernon			322	
New External Program			261	
New PSO			72	
				1600

ASSESSMENT

Recruitment and retention will meet the goals established in their growth projections.

RESPONSIBILITY

President, Vice President for Enrollment Services, Enrollment Services staff

TIME FRAME

2003-2008

RESOURCES REQUIRED

Time and budgeted costs of recruitment and retention efforts

RELATED TO

Institutional Goal 1 and Goal 3, SACS Recommendations 1 & 58

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 2

The President will assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Fall enrollments at BPC fell by 7% this year. Although full-time enrollment and on-campus enrollment rose, the external programs lost a significant number of part-time students. These losses were suffered on every external site and across all programs. It seems also that retention on the main campus fell as well, although analysis of the fall enrollment is not yet complete.

RESPONSE

The College is taking these immediate actions:

1. The former Director of Admissions has been transferred to Savannah to direct that external program. Though the Savannah site has the most potential for growth, for the past four years its enrollments have decreased precipitously. In that period of time, the College has named three different directors, one leaving because of a lack of results and the other two suffering from life-threatening illnesses.
2. BPC has moved its location of the Savannah external center to a more academically oriented site, the private school on the property of Calvary Baptist Temple. It is more strategically located in the city, and the pastor of the 5-thousand-member congregation is a Trustee of the College.
3. The offices of Registrar, Retention, Financial Aid, Recruitment and Admissions processing have been combined to form an Enrollment Management Department, under the supervision of an experienced strategist from the field of enrollment management. All marketing and recruitment as well as admissions processing for external programs will be accomplished through this office, where previously, portions of this activity were accomplished by staff members in external programs.

4. A new director for the Liberty County Campus was named in May and is in place this fall. She brings strong management skills from her years as a school principal and is well acquainted with Hinesville due to her academic administrative service in that community.
5. The College is also planting a campus in Newnan, Georgia. A site director will be named shortly, and the community is working on the completion of a formal proposal and feasibility study for submission to SACS within a few weeks.
6. Marketing strategies will be developed through the Enrollment Management Department to coordinate the messages and opportunities of all external programs.

Additionally, the College is investigating further considerations with long-term implications:

1. Retention efforts will be closely scrutinized for the past two years to determine if they have been effective or efficient.
2. Staffing in strategic positions in the External Programs Office and in the Enrollment Management Department will be evaluated critically during the next few months.
3. Financial aid and the packaging of expenses for off-campus students will be examined.
4. The nature of degree plans and the packages in which these degrees are offered will also be investigated and evaluated.
5. Student satisfaction and student exit interviews will be conducted to determine why enrollments fell so dramatically in the off-campus programs.

Additionally, the six-year strategic plan will be modified during this academic year to reflect the enrollment status in 2003-2004. The *pro forma* budget will be modified accordingly, as will the implications for all strategic planning.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 2

The President will assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

At this point, the College is more than 270 students behind its strategic plan goal of a 1408 student head count in the fall semester of 2004. However, the fall's enrollment of 1136 is 2% ahead of the prior fall semester, and campus housing increased by almost 15%. The on-campus program continues to enjoy success, but is being negated by a continually decreasing enrollment in the external program. Enrollment goals for the fall semester were not met for the second consecutive year.

RESPONSE

The following steps have been taken:

1. All actions stipulated in last year's response were implemented.
2. An accelerated BBA degree has been developed and implemented this fall in Savannah.
3. A new director, assistant director and administrative assistant have been hired for the Liberty Campus.
4. Many responsibilities related to marketing, recruitment, and retention of external program students have been transferred to the Enrollment Management Office.
5. Further transfer of responsibilities may take place in the near future.
6. A small enrollment has developed in Newnan, with significant enrollment increase possible from this site.
7. An agreement with Truett-McConnell College in Cleveland, GA is being explored so that BPC can offer four-year degree completion programs in several majors.

Retention efforts in Mount Vernon coupled with a fairly strong recruitment program accounted for the maximization of residential facilities. Because the original enrollment goals may not be possible to meet, the College has revised the present and *pro-forma* budgets to reflect this dip in enrollment. The adjustments were made last fall, and resulted in the completion of the fiscal year with a \$144,000 balance over expenditures in current fund activity at the conclusion of the fiscal year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 2

The President will assist and empower the Enrollment Services Division to Assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

At this point, the College is 275 students behind its goal. According to the original plan, BPC should have enrolled 1457 students in the fall; the actual enrollment totaled 1182. However, the fall 2005 enrollment did represent a 4% increase over the prior fall. Advances were made for the first time in several years in the off-campus programs. Campus housing reached peak capacity in the fall.

RESPONSE

The following steps have been taken:

1. The accelerated BBA program accounted for all of the external program growth; it was fully implemented in Savannah, Hinesville, Newnan and Mt. Vernon in the past year.
2. Directors in all of-campus centers experienced better coordination and communication because of a new administrative relationship with the Enrollment Services Division.
3. Enrollment Services organization has been further tightened and a new executive administrator is in place.
4. A new Dean for External Programs is being sought and should add significant leadership and procedural effort to this enrollment function.
5. Retention efforts in Mount Vernon seem to have worked well during the past year, as is evidenced by the maximizing of housing facilities here.
6. Because the original goals are probably not attainable, enrollment goals for the six-year plan have now been revised to 1500 in 2008. The *pro-forma* budget is also revised with this in mind. Adjustments in the final budgets during the budget planning process last year allowed the College to again finish in a stronger financial position, with a greater "value" being

realized in the annual independent audit, as well as a surplus in operations funds of around \$100 thousand.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 2

The President will assist and empower the Enrollment Services Division to Assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

The College again fell short of its enrollment objectives for the fall 2006 semester. With a headcount of 1142, the College finds itself 366 students short of its goals established in the Six-Year Strategic Plan.

RESPONSES

Once enrollment numbers were available, and their impact upon the budget was calculable, the College's administration took several steps to adjust to the enrollment shortfalls:

1. The 2006-2007 operating budget was revised downward by \$1.1 million, and approved by the Board of Trustees in its October 2006 quarterly meeting;
2. An additional admissions counselor was provided to the enrollment services division;
3. Efforts to retain admissions office personnel were developed;
4. The Executive Dean for Enrollment Services was informed that the College would make an administrative change in this office on December 31, 2006;
5. A nationwide executive search was launched by Baker-Parker Executive Search, Inc. of Atlanta, with a candidate to be named to the post of Vice President for Enrollment Services no later than December 31, 2006;
6. After resignation of Registrar, began a search for her successor;
7. After resignation of Financial Aid Director, began a search for successor.

The following responses are being implemented by the Enrollment Services Division:

1. Creating greater effectiveness and efficiency through improving the processes and procedures in admissions, financial aid, external programs and technology;
2. Create more user-friendly transfer policies for the College by increasing the number of hours accepted toward degrees and developing articulation agreements with other regional institutions;
3. Continuing to improve retention efforts through more and varied student activities and the implementation of a better orientation program for beginning students;
4. Adding new programs of study in Norman Park and Newnan; and,
5. Creating a new office of marketing to focus external relations efforts for the College.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

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ACTION PLAN 2

The President will assist and empower the Enrollment Services Division to Assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Brewton-Parker College experienced its lowest fall enrollments in four years during the fall 2006 semester. Headcount enrollment decreased from fall 2005 levels of 1182 to fall 2006 of 1119. The Six-Year Strategic Plan projected an enrollment in the fall 2006 semester of 1508, which indicates that BPC missed their mark by 389 students. Significant transition took place in most areas of admissions, with experienced and capable employees replaced by individuals without training or needed experience. Problems developed in the implementation of the Accelerated BBA program, and students began to migrate out of the program because of unfulfilled expectations.

RESPONSE

Numerous steps are being taken to turn around the enrollment declines of the College. These include:

1. The Executive Director for External Programs was replaced in October. Mr. Bryan Sage, Admissions Director, was named to serve as interim director until a more seasoned replacement could be found.
2. The President enlisted Baker-Parker and Associates, Inc., an executive search firm in Atlanta to implement a nation-wide search for a qualified enrollment services professional.
3. Dr. Cindy Skaruppa, formerly the Vice President for Enrollment Management at Our Lady of the Lake University in San Antonio, Texas, was named Vice President of Enrollment Services in May, 2007.
4. New, full-time Directors were secured for the Liberty Campus and Norman Park, and a co-director was named for Newnan.
5. Additional programs were approved by SACS for Norman Park, including business and ministry.

