



# **South Georgia State College**

## **Strategic Plan 2014 – 2019**

**Approved 5/16/2014 by South Georgia State College Administrative Council**

# South Georgia State College

## Strategic Plan 2014 – 2019

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# **SOUTH GEORGIA STATE COLLEGE**

## **Mission**

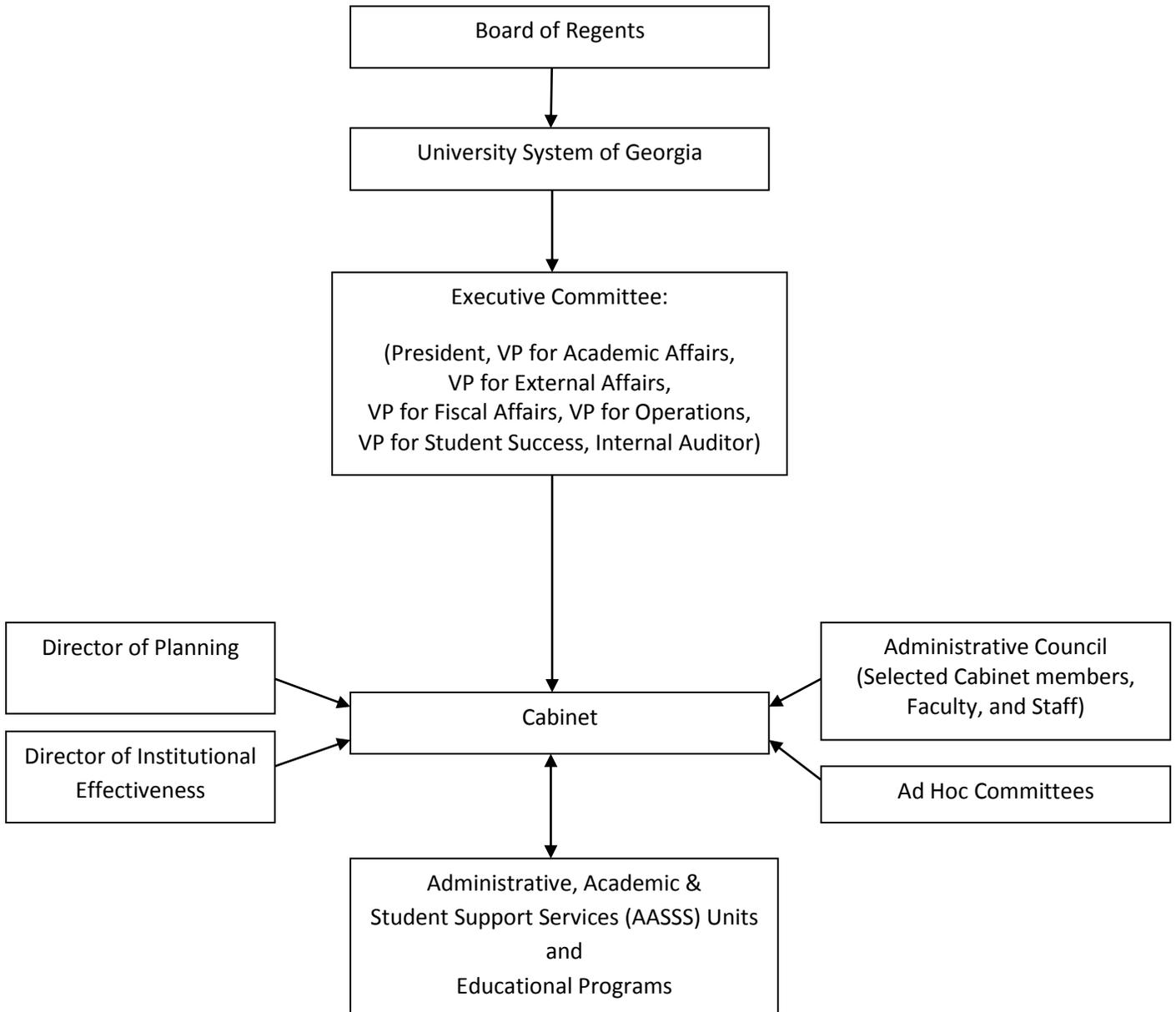
South Georgia State College, a state college of the University System of Georgia, is a multi-campus, student-centered institution offering high-quality associate and select baccalaureate degree programs. The institution provides innovative teaching and learning experiences, a rich array of student activities and athletic programs, access to unique ecological sites, and residential options to create a diverse, globally-focused, and supportive learning environment.