6. Dr. Skaruppa was hired as a consultant in January, 2007, to begin working with the Admissions, Financial Aid, and Student Life staff as well as with trustees and administrators, to improve the projected fall 2007 shortfalls.
7. New admissions strategies, reporting and market segmentation efforts were put into place.
8. A revised and more effective communications flow was designed for prospective students.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 2

The President will assist and empower the Enrollment Services Division to Assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Brewton-Parker College experienced its lowest fall enrollments in many years during the fall 2008 semester. Headcount enrollment decreased from fall 2007 levels of 1035 to fall 2008 of 1006. The Six-Year Strategic Plan projected an enrollment in the fall 2008 semester of 1600, which indicates that BPC missed their mark by 594 students. Stabilization was experienced in most areas of enrollment services, with experienced and capable employees replacing individuals without training or desired experience. Enrollment on the Mt. Vernon campus slightly increased in 2008, but the continued erosion of external programs obstructed this important sign of improvement.

RESPONSE

Numerous steps are being taken to turn around the enrollment declines of the College. These include:

1. A new Dean for External Programs was named in the spring.
2. Dr. Cindy Skaruppa, Vice President of Enrollment Services, completed the building of her enrollment services team, with a new Director of Admissions, new personnel in Student Life, and new systems in place in all offices.
3. Additional programs were approved by SACS, including criminal justice and several on-line courses.
4. Residence grants were distributed to each trustee to recruit a new student for the fall semester.
5. New admissions strategies, reporting and market segmentation efforts were put into place.
6. A revised and more effective communications flow was implemented for prospective students.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 3

The President will assist and empower Finance and Administration Division Officers charged with the College's financial management to assure that efficient budgeting and accounting systems provide for a balanced budget and a sufficient contingency fund.

ASSESSMENT

In each year of the five-year plan, the budget will be balanced and the contingency fund will grow by a minimum of \$250 thousand.

RESPONSIBILITY

President, Vice President for Finance and Administration, Finance officers

TIME FRAME

Annually, with monthly reports to monitor progress

RESOURCES REQUIRED

Time and budgeted funds to operate related offices

RELATED TO

Goal 1, SACS Recommendations 1, 58, 48, & 61

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 3

The President will assist and empower Finance and Administration Division Officers charged with the College's financial management to assure that efficient budgeting and accounting systems provide for a balanced budget and a sufficient contingency fund.

RESULTS

The budgeting process has worked effectively for the past three years. The 20022003 fiscal year was completed posting a \$123 thousand surplus and a financial viability ratio of 5.3.

RESPONSE

The surplus was extremely small, reflecting no significant earnings on endowment for the second year in a row, and very tight cash flow throughout the year. Furthermore, shortfalls in advancement efforts resulted in almost a half million dollars of funding for the student activities center that had to be taken from the general fund. That should be reconciled in the current budget year when challenge grants more than accommodating that amount will fall into the College's ledgers.

Contingency funds are being slowly reestablished, with \$50 thousand being restored in the past fiscal year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 3

The President will assist and empower Finance and Administration Division Officers charged with the College's financial management to assure that efficient budgeting and accounting systems provide for a balanced budget and a sufficient contingency fund.

RESULTS

The budgeting process developed a revised model to predict revenues last fall, which resulted in another year of balanced budgets, as indicated by the latest external financial audit. Brewton-Parker College completed its latest fiscal year with a \$144 thousand surplus of income over expenditures in the current fund. The financial condition of the College improved by more than \$2 million, as reflected in the reduction of debt and the increase in value of the institution (facilities and endowment). BPC was unsuccessful, however, on two fronts: although long-term debt was paid down by the budgeted amount, sufficient revenues did not exist to pay more aggressively toward its reduction. Secondly, because of the enrollment decline and subsequent reduction in revenues, the College was unable to place any significant funds into contingency.

RESPONSE

For the first time, a \$250 thousand budget item for contingency and another \$100 thousand item to account for accounts receivable default were built into the budget. The Budget Committee, under the leadership of the President, will attempt to continue funding both items in similar amounts in the next budget.

The College is again placing additional concentrated effort into recruitment and retention. The single most important component in budget success and fiscal stability for the College is enrollment. Additionally, the College continues to fully fund the advancement effort in an effort to bring gifts to the institution to reduce fiscal pressure.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 3

The President will assist and empower the Business Office to assure that efficient budgeting and accounting systems provide for a balanced budget and a sufficient contingency fund.

RESULTS

The budgeting process is a sound and conservative planning process utilizing enrollment realities, *pro-forma* budget, predicting formulas and modest price increases in the College's programs and services to establish a balanced annual budget. It was again successful this year, as established by the annual independent audit. The College again improved its financial condition by paying down short-term indebtedness and increasing the value of resources held by the institution. The College did not accrue sufficient cash to pay down debt further than the annual debt reduction service built into the budget. Nor were administrators able to lay aside significant reserves for contingency. It is realistically several years in the future until BPC will be able to show significant enough financial improvement to lay aside significant cash reserves.

RESPONSE

During the past year, the College employed a Chief Business Officer who holds a CPA, as well as an undergraduate BBA from Georgia Tech and an MBA from Harvard University. This seasoned business officer began his present responsibilities at the beginning of the FY 2005-2006. In the annual budget for the next year, the College has doubled the amount of funding for contingency and for debt write-off.

Efforts to add to college endowments, as well as undesignated gifts, increases in denominational support and enrollment increases are all a part of the plan for fiscal improvement in the next year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 3

The President will assist and empower the Business Office to assure that efficient budgeting and accounting systems provide for a balanced budget and a sufficient contingency fund.

RESULTS

The budgeting process began to see strain because of enrollment shortfalls during this fiscal year. However, with the reduction of the budget in October, and continued restraint through the current year, the annual audit should exhibit little damage to the economies of the College. The College completed the 2005-2006 fiscal year with a surplus of \$135,762 in unrestricted funds. The DOE Financial Viability ratio for the year was 1.5.

RESPONSE

Although the surplus grew, a portion of the success was from a refinancing of a portion of the College's long-term debt. Cash flow was again a problem. Conservation of funds for contingency is not a possibility at this point. Enrollments must improve in order to sustain the College in the future.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 3

The President will assist and empower the Business Office to assure that efficient budgeting and accounting systems provide for a balanced budget and a sufficient contingency fund.

RESULTS

Sound financial management and adjustment of the budget to account for the decrease in projected enrollment allowed the College to complete the 2006-2007 fiscal year with a \$105 thousand positive change in net assets. However, because of the decrease in enrollment, all available funds went toward the operating budget and no financial resources remained to provide for either a significant debt reduction or contingency funds.

RESPONSE

The College's officers and agents will continue their efforts to secure a balance in the operating fund, and to gain new sources of revenue for the institution. The immediate answer to financial problems centers on decreasing enrollments, and this trend must be reversed if the College is to survive. In order to meet budget shortfalls, the College took the following action:

1. Increased its loan level for short-term borrowing to \$2.25 million;
2. Began discussions with a regional bank to secure a \$10 million bond to consolidate institutional debt.
3. Significant efforts were extended to increase denominational funding in the coming year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 1

The Office of the President will assist and empower the Advancement Division, the Enrollment Services Division and the Finance and Administration Division to assure the College's financial stability and viability.

ACTION PLAN 3

The President will assist and empower the Business Office to assure that efficient budgeting and accounting systems provide for a balanced budget and a sufficient contingency fund.

RESULTS

In spite of sound financial management, the College experienced significant financial deficits in this fiscal year. Reasons included:

1. Decreases in enrollment, particularly in external programs, proved to be more significant than first imagined.
2. Investment income fell precipitously at the end of the fiscal year, causing several hundred thousands of losses, when College officers had planned for several hundred thousand dollars of income, a net turnaround of more than \$1 million.
3. Although adjustments were made in the fall when enrollment projections failed to materialize, the income projection and expense projection models both proved to be faulty.

The net result was that the College experienced a \$1.9 million decrease in net assets.

RESPONSE

1. The College's Board of Trustees created a Financial Viability Planning Committee, comprised of BPC's General Counsel, the President, the Chief Financial Officer, the Chair of the Board and two other trustees, and a local financial manager. This committee worked with the President and College officers to procure the needed cash to fund the institution for the remainder of the year, and to work on improved financial accounting procedures in the future.
2. New financial income and expense projection models allowed for a much more accurate assessment of the budget after fall 2008 enrollments are in place.
3. The Financial Viability Planning Committee will continue to function into the near future.
4. An additional financial officer from the College will join the Chief Financial Officer on the Executive Staff and the Administrative Council so that all

decisions made by management will be reviewed by two business officers, and both will have full voting privileges.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a five-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 1

The President will lead the College in the creation and approval of a six-year strategic plan linking planning, budgeting and assessment.

ASSESSMENT

The six-year strategic plan will be approved by the Board and adopted officially for full implementation during their July 2002 quarterly meeting.

RESPONSIBILITY

President, Strategic Planning Committee

TIME FRAME

July 17, 2002.

RESOURCES REQUIRED

Consultation: \$10,000; time and budgeted funds.

RELATED TO

Institutional Goal No. 2, SACS Recommendations 3, 4, 6, 7, 8, & 55

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a five-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 1

The President will lead the College in the creation and approval of a six-year strategic plan linking planning, budgeting and assessment.

RESULTS

In its July quarterly meeting in 2002, the Board of Trustees approved the Five-Year Strategic Plan. The College continued to work through the Strategic Planning Committee and the Strategic Planning Executive Committee during the 2002-2003 academic year. In July 2003, the Board of Trustees reviewed the assessment efforts of the College in striving to fulfill its six objectives. They again approved the progress made in achieving the objectives by that time.

RESPONSE

The Board will learn by mail and email of the enrollment shortfalls during this fall's registration period. They will consider the solutions offered by the President, the administration and the Executive Committee. They will review the amendments to the Strategic Plan required by these shortfalls.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 1

The President will lead the College in the creation and approval of a six-year strategic plan linking planning, budgeting and assessment.

RESULTS

In its October 2004 quarterly meeting, the Board of Trustees will receive the annual progress report regarding efforts of the College to achieve the objectives of the strategic plan. Both objective goals and results, as well as assessment efforts, will be reported and approved by the Board. The Board recently completed its own self-evaluation, which will be reported in Executive Session at the conclusion of the general meeting of the Board. Additionally, the results of the annual evaluation of the President will be presented in the same Executive Session.

RESPONSE

The Board of Trustees will evaluate the College's progress toward the attainment of the strategic plan objectives, and work with the Administration in finding ways to move toward a more secure future. This will be accomplished by:

1. Annually receiving the Strategic Plan report and revising or approving it.
2. Accepting a report and acting upon recommendations from an annually appointed *ad hoc* committee on Trustee self-assessment.
3. Annually receiving a report and acting on the recommendations of an annually appointed *ad hoc* committee commissioned to assess the effectiveness of the President.\
4. During the July 2003 report session, the Board decided that assessing each newly approved policy was ineffective. Insufficient time had passed by this meeting to determine if policies are functioning in the manner in which they were conceptualized. Therefore, the Board asked the administration to evaluate policies on an ongoing basis and suggest any necessary changes as they become apparent.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 1

The President will lead the College in the creation and approval of a six-year strategic plan linking planning, budgeting and assessment. "Closing the Loop..."

RESULTS

In the January 2006 quarterly meeting of the Board of Trustees, Board members will receive the annual progress report regarding efforts of the College to achieve the objectives of the strategic plan. Both objective goals and results, as well as assessment efforts, will be reported and approved by the Board. In the October 2005 quarterly meeting of the Board, trustees performed their annual evaluation of the President, and heard a summary of their own evaluation of trustee activity in the past year. Results of both of these evaluations and their responses are retained in the President's Office for one year.

RESPONSE

Board experienced information overload in October 2004 when they received the audit report, the strategic plan report and evaluations of both the President and the Board in one meeting. Because the strategic plan report is helpful in understanding the overall objectives and vitality of the College, the Board scheduled this report for their January meeting, when new Trustees join their deliberations.

The Board of Trustees will evaluate the College's progress toward the attainment of the strategic plan objectives, and work with Administration in finding ways to move toward a more secure future. This will be accomplished by:

1. Annually receiving, discussing and approving the strategic plan progress report, making recommendations based upon the results;
2. Annually evaluating the President, and making recommendations based upon those responses;
3. Annually evaluation the effectiveness of the Board of Trustees, and receiving and approving that report, as well as making recommendations based upon that process.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 1

The President will lead the College in the creation and approval of a six-year strategic plan linking planning, budgeting and assessment. "Closing the Loop..."

RESULTS

In its January 2006 quarterly meeting, the Board of Trustees received the annual progress report regarding the efforts of the College to achieve the objectives of the Strategic Plan. Objectives, goals and results, as well as assessment efforts, were reported and approved by the Board. The Board of Trustees followed up on its actions in 2005 by:

1. Receiving, reviewing, deliberating and approving the progress report from the Administration;
2. Receiving and approving a report in their October 2005 meeting on the Board of Trustees' self assessment;
3. Receiving, approving and implementing the recommendations of the *ad hoc* committee on executive evaluation.

RESPONSE

Brewton-Parker College will continue to employ sound planning, budgeting and assessment strategies for the future. The administration, in concurrence with the Board Chair, decided that the report of the Strategic Plan would be better presented in January so that it could be a part of the orientation of new board members.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 1

The President will lead the College in the creation and approval of a six-year strategic plan linking planning, budgeting and assessment. "Closing the Loop..."

RESULTS

In its January 2007 meeting the Board of Trustees received the annual progress report regarding the efforts of the College to achieve the objectives of the Strategic Plan. Objectives, goals and results, as well as assessment efforts, were reported and approved by the Board. The Board of Trustees followed up on its actions in 2006 by:

1. Receiving, reviewing, discussing and approving the progress report from the Administration;
2. Receiving and approving a report in the October 2006 meeting on the Board of Trustees' self-assessment;
3. Receiving, approving and implementing the recommendations of the *ad hoc* committee on executive evaluation;
4. Assuring that budget approval reflected the mission, goals and objectives of the Strategic Plan and of the College.

RESPONSE

BPC will continue to employ sound planning, budgeting and assessment strategies for the future.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 1

The President will lead the College in the creation and approval of a six-year strategic plan linking planning, budgeting and assessment. "Closing the Loop..."

RESULTS

In its April 2009 meeting the Board of Trustees received the annual progress report regarding the efforts of the College to achieve the objectives of the Strategic Plan. Objectives, goals and results, as well as assessment efforts, were reported and approved by the Board. The Board of Trustees followed up on its actions in 2008 by:

1. Receiving, reviewing, discussing and approving the progress report from the Administration;
2. Receiving and approving a report in the October 2008 meeting on the Board of Trustees' self-assessment;
3. Receiving, approving and implementing the recommendations of the *ad hoc* committee on executive evaluation;
4. Assuring that budget approval reflected the mission, goals and objectives of the Strategic Plan and of the College.

RESPONSE

BPC will continue to employ sound planning, budgeting and assessment strategies for the future.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 2

The President will lead the College through the implementation of the six-year strategic plan in the years 2003-2008.

ASSESSMENT

Progress of the plan will be monitored by the Strategic Planning Executive Committee and reported to the Board of Trustees annually during the July quarterly meeting.

RESPONSIBILITY

President, Strategic Planning Executive Committee

TIME FRAME

Annually

RESOURCES REQUIRED

Budgeted funds

RELATED TO

Institutional Goal No. 2, SACS Recommendations 3, 4, 6, 7, 8, & 55

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 2

The President will lead the College through the implementation of the six-year strategic plan in the years 2003-2008.

RESULTS

The President has scheduled meetings of the Strategic Planning Committee for mid-September to review the initial strategic plan and all actions that will need implementation during this academic year.

RESPONSE

The Strategic Planning Executive Committee has allocated \$25 thousand in strategic planning funds to use for special programs that will lead various divisions and departments toward achieving their departmental, divisional or unit plans. Meetings will be held throughout the year to monitor progress. The Executive Director for Institutional Research will evaluate progress throughout the year and report to the Board of Trustees in July regarding progress toward institutional objectives. The Director of Assessment will work with the Executive Director for Institutional Research to analyze data relevant to meeting the College's six stated objectives, and evaluating progress toward attaining success in departmental, divisional or unit plans.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 2

The President will lead the College through the implementation of the six-year strategic plan in the years 2003-2008.

RESULTS

Because no other important business presented itself during the summer, the Board of Trustees determined that the July meeting was not necessary in 2004. Therefore, the Board will receive the Strategic Planning Report in its October quarterly meeting.

RESPONSE

The Board will act upon the Strategic Plan in its October meeting and any suggestions or revisions they make will be implemented in the following year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 2

The President will lead the College through the implementation of the six-year strategic plan in the years 2003-2008.