Approved May 8, 2012  
Georgia Board of Regents

## **Vision**

South Georgia State College will be a student-centered institution that produces life-long learners well equipped to succeed in a diverse global society.

# Planning Organization Chart



# Narrative

## A Revised 2014-2019 Plan

The South Georgia State College Strategic Plan, 2014-2019, is a reworking of an earlier 2013-2018 plan, prompted by the University System of Georgia's (USG) adoption on August 14, 2013, of a new Strategic Plan subtitled A Public Agenda and anchored by Georgia Governor Nathan Deal's and the USG's Complete College Georgia initiative, which has a goal of significantly increasing by 2020 the percentage of Georgians completing a college credential. The new USG strategic plan describes three "strategic imperatives" to organize Board of Regents (BOR) and USG efforts focused on the college completion agenda and other key goals of the BOR and USG. The imperatives are as follows (USG press release):

- **One: Academic Excellence and Degree Completion** with actions focused on strengthening educational partnerships, increasing access and maintaining affordability, providing flexible degree options, increasing student support and ensuring the quality of learning.
- **Two: Economic Development and World Class Research** with actions targeted on enlarging the scope of the System's contributions to economic development, building community partnerships, expanding research efforts and graduate education and increasing international education efforts and programs.
- **Three: Accountability, Efficiency and Innovation** with actions to develop and utilize measures of performance and accountability, seeking out new operational efficiencies, and a review of both existing and proposed programs to ensure relevance and encourage innovation.

Following the lead of the BOR and USG, the revised 2014-2019 South Georgia State College (SGSC) plan draws heavily from the institution's college completion plan (USG Goals 1 and 2) while focusing, as well, on actions aimed at enrollment improvement, academic program development (USG Goals 1 and 3), and institutional efficiencies (USG Goal 3). The document also represents, for the first time, the strategic plan of a consolidated institution with a newly-approved mission and name.

### **Institutional Consolidation**

The consolidation of South Georgia College (SGC) and Waycross College (WC) was determined by the BOR on January 10, 2012. The implementation of the consolidation was supported by USG staff members from Legal Affairs, Human Resources, Strategic Planning, Fiscal Affairs, and Academic Affairs. The USG Chancellor appointed a Transition Team comprised of faculty, staff, students, foundation members, and community leaders from both SGC and WC. Seven joint working groups of SGC and WC faculty and staff were organized with teams for administration, academic affairs, fiscal affairs, student services, external affairs, facilities, and information technology. In addition, two subcommittees were formed with one for the consolidation prospectus and template and another for the institutional mission. More than 75 SGC and WC faculty and staff were involved in the work of these groups. A joint SGC and WC leadership retreat of 40 persons was held on June 7, 2012, at which goals of the consolidated college were proposed, discussed, and revised. On August 7, 2012, the joint faculty of the two institutions met for curriculum discussions in Waycross, and on August 8, 2012, the joint faculty met in Douglas to continue these discussions. Both faculties approved the consolidated core curriculum and core learning outcomes on August 23, 2012.

### **Revision of Institutional Mission**

The academic mission of South Georgia College was revised by the BOR on June 7, 2011, to allow the institution to offer baccalaureate degrees. SACSCOC approved the institutional level change at the December 2011 meeting of its Board of Trustees. The stated mission of the consolidated institution (page 1 of this document) was approved by the BOR on May 8, 2012,

and the name “South Georgia State College” was approved by the BOR on August 7, 2012. SACSCOC approved the consolidation at its December 2012 Board of Trustees meeting.

### **Planning at SGSC**

Planning at SGSC has as a foundation the strategic imperatives of the USG. SGSC derives its mission and vision from these elements. They serve as the institution’s cornerstone for academic and operational planning and guide decision making at every level. The strategic plan is developed with a five-year planning horizon in mind.