RESULTS

No Response was received for this year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 2

The President will lead the College through the implementation of the six-year strategic plan in the years 2003-2008.

RESULTS

The College is on schedule to complete its plan in about 18 months. The President is leading the Strategic Planning Committee to:

1. Continue to work the present Plan;
2. Begin the process of preparing for the development of a new strategic plan for the next several years;
3. Determine what elements of the Six-Year Plan are not going to be successful and how to revise the Plan accordingly.

RESPONSE

The Strategic Planning Executive Committee allocated and then expended \$30 thousand in strategic planning funds to use for special programs that will lead various divisions and departments toward achieving their departmental, divisional or unit plans. The Executive Director for Institutional Research will continue to monitor and evaluate progress toward the remaining goals of the Six-Year Plan, and the Director of Assessment will work with the Executive Director for IR to analyze data relevant to meeting the college's six stated objectives, and evaluating progress toward attaining success in those arenas.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 2

The President will lead the College through the implementation of the six-year strategic plan in the years 2003-2008.

RESULTS

The President led the Strategic Planning Committee, the Strategic Planning Executive Committee, the administration and the Board of Trustees to implement the Plan as it was designed. Assessment was completed in numerous ways, and results were used to formulate the College's budget, to direct Plan revisions and strategies, and to guide the College into the future.

RESPONSE

The President will continue to work with the same institutional audiences to assure the successful completion of the Six-Year Strategic Plan.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 2

The President's Office will provide leadership in the development, trustee participation and approval, and implementation of a six-year strategic plan that links planning, budgeting and assessment.

ACTION PLAN 2

The President will lead the College through the implementation of the six-year strategic plan in the years 2003-2008.

RESULTS

Brewton-Parker College experienced its lowest fall enrollments in many years during the fall 2008 semester. Headcount enrollment decreased from fall 2007 levels of 1035 to fall 2008 of 1006. The Six-Year Strategic Plan projected an enrollment in the fall 2008 semester of 1600, which indicates that BPC missed their mark by 594 students. Stabilization was experienced in most areas of enrollment services, with experienced and capable employees replacing individuals without training or desired experience. Enrollment on the Mt. Vernon campus slightly increased in 2008, but the continued erosion of external programs obstructed this important sign of improvement.

RESPONSE

Numerous steps are being taken to turn around the enrollment declines of the College. These include:

1. A new Dean for External Programs was named in the spring.
2. Dr. Cindy Skaruppa, Vice President of Enrollment Services, completed the building of her enrollment services team, with a new Director of Admissions, new personnel in Student Life, and new systems in place in all offices.
3. Additional programs were approved by SACS, including criminal justice and several on-line courses.
4. Residence grants were distributed to each trustee to recruit a new student for the fall semester.
5. New admissions strategies, reporting and market segmentation efforts were put into place.
6. A revised and more effective communications flow was implemented for prospective students.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 3

The President's Office will assist and empower the Division of Enrollment Services to meet the enrollment goals of the College throughout the six-year period.

ACTION PLAN 1

The President will work assist and empower Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

ASSESSMENT

Recruitment and retention will meet the goals established in their growth projections.

RESPONSIBILITY

President, Vice President for Enrollment Services, Enrollment Services staff

TIME FRAME

2003-2008

RESOURCES REQUIRED

Time and budgeted costs of recruitment and retention efforts

RELATED TO

Institutional Goal No. 1 and No. 3, SACS Recommendations 1 & 58

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 3

The President's Office will assist and empower the Division of Enrollment Services to meet the enrollment goals of the College throughout the six-year period.

ACTION PLAN 1

The President will work, assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Final enrollment for the Fall 2003 semester is as follows:

1. Students taking 12 or more hours increased from 907 to 932, showing 25 more full-time students.
2. Residential students increased from 335 to 357, adding 22 more students to on-campus residency.
3. Students taking classes in Mt. Vernon increased by two students, from 621 to 623.
4. Students taking "post-secondary options" courses decreased by 20, from 47 to 27 this fall.
5. Students taking classes primarily at external sites decreased by 143, from 601 to 458.
6. New students on campus seem to be up by about 7%, indicating a problem in retention.
7. External program enrollment was down by around 20 FTE at all external sites and in all programs.
8. Net enrollment head count dropped from 1269 in 2002 to 1108 in 2003.
9. FTE (total hours sold divided by 12) decreased from 1259 in 2002 to 1171 in 2003, a net decrease of 87 FTE.

RESPONSE

The College is taking these immediate actions:

1. The former Director of Admissions has been transferred to Savannah to direct that external program. Though the Savannah site has the most potential for growth, for the past four years its enrollments have decreased precipitously.

In that period of time, the College has named three different directors, one leaving because of a lack of results and the other two suffering from life-threatening illnesses.

2. BPC has moved its location of the Savannah external center to a more academically oriented site, the private school on the property of Calvary Baptist Temple. It is more strategically located in the city, and the pastor of the 5-thousand-member congregation is a Trustee of the College.
3. The offices of Registrar, Retention, Financial Aid, Recruitment and Admissions processing have been combined to form an Enrollment Management Department, under the supervision of an experienced strategist from the field of enrollment management. All marketing and recruitment as well as admissions processing for external programs will be accomplished through this office, where previously, portions of this activity were accomplished by staff members in external programs.
4. A new director for the Liberty County Campus was named in May and is in place this fall. She brings strong management skills from her years as a school principal and is well acquainted with Hinesville due to her academic administrative service in that community.
5. The College is also planting a campus in Newnan, Georgia. A site director will be named shortly, and the community is working on the completion of a formal proposal and feasibility study for submission to SACS within a few weeks.
6. Marketing strategies will be developed through the Enrollment Management Department to coordinate the messages and opportunities of all external programs.

Additionally, the College is investigating further considerations with long-term implications:

1. Retention efforts will be closely scrutinized for the past two years to determine if they have been effective or efficient. Staffing in strategic positions in the External Programs Office and in the Enrollment Management Department will be evaluated critically during the next few months.
2. Financial aid and the packaging of expenses for off-campus students will be examined.
3. The nature of degree plans and the packages in which these degrees are offered will also be investigated and evaluated.
4. Student satisfaction and student exit interviews will be conducted to determine why enrollments fell so dramatically in the off-campus programs.

Additionally, the six-year strategic plan will be modified during this academic year to reflect the enrollment status in 2003-2004. The *pro forma* budget will be modified accordingly, as will the implications for all strategic planning.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 3

The President's Office will assist and empower the Division of Enrollment Services to meet the enrollment goals of the College throughout the six-year period.

ACTION PLAN 1

The President will work, assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Final enrollments for the fall 2004 semester again failed to meet the goals established by the trustees, the strategic plan, and the administration.

RESPONSE

As a result the following actions are being pursued:

1. All actions stipulated in last year's response were implemented.
2. An accelerated BBA degree has been developed and implemented this fall in Savannah.
3. A new director, assistant director and administrative assistant have been hired for the Liberty Campus.
4. Many responsibilities related to marketing, recruitment, and retention of external program students have been transferred to the Enrollment Management Office.
5. Further transfer of responsibilities may take place in the near future.
6. A small enrollment has developed in Newnan, with significant enrollment increase possible from this site.
7. An agreement with Truett-McConnell College in Cleveland, GA is being explored so that BPC can offer four-year degree completion programs in several majors.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 3

The President's Office will assist and empower the Division of Enrollment Services to meet the enrollment goals of the College throughout the six-year period.

ACTION PLAN 1

The President will work, assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Based upon present circumstances and the best data available, the College this year revised its enrollment goals to decrease the final fall enrollment in 2008 to 1500. This enrollment will be accomplished by:

1. Revising goals for the three remaining years of the Plan to fall enrollments of 1258 in 2006, 1364 in 2007 and 1500 in 2008.
2. Developing stronger enrollment benchmarks and tracking reports with information available through campus technology, Noel-Levitz reports and external site evaluation.
3. More effective and efficient methods and strategies in recruitment and admissions.
4. Better use of data and tracking reports and benchmarks in retention
5. Creation of sound retention programs by: major field of study, level of proficiency on entrance exam scores; stronger orientation and increased efforts to retain external campus students

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 3

The President's Office will assist and empower the Division of Enrollment Services to meet the enrollment goals of the College throughout the six-year period.

ACTION PLAN 1

The President will work, assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Enrollments declined by 3.3% this year. Even though enrollment objectives were revised downward by 100 in last year's assessment, BPC still found itself 358 students behind that goal (116 behind the revised goals for 2006), with two years remaining to attain it.

RESPONSE

The College is making dramatic changes in its enrollment services division.

1. An additional admissions counselor was provided to the enrollment services division;
2. Efforts to retain admissions office personnel were developed;
3. The Executive Dean for Enrollment Services was informed that the College would make an administrative change in this office on December 31, 2006;
4. A nationwide executive search was launched by Baker-Parker Executive Search, Inc. of Atlanta, with a candidate to be named to the post of Vice President for Enrollment Services no later than December 31, 2006;
5. After resignation of Registrar, began a search for her successor;
6. After resignation of Financial Aid Director, began a search for successor.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 3

The President's Office will assist and empower the Division of Enrollment Services to meet the enrollment goals of the College throughout the six-year period.

ACTION PLAN 1

The President will work, assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Enrollment suffered further decline in the 2006-2007 academic year. Numbers declined in headcount from 1182 in fall 2005 to 1119 in the same semester in 2006, a decrease of 63 students, or about 5%.

RESPONSE

Numerous steps are being taken to turn around the enrollment declines of the College. These include:

1. The Executive Director for External Programs was replaced in October. Mr. Bryan Sage, Admissions Director, was named to serve as interim director until a more seasoned replacement could be found.
2. The President enlisted Baker-Parker and Associates, Inc., an executive search firm in Atlanta to implement a nation-wide search for a qualified enrollment services professional.
3. Dr. Cindy Skaruppa, formerly the Vice President for Enrollment Management at Our Lady of the Lake University in San Antonio, Texas, was named Vice President of Enrollment Services in May, 2007.
4. New, full-time Directors were secured for the Liberty Campus and Norman Park, and a co-director was named for Newnan.
5. Additional programs were approved by SACS for Norman Park, including business and ministry.
6. Dr. Skaruppa was hired as a consultant in January, 2007, to begin working with the Admissions, Financial Aid, and Student Life staff as well as with trustees and administrators, to improve the projected fall 2007 shortfalls.
7. New admissions strategies, reporting and market segmentation efforts were put into place.
8. A revised and more effective communications flow was designed for prospective students.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 3

The President's Office will assist and empower the Division of Enrollment Services to meet the enrollment goals of the College throughout the six-year period.

ACTION PLAN 1

The President will work, assist and empower the Enrollment Services Division to assure that enrollments continue to increase through the six-year period, culminating in an enrollment of 1600 by the fall semester of 2008.

RESULTS

Enrollment suffered further decline in the 2007-2008 academic year. Numbers declined in headcount from 1035 in fall 2007 to 1006 in the same semester in 2008, a decrease of 29 students, or about 4%.

RESPONSE

Numerous steps are being taken to turn around the enrollment declines of the College. These include:

1. A new Dean for External Programs was named in the spring.
2. Dr. Cindy Skaruppa, Vice President of Enrollment Services, completed the building of her enrollment services team, with a new Director of Admissions, new personnel in Student Life, and new systems in place in all offices.
3. Additional programs were approved by SACS, including criminal justice and several on-line courses.
4. Residence grants were distributed to each trustee to recruit a new student for the fall semester.
5. New admissions strategies, reporting and market segmentation efforts were put into place.
6. A revised and more effective communications flow was implemented for prospective students.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 4

The President will assist and empower the Provost and related academic leaders to accomplish the goals established as priorities in the Strategic Plan.

ACTION PLAN 1

The President will assist the Provost in leading the Faculty Assembly and the Board of Trustees to adopt policies and resources to continually develop the academic programs of the College, improve the instructional capacity of the faculty, monitor learning outcomes, expand library resources and services, incorporate technology with learning activities, and offer mission-centered academic programs on and off campus.

ASSESSMENT

The Provost's Office and the Academic Affairs Division will meet the goals established in their plans.

RESPONSIBILITY

President, Provost, academic officers and leaders

TIME FRAME

Annually, throughout 2003-2008

RESOURCES REQUIRED

Time, staff and budgeted as well as planning funds

RELATED TO

Institutional Goal No. 4, SACS Recommendations 15, 21, 24, 22, 25, 26, 33, 36, 40, 41, 44, & 48

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 4

The President will assist and empower the Provost and related academic leaders to accomplish the goals established as priorities in the Strategic Plan.

ACTION PLAN 1

The President will assist the Provost in leading the Faculty Assembly and the Board of Trustees to adopt policies and resources to continually develop the academic programs of the College, improve the instructional capacity of the faculty, monitor learning outcomes, expand library resources and services, incorporate technology with learning activities, and offer mission-centered academic programs on and off campus.

RESULTS

During the academic year, the Provost's Office, the Faculty Assembly and the Board of Trustees accomplished many of the steps leading to achievement of this objective. Specifically, they:

1. Created policies, approved by the Faculty Assembly, the Administrative Council and the Board of Trustees, that revised and tightened qualifications for tenure and academic rank, assessment of full-time faculty members, and academic conduct relating to the military deployment of BPC students. The Trustees approved the assessment of the implementation of these policies in their July 2003 meeting.
2. After review by the Curriculum Committee and a feasibility study by the External Programs Office, the College informed SACS of their intention to establish an additional external site in Newnan, GA beginning in January 2004.
3. Utilized the revised policy of faculty evaluation to assess instructional quality and improve it. The College also added an additional \$1 thousand to existing funds for development of their skills within their academic discipline. Additionally, 68.9% of the faculty during this year possesses a terminal degree within their teaching discipline, an increase above the projected percentage increase in the Strategic Plan.
4. The Office of Institutional Research administered, for the third year in a row, the Academic Profile test and for the first year results were available to examine learning outcomes in the first two years of a students' experience.
5. Library renovation took place during the summer of 2003, making room for additional volumes to be added. During the year an additional 2800 volumes

were placed in the library. This places the College on schedule to avail their students approximately 100 thousand volumes at the conclusion of the Strategic Plan period.

6. Each academic building was provided at least one technology classroom.

RESPONSE

In each area of the College's planning for academic improvement, progress was made. BPC will continue to remain in compliance with our prescribed academic improvements as stipulated in the Provost's divisional strategic plan.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 4

The President will assist and empower the Provost and related academic leaders to accomplish the goals established as priorities in the Strategic Plan.

ACTION PLAN 1

The President will assist the Provost in leading the Faculty Assembly and the Board of Trustees to adopt policies and resources to continually develop the academic programs of the College, improve the instructional capacity of the faculty, monitor learning outcomes, expand library resources and services, incorporate technology with learning activities, and offer mission-centered academic programs on and off campus.

RESULTS

During the past academic year, the Provost's Office, the Faculty Assembly and the Board of Trustees accomplished significant milestones necessary in attaining this objective. These include:

1. Establishing procedures that ensure that every new academic program addresses feasibility and compatibility with the institution's mission.
2. Increasing the holdings in the library by 4020 volumes, bringing the total to 82,939 volumes. Although this remains behind the goals established in the original Strategic Plan, it is consistent with the modified plan.
3. During the past year, the College recruited faculty members that again increased the percentage of terminal degrees included in BPC's faculty to above the goals originally established: 69.64% as compared to the original goal of 67% at this juncture.
4. In its October 2004 meeting, the Board of Trustees will again consider policies that further define and more tightly secure the College's tenure system. These policies have already been approved by the Faculty Assembly and the Administrative Council.
5. Faculty development funds increased during the past year.
6. Assessment through the Academic Profile informs the College community that students are learning to develop communication and critical thinking skills through the lower level curriculum.
7. Peer evaluation and plans for instructional improvement are being utilized to refine instructional skills of the faculty.

8. The number of full-time faculty teaching in external programs increased far above goal expectations during the past year, from an anticipated 12 to 20.
9. Technology program offerings increased during the past year, but student satisfaction with institutional technology services decreased slightly.
10. A faith and learning seminar was conducted for all faculty and staff as a part of the pre-registration workshops in August.
11. All requirements were met and the College gained SACS approval in the December 2003 annual meeting. The College is now working on reaffirmation by the Professional Standards Commission and NCATE for its teacher education programs.
12. All academic divisions and indeed every program of the institution are actively pursuing a mission-centered, fiscally integrated strategic plan.
13. Academic and administrative support services programs continue to develop greater efficiency in supporting the programs of the College.