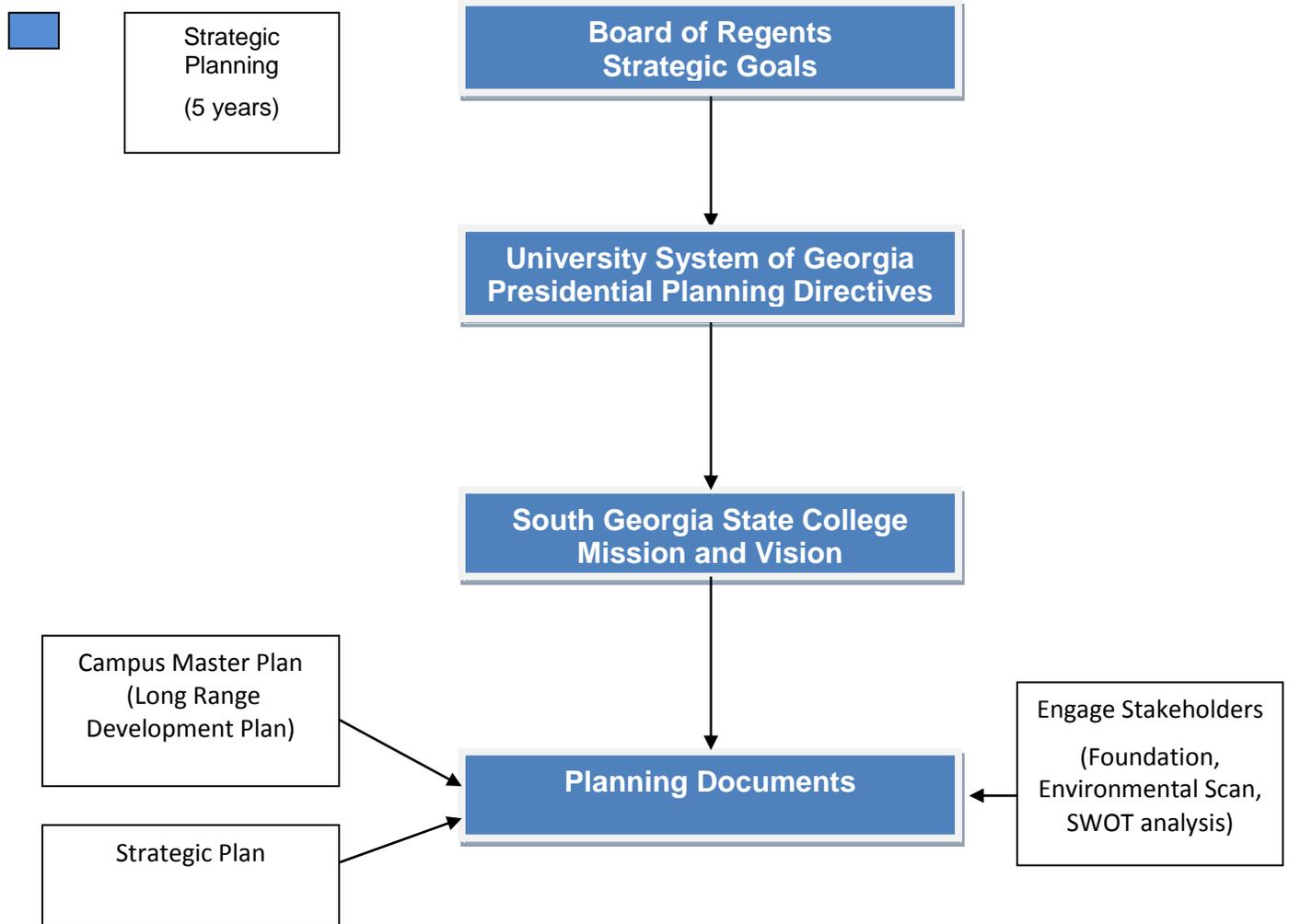
The planning cycle is coordinated by the Director of Institutional Effectiveness and Director of Planning. The Administrative Council plays an integral role in carrying out the process. Institutional priorities and goals are reviewed each August by the President’s Cabinet, in conjunction with next fiscal year budget planning by the Executive Committee, for continued relevance in light of changes during the past year, and revisions are made if deemed necessary.

Annually in September, the Administrative Council reviews the institutional effectiveness report for the previous year and analyzes the results toward accomplishing institutional goals. This representative committee consists of participants from Academic Affairs, Student Success, Enrollment Management, Fiscal Affairs, Operations, and Information Technology, as well as from the President’s Cabinet. The Administrative Council then examines the revised goals from the Cabinet and provides input to the Executive Committee (vice presidents). Responsibility for each goal is identified by the Executive Committee, with ultimate oversight assigned to one or more vice president(s). During the fall, AASSS units develop their assessment plans to support the assigned goals.

In response to developments in the state of Georgia and the USG, ad hoc committees are often created to address specific issues and include broad-based participation in the decision-making process. These committees report to the Cabinet. Examples of such committees are the consolidated SGSC public website committee, the SGSC Complete College Georgia Committee, and various SGSC personnel policy committees.

Annually in May, AASSS units submit assessment reports that include their outcomes, action plans, and budget implications. The focus of these reports is continual improvement of instructional quality and institutional effectiveness. The annual budget and institutional effectiveness report are both prepared from this input, and the process is repeated beginning the following summer.

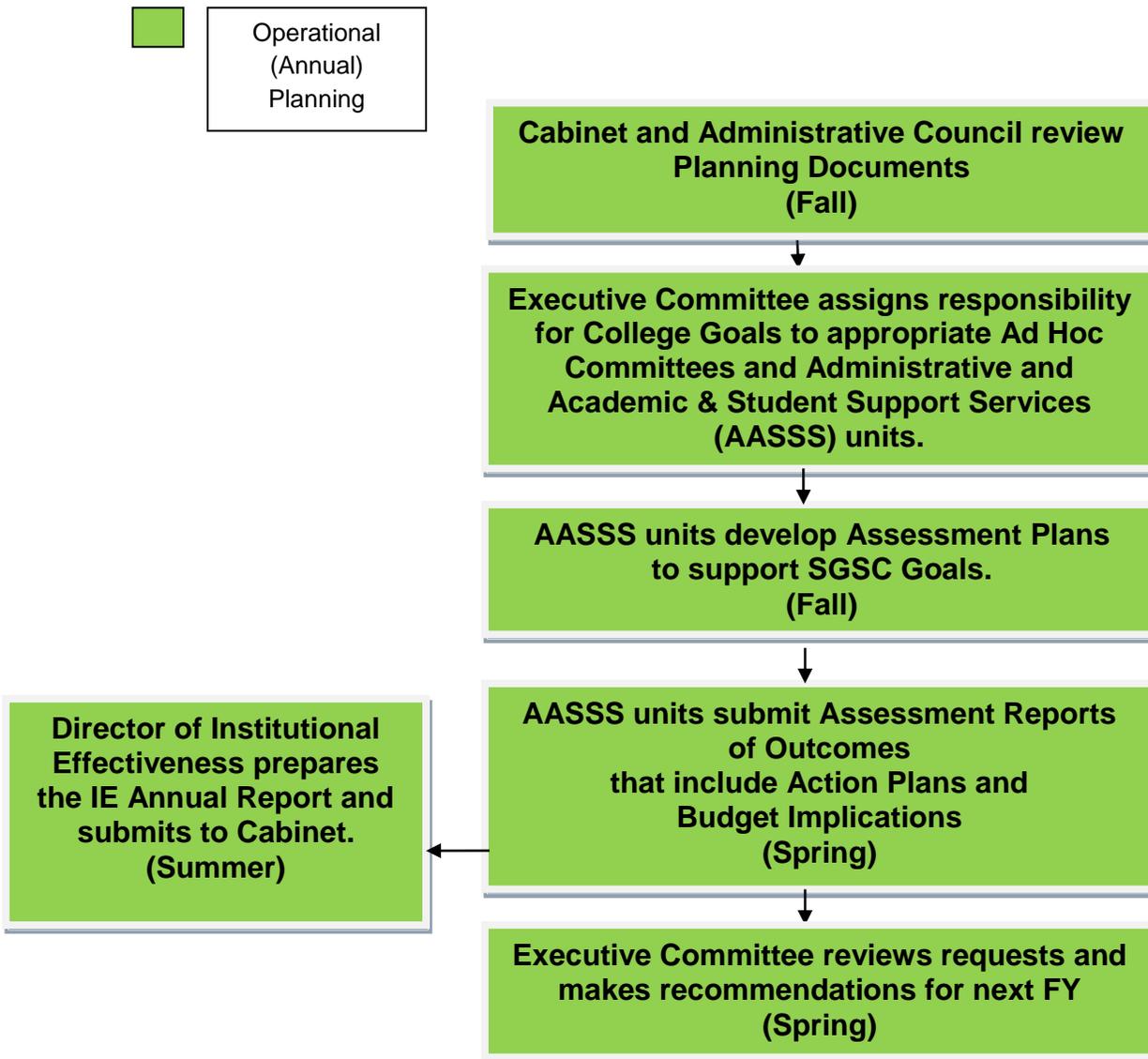
# Strategic Planning Cycle \* South Georgia State College



\* The planning process is shared regularly throughout the year with faculty and staff at convocation, faculty assembly meetings, administrative council meetings, and the annual leadership retreat.