RESPONSE

In each academic area objective the President will work with the Provost to continue to achieve the objectives of the Strategic Plan, and to improve efficiency and effectiveness.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 4

The President will assist and empower the Provost and related academic leaders to accomplish the goals established as priorities in the Strategic Plan.

ACTION PLAN 1

The President will assist the Provost in leading the Faculty Assembly and the Board of Trustees to adopt policies and resources to continually develop the academic programs of the College, improve the instructional capacity of the faculty, monitor learning outcomes, expand library resources and services, incorporate technology with learning activities, and offer mission-centered academic programs on and off campus.

RESPONSE

During the past academic year, the Provost's Office, the Faculty Assembly and the Board of trustees accomplished key components toward meeting this objective. These include:

1. Utilized established processes that ensure that every new program addresses feasibility and compatibility with the institution's mission;
2. Increasing the holdings in the library by 4695 volumes in the past year. The present collection now totals nearly 87 thousand volumes.
3. During the past year the College again recruited faculty members that improved the percentages of terminal degrees included in BPC's faculty to above the goals originally established in the strategic plan. This fall, 69.81% of the full-time faculty hold terminal degrees in the discipline in which they instruct. The original goal for this year was 68%.
4. The new system of academic rank and tenure was implemented and successfully used during the past year.
5. The goal of an additional \$1 thousand for faculty development was met. An additional \$5 thousand was budgeted for summer faculty development research grants.
6. Analysis of change of core competencies was met by the offering for the third time to first-time cohorts the Academic Profile survey instrument. The scores of all three cohorts have increased. Differences exist between the scores of local and external students.
7. Peer evaluation and plans for instructional improvement are being developed and used to refine instructional skills of the faculty.

8. 17 of 53 full-time faculty members taught at external sites during the year. This exceeds the original goal of 14 in the strategic plan.
9. The use of Blackboard and Live Text as well as internally developed technology programs is being required in many classes, particularly in the BBA Advantage program.
10. Continued dialogue on faith and learning has enhanced understanding between the faculty and administration, the College and the denomination.
11. The College has satisfied accreditation requirements for all programs at this point, but planning and preparation is ongoing for a fall visit from NCATE and PSC.
12. Every office and each component of the College operates with a mission tied to the College's mission statement, and fully integrates strategic planning with budgeting.
13. The AASS department has implemented a POS system at Liberty County, enhanced the services of the CyberCafe and Campus Restaurant, developed a more efficient system for mass mailing, and continues to be service oriented as well as market driven.

RESPONSE

In each academic area objective the President will work with the Provost to continue to achieve the objectives of the strategic plan, and to improve efficiency and effectiveness in mission focus, planning and budgeting.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 4

The President will assist and empower the Provost and related academic leaders to accomplish the goals established as priorities in the Strategic Plan.

ACTION PLAN 1

The President will assist the Provost in leading the Faculty Assembly and the Board of Trustees to adopt policies and resources to continually develop the academic programs of the College, improve the instructional capacity of the faculty, monitor learning outcomes, expand library resources and services, incorporate technology with learning activities, and offer mission-centered academic programs on and off campus.

RESULTS

In the past academic year, the President assisted the Provost's Office, the Faculty Assembly and the Board of Trustees to accomplish the following key components inherent in the attainment of the strategic objectives of the College:

1. Encouraging the Curriculum Committee to require all new programs to address feasibility and review such programs for compatibility with institutional mission prior to action by the Faculty Assembly;
2. Increasing the library collections by 4989 volumes, bringing the total number of volumes in the library to 91,478;
3. Assuring that the library staff continue to visit external sites and provide training and instruction on their services to those sites;
4. Attaining almost 71% of full-time teaching faculty with terminal degrees in their field of instruction;
5. Promoting the implementation of further changes in the academic rank and tenure system of the College;
6. Met a goal of adding \$1000 to faculty development, with an additional \$5000 for faculty research grants for use during the summer;
7. Consenting to the utilization of a more detailed form of the Academic Profile will be used for future student assessment;
8. Agreeing to the implementation of improvement plans to be used in faculty peer evaluation;
9. Assuring that the number of full-time faculty teaching at external sites remains roughly double that of the base year on 2001-2002;
10. Securing greater use of Blackboard technology in web-enhanced classrooms

11. Creating and submitting the Fifth-Year Report to the Southern Association of Colleges and Schools, which approved it without comment in their June 2006 meeting;

RESPONSE

The Six-Year Plan will continue to be worked through its completion in 2008, and further improvements will be made toward meeting the academic and academic support service components of the Six-Year Plan. The President will continue to work with the Provost and the faculty to accomplish these objectives.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 4

The President will assist and empower the Provost and related academic leaders to accomplish the goals established as priorities in the Strategic Plan.

ACTION PLAN 1

The President will assist the Provost in leading the Faculty Assembly and the Board of Trustees to adopt policies and resources to continually develop the academic programs of the College, improve the instructional capacity of the faculty, monitor learning outcomes, expand library resources and services, incorporate technology with learning activities, and offer mission-centered academic programs on and off campus.

RESULTS

In the past year the President authorized and empowered the Provost, the faculty and the Board of Trustees to accomplish the following key components inherent in the attainment of the strategic objectives of the College:

1. 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;
2. The College increased the number of volumes in its library collection by 4324, bringing the total to 96,363 volumes. At this point, BPC is 3637 volumes away from realizing its Six-Year Strategic Plan goal.
3. In the year being evaluated, the faculty was comprised of 70.68 percent with terminal degrees, surpassing the established by the Plan.
4. The academic rank and tenure program for the College was revised 3 years ago, meeting the objective of the Plan.
5. An additional \$1000 was designated for faculty development.
6. The scores of all five cohorts of those taking the Academic Profile have increased each year. Differences exist between the scores of students in Mt. Vernon and those in external sites.
7. The President encouraged the use of improvement plans for partial fulfillment of faculty evaluation.
8. The number of full-time faculty teaching at off-campus centers remained almost double the base year number: 15 to 8.
9. More faculty and students are using Blackboard as a platform for learning.
10. Worked with the faculty and staff to encourage a continual dialogue about the integration of faith and learning.

11. Provisional approval was granted for the first time by the National Council for the Accreditation of Teacher Education, and the on-site visit from the National Association of Schools of Music occurred.
12. All areas of the College are implementing the Six-Year Strategic Plan.
13. Academic and Administrative Support Services continued to meet the needs of the campus, and to enhance their services.

RESPONSE

The President will continue to work with the Provost, the students and the Board of Trustees to assure the implementation of the objectives specified by the Provost's Office.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 4

The President will assist and empower the Provost and related academic leaders to accomplish the goals established as priorities in the Strategic Plan.

ACTION PLAN 1

The President will assist the Provost in leading the Faculty Assembly and the Board of Trustees to adopt policies and resources to continually develop the academic programs of the College, improve the instructional capacity of the faculty, monitor learning outcomes, expand library resources and services, incorporate technology with learning activities, and offer mission-centered academic programs on and off campus.

RESULTS

In the past year the President authorized and empowered the Provost, the faculty and the Board of Trustees to accomplish the following key components inherent in the attainment of the strategic objectives of the College:

1. 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;
2. The College increased the number of volumes in its library collection by 3867, bringing the total to 100,068 volumes. At this point, BPC has met its Six-Year Strategic Plan goal.
3. In the year being evaluated, the faculty was comprised of 69.8% with terminal degrees, surpassing the established by the Plan.
4. The academic rank and tenure program for the College was revised 3 years ago, meeting the objective of the Plan.
5. An additional \$1000 was designated for faculty development.
6. The scores of four of the five cohorts of those taking the Academic Profile have increased each year. Differences exist between the scores of students in Mt. Vernon and those in external sites.
7. Faculty members created improvement plans and division chairs are using those as part of the process of evaluating members of the faculty
8. The number of full-time faculty teaching at off-campus centers did not meet the Six-Year Strategic Plan Goals. Note 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
2005-2006	16	18
2006-2007	18	15
2007-2008	20	16

9. The use of technology in instruction has continued to increase. An increasing number of classes are using Blackboard. Existing computers continue to be replaced on a schedule developed by the Technology Department and the Technology Committee. Additionally, the College entered into an agreement with Learning House, Inc. to offer on-line programs to distant constituencies and local communities.
10. Worked with the faculty and staff to encourage a continual dialogue about the integration of faith and learning. Prior to the fall semester during faculty/staff orientation and pre-semester meetings, the Executive Director of the International Association of Baptist Colleges and Universities led a discussion regarding faith and learning and its implications for Christian higher education, with a session dedicated to the faculty and an additional session for staff members.
11. Provisional approval was granted for the first time by the National Council for the Accreditation of Teacher Education, and the on-site visit from the National Association of Schools of Music occurred.
12. All areas of the College are completing the Six-Year Strategic Plan with this round of reporting and response.
13. Academic and Administrative Support Services continued to meet the needs of the campus, and to enhance their services.

RESPONSE

The President will continue to work with the Provost, the students and the Board of Trustees to assure the implementation of the objectives specified by the Provost's Office.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College

ACTION PLAN 1

The initiation of a dialogue led by the President and including the entire campus community, trustees and related constituents as well as invited consultants and speakers.

ASSESSMENT

The dialogue will be initiated during the fall 2002 semester under the leadership of the President. It will result in a series of recommendations that the College will be asked to adopt and implement. Their implementation will assure initial assessment, with each recommendation assessed annually.

RESPONSIBILITY

President, Vice Presidents, division leaders

TIME FRAME

The dialogue will be implemented during 2002-2003. It is anticipated that the dialogue will continue as needed and that it will lead to specific actions.

RESOURCES REQUIRED

\$3 thousand a year through the six-year cycle

RELATED TO

Institutional Goal No. 5, SACS Recommendation 4

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 1

The initiation of a dialogue led by the President and including the entire campus community, trustees and related constituents as well as invited consultants and speakers.

RESULTS

In September 2002 the President, in consultation with the Office of Institutional Research, developed a survey instrument that was distributed to all faculty, staff, students, selected alumni, community leaders and denominational representatives. The results were tabulated and shared in two faculty/staff forums where they were discussed and again prioritized through group discussion and exercises. A Committee was appointed to synthesize the resulting priorities and statements into a document that could be approved by a majority of the faculty. Through a series of modifications and revisions, and a great deal of discussion, the Statement of Faith and Learning was approved in April 2003 by a unanimous vote of the Faculty Assembly. Consequently, it was also approved with enthusiasm by the Administrative Council and shared with the Board of Trustees in their April meeting.

RESPONSE

The Statement of Faith and Learning is published in the College Catalog, the Strategic Plan, and made available to all prospective faculty members during their interview with the President. The document is read and discussed during that interview. As time goes by it will be periodically reviewed and likely revised to reflect the perspective of current faculty members.

A copy of the Statement of Faith and Learning can be found on page 9 of the opening section of this plan.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 1

The initiation of a dialogue led by the President and including the entire campus community, trustees and related constituents as well as invited consultants and speakers.

RESULTS

A seminar on faith and learning, led by Association of Southern Baptist Colleges and Schools president Dr. Robert Agee, was conducted on campus in early August, with all members of the faculty, staff and administration participating.

RESPONSE

During the 2004-2005 opening session activities, a similar seminar will again be offered to continue the emphasis on faith and learning within the academic community.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 1

The initiation of a dialogue led by the President and including the entire campus community, trustees and related constituents as well as invited consultants and speakers.

RESULTS

A seminar on faith and learning is to be conducted at least every two years. None was held this year.

RESPONSE

The next seminar is scheduled for August 2006 and will be led by Dr. Robert Bruce, Christian Education Coordinator for the Baptist General Convention of Texas.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 1

The initiation of a dialogue led by the President and including the entire campus community, trustees and related constituents as well as invited consultants and speakers.

RESULTS

A seminar on faith and learning is to be conducted at least every two years. One was held in August 2006 involving all fulltime employees. Dr. Keith Bruce from the Baptist General Convention of Texas presented a summary of faith and learning actions that the nine Texas Baptist schools utilize and strategized with employees about further means of enhancing the linkage between the Church and the College here in Georgia.

RESPONSE

An additional session on faith and learning will be conducted in 2008. Continued efforts to enhance the College's image with the Georgia Baptist Convention and the large community of faith are ongoing. The President will work with the Executive Assistant to the President for Church Relations, the Vice President for Enrollment Services, the Vice President for Advancement, and the Provost to accommodate stronger linkages between church and college.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 1

The initiation of a dialogue led by the President and including the entire campus community, trustees and related constituents as well as invited consultants and speakers.

RESULTS

During the current year, issues of faith and learning were discussed in the President's Address during Fall Convocation, in chapel programs throughout the year, and through faculty and staff forums.

RESPONSE

The President will continue to work with faculty, staff, students, alumni and trustees to build a strong bond between the college classroom and the faith that undergirds the mission of the College.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 1

The initiation of a dialogue led by the President and including the entire campus community, trustees and related constituents as well as invited consultants and speakers.

RESULTS

During the current year, issues of faith and learning were discussed in the President's Address during Fall Convocation, in chapel programs throughout the year, and through faculty and staff forums.

RESPONSE

The President will continue to work with faculty, staff, students, alumni and trustees to build a strong bond between the college classroom and the faith that undergirds the mission of the College.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College

ACTION PLAN 2

The President will assist and empower campus officers to advance the Christian distinctiveness of the College through successful programs in church relations, provision of a chapel program that meets the needs of students, and ongoing curricular and extracurricular programs that instill an understanding of and an appreciation for the Christian faith.

ASSESSMENT

Campus officers responsible for church relations, chapel, campus ministry and academic components offering curricula distinctive to a Christian institution will meet the goals established for their divisions.

RESPONSIBILITY

President, Vice President for Enrollment Services, Provost

TIME FRAME

Annually, through the six-year period

RESOURCES REQUIRED

Time and budgeted funds

RELATED TO

Institutional Goal No. 5, SACS Recommendation 4

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 2

The President will assist and empower campus officers to advance the Christian distinctiveness of the College through successful programs in church relations, provision of a chapel program that meets the needs of students, and ongoing curricular and extracurricular programs that instill an understanding of and an appreciation for the Christian faith.

RESULTS

A student committee assumed ownership of most of the chapel programs. More chapel programs were added to the existing schedule. A new chairperson has been selected to lead in the curricular revisions needed in the Division of Philosophy and Religion. A new chairperson has been selected to lead the Division of Music in the development of its programs. The first week of school witnessed the fall revival, led by the new campus minister. Attendance was several times greater than the same event attracted during the past several years.

RESPONSE

The Chapel Committee was restructured and challenged to provide music, speakers and programming that would appeal to students rather than to faculty members assisting in planning for this program.

Curricular changes are being made in the Division of Philosophy and Religion to establish a more foundational approach to training ministers and congregational leaders. Efforts are in place to develop the fledgling program in the Division of Music in Church Music, with the hope of attracting more majors in that major. Selected faculty members regularly attend conferences on faith and learning. A new Campus Minister, nearer the age of the students to whom he will serve, has been hired and placed on campus. The Office of Church Relations is developing a Board to assist the College in articulating its service mission to all Georgia Baptists.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 2

The President will assist and empower campus officers to advance the Christian distinctiveness of the College through successful programs in church relations, provision of a chapel program that meets the needs of students, and ongoing curricular and extracurricular programs that instill an understanding of and an appreciation for the Christian faith.

RESULTS

The Church Relations Office successfully launched the BPC Baptist Advisory Council during the previous academic year, and it met twice with the result that the College's spiritual mission was more properly understood and communicated through the state. The Campus Ministry program received a new director who moved all areas of ministry forward. Chapel became more relevant to the students as student-led and student-planned worship became the rule.

RESPONSE

These programs will continue to develop toward the original goals of the Plan. The Division of Philosophy and Religion continues to develop its revised curriculum, with portions of the curriculum having been passed through the Curriculum Committee and approved by the Faculty Assembly.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 2

The President will assist and empower campus officers to advance the Christian distinctiveness of the College through successful programs in church relations, provision of a chapel program that meets the needs of students, and ongoing curricular and extracurricular programs that instill an understanding of and an appreciation for the Christian faith.

RESULTS

The second year of the Georgia Baptist Advisory Council saw significant growth. Also, new leadership in the newly created Church Relations Division is apparent in Dr. Charles Strickland, Executive Assistant to the President for Church Relations. Working under his administrative division are athletics, chapel, campus minister, and church relations. Dr. Strickland will bring greater leadership and energy to this post.

RESPONSE

Based upon tepid response in the Student Satisfaction Survey toward chapel programs, the newly hired Executive Assistant to the President for Church Relations was given responsibility for planning and implementing chapel programs that would positively relate to students. Judging from attendance and participation, this has been accomplished. More will be known when the Student Satisfaction Survey results are known in the spring. The President's Office will work with Dr. Strickland to assure positive denominational relations and larger funding opportunities from church sources.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 2

The President will assist and empower campus officers to advance the Christian distinctiveness of the College through successful programs in church relations, provision of a chapel program that meets the needs of students, and ongoing curricular and extracurricular programs that instill an understanding of and an appreciation for the Christian faith.

RESULTS

The Georgia Baptist Advisory Council did not progress far during this year. They continued to meet, but the emphasis on asking Baptist associations to nominate someone to serve on the Council has probably reached its apex. Other means should be employed to move this organization forward. Chapel is now much more student-centered, and the coaches in the athletic arena are focused on spiritual growth for their student athletes. Student satisfaction surveys indicated an increase in satisfaction with chapel.

RESPONSE

A plan should be developed formally to ensure the progress of spiritual growth among the College's athletic teams. The Georgia Baptist Advisory Council should develop an alternative means of recruiting its membership. Significant involvement of that group will only happen when they can assume responsibility for specific important functions for the College. The administrative liaison's for the College should work with the leadership of the Georgia Baptist Advisory Council to develop such opportunities for involvement for Council members. Chapel should continue to develop a student-centered format, without sacrificing the educational component of its mission.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 2

The President will assist and empower campus officers to advance the Christian distinctiveness of the College through successful programs in church relations, provision of a chapel program that meets the needs of students, and ongoing curricular and extracurricular programs that instill an understanding of and an appreciation for the Christian faith.

RESULTS

The College was highlighted at the Georgia Baptist Convention by the creation of a multi-media presentation that introduced all three Georgia Baptist colleges as well introducing Convention messengers to students from each school. The President then provided the summary remarks for all three institutions.

The President and the Executive Assistant to the President for Church Relations continued to develop and work with the Georgia Baptist Advisory Council.

The President and other officers spoke in dozens of pulpits throughout Georgia, presenting Christ and discussing the advantages of Christian higher education.

RESPONSE

These and other efforts will continue in the last year of the Six-year Strategic Plan.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 5

The Office of the President will actively pursue ways to advance the Christian distinctiveness of the College.

ACTION PLAN 2

The President will assist and empower campus officers to advance the Christian distinctiveness of the College through successful programs in church relations, provision of a chapel program that meets the needs of students, and ongoing curricular and extracurricular programs that instill an understanding of and an appreciation for the Christian faith.

RESULTS

The College was highlighted at the Georgia Baptist Convention by the creation of a multi-media presentation that introduced all three Georgia Baptist colleges as well introducing Convention messengers to students from each school. The President then provided the summary remarks for all three institutions.

The President and the Executive Assistant to the President for Church Relations continued to develop and work with the Georgia Baptist Advisory Council.

The President and other officers spoke in dozens of pulpits throughout Georgia, presenting Christ and discussing the advantages of Christian higher education.

RESPONSE

These and other efforts continued in the last year of the Six-year Strategic Plan.

BREWTON-PARKER COLLEGE

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

OBJECTIVE 6

The President's Office will assist the Enrollment Services Office and the Dean of Students Office in providing for opportunities that will enrich students intellectually, emotionally, physically and spiritually.

ACTION PLAN 1

The Office of the President will assist and empower the Vice President for Enrollment Services and the Dean of Students to provide a meaningful student program that enriches students at every level of being.

ASSESSMENT

The President will assist the vice President of Enrollment Services and the Dean of Students to meet their goals in these areas.

RESPONSIBILITY

President, Vice President for Enrollment Services, Dean of Students, Student Life Personnel

TIME FRAME

Annually

RESOURCES REQUIRED

Time and budgeted funds

RELATED TO

Institutional Goal No. 6, SACS Recommendation 49

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2002-03

OBJECTIVE 6

The President's Office will assist the Enrollment Services Office and the Dean of Students Office in providing for opportunities that will enrich students intellectually, emotionally, physically and spiritually.

ACTION PLAN 1

The Office of the President will assist and empower the Vice President for Enrollment Services and the Dean of Students to provide a meaningful student program that enriches students at every level of being.

RESULTS

Student satisfaction surveys indicated that they were well pleased with the programs and services provided by the Dean of Students and her associates. However, Fall 2003 initial enrollment results indicate that retention may have been less than anticipated by campus officers. Once data has been analyzed, efforts will be made to offset any concerns highlighted by enrollment and attrition analysis.

RESPONSE

A well-rounded program of student activities was provided during the past academic year. It was complemented by a new Director of Student Activities and a new student activities center.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2003-04

OBJECTIVE 6

The President's Office will assist the Enrollment Services Office and the Dean of Students Office in providing for opportunities that will enrich students intellectually, emotionally, physically and spiritually.

ACTION PLAN 1

The Office of the President will assist and empower the Vice President for Enrollment Services and the Dean of Students to provide a meaningful student program that enriches students at every level of being.

RESULTS

Student Satisfaction Survey indicated that students are pleased with the program, which has been developed.

RESPONSE

The Dean of Students will continue to work with the Vice President for Enrollment Services and related institutional offices to assure a quality level of student programs involving every dimension of student life.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2004-05

OBJECTIVE 6

The President's Office will assist the Enrollment Services Office and the Dean of Students Office in providing for opportunities that will enrich students intellectually, emotionally, physically and spiritually.

ACTION PLAN 1

The Office of the President will assist and empower the Vice President for Enrollment Services and the Dean of Students to provide a meaningful student program that enriches students at every level of being.

RESULTS

Student satisfaction surveys indicated that students are pleased with the program which has been provided.

RESPONSE

An additional employee has been added to the Dean of Students' staff to assist in the development of enhanced quality in student programs. Also, a new counselor is budgeted for the following year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2005-06

OBJECTIVE 6

The President's Office will assist the Enrollment Services Office and the Dean of Students Office in providing for opportunities that will enrich students intellectually, emotionally, physically and spiritually.

ACTION PLAN 1

The Office of the President will assist and empower the Vice President for Enrollment Services and the Dean of Students to provide a meaningful student program that enriches students at every level of being.

RESULTS

Student satisfaction surveys indicated that students are largely satisfied with campus activities and opportunities. New employees in the Division of Student Services have provided additional opportunities for student involvement and activity.

RESPONSE

Residence students' curfews were extended as a result of empirical data provided by the Student Government Association. Renovation of the primary women's residence hall, McAllister Hall, is being funded through a capital campaign at this time.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2006-07

OBJECTIVE 6

The President's Office will assist the Enrollment Services Office and the Dean of Students Office in providing for opportunities that will enrich students intellectually, emotionally, physically and spiritually.

ACTION PLAN 1

The Office of the President will assist and empower the Vice President for Enrollment Services and the Dean of Students to provide a meaningful student program that enriches students at every level of being.

RESULTS

Plans to renovate McAllister Hall and to add improvements to Jones Lake have been well received by students. Additionally, the College's recent construction of the Stanley Music Center allows more students the opportunity to use their musical talents. The Vice President for Enrollment Services and the Dean of Students continue to provide effective student development opportunities for BPC students. Student satisfaction surveys indicate that students are largely satisfied with these programs, and their environmental experience at BPC.

RESPONSE

The College will continue to raise funds for the renovation of McAllister Hall. Improvements to Jones Lake will be added in the coming year. The new Vice President for Enrollment Services will implement a more intentional student life program in the coming year.

BREWTON-PARKER COLLEGE

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

RESULTS & RESPONSES—2007-08

OBJECTIVE 6

The President's Office will assist the Enrollment Services Office and the Dean of Students Office in providing for opportunities that will enrich students intellectually, emotionally, physically and spiritually.

ACTION PLAN 1

The Office of the President will assist and empower the Vice President for Enrollment Services and the Dean of Students to provide a meaningful student program that enriches students at every level of being.

RESULTS

Plans to renovate McAllister Hall and completed improvements to Jones Lake have been well received by students. Additionally, the College's recent construction of the Stanley Music Center allows more students the opportunity to use their musical talents. The Vice President for Enrollment Services and the Dean of Students continue to provide effective student development opportunities for BPC students. The Director of Religious Activities also provides important student development options. Student satisfaction surveys indicate that students are largely satisfied with these programs, and their environmental experience at BPC.

RESPONSE

The College will continue to raise funds for the renovation of McAllister Hall. The new Vice President for Enrollment Services will implement a more intentional student life program in the coming year. A new professional was hired for student housing, and three employees have volunteered to develop student activities, which have been more apparent and well-received this year than any other during the strategic planning period.