# Operational Planning Cycle \*

## South Georgia State College



\* The planning process is shared regularly throughout the year with faculty and staff at convocation, faculty assembly meetings, administrative council meetings, academic unit meetings, and the annual leadership retreat.

# South Georgia State College Goals

**2014 – 2019\***

- Goal 1                    SGSC will implement a college completion plan to enable students to achieve a college credential within a reasonable time frame.
  
- Goal 2                    SGSC will implement an enrollment improvement plan focused on recruitment, retention, and student success.
  
- Goal 3                    SGSC will implement a plan to maximize operational efficiencies.
  
- Goal 4                    SGSC will develop academic program options to meet student and community needs.
  
- Goal 5                    SGSC will engage in partnerships with educational and other community entities to benefit students and local communities.

\*Although the SGSC Strategic Plan 2014-2019 is a reworking of the original 2013-2018 plan prompted by new USG strategic imperatives approved by the Board of Regents on August 14, 2013, all five goals of the original plan are actually subsumed in the above goals for the revised plan. The goals stated above are more precisely related to the University System of Georgia Strategic Plan and policy direction of the Georgia Board of Regents, the institution's governing body, while at the same time remaining true to the institution's new vision and mission statements.

## Action Plans for 2014-2015 (Plans for 2016-2019 to be formulated.)

Institutional Goals	Plans and strategies recommended by Administrative Council	Individuals/Offices Responsible
<p><b>Goal 1:</b> SGSC will implement a College Completion Plan to enable students to achieve a college credential within a reasonable time frame.</p>	<p><b>--Transform remediation.</b>  <b>a.</b> Provide supplemental instruction for ENGL 99 students on Douglas Campus fall 2013; Both Douglas and Waycross Campuses spring 2014.  <b>b.</b> Continue implementation of Carnegie Quantway math initiative.  <b>--Restructure instructional delivery.</b>  <b>c.</b> Implement iPad “flipped classroom” and textbook initiative, fall 2014.  <b>d.</b> Study possible submission of SACSCOC Distance Learning Prospectus during summer 2014 to expand online offerings during 2014-2015 academic year.  <b>--Reduce time to degree.</b>  <b>e.</b> Implement “Near Completion” program for stop-outs by November 15, 2013.  <b>f.</b> Implement DegreeWorks institution-wide in spring semester 2014 to maximize efficiency of academic advising.  <b>g.</b> Maximize student credit hour enrollment (ongoing).  <b>--Exercise intervention strategies to enhance student success.</b>  <b>h.</b> Implement African-American Male Initiative for residential students in academic year 2013-2014.  <b>i.</b> Continue implementation of SGSC’s Enrollment Improvement Plan “Strategies to Emerge, Progress and Succeed” program (“STEPS”) for FTFT students on Douglas and Waycross Campuses. Also applies to Goal 2. STEPS targets the following (j-l):  <b>j.</b> Increase FTFT retention rate from 55% to 60% for fall 2013 cohort.  <b>k.</b> Increase FTFT graduation rate from 17% to 20% for fall 2013 cohort.  <b>l.</b> Reduce residential student loss to LS suspension from 8% to 5% by fall 2014.  <b>--Maintain and develop P-12 and community partnerships.</b></p>	<p>a. Academic Affairs (AA), Student Success (SS), &amp; Humanities Div.  b. Natural Science, Math, &amp; P.E. Div  c. Interim IE Director  d. AA &amp; Info/Instructional Technology (IIT)  e. AA &amp; SS  f. SS (Registrar) &amp; IE  g. AA, academic advisors  h. SS (Student Life)  i. SS (Student Life)  j. SS, AA  k. SS, AA  l. SS, AA  m. AA  n. AA &amp; SS  o. AA</p>

	<p><b>m.</b> Expand ACCEL course offerings by five courses for spring 2014.</p> <p><b>n.</b> Continue Coffee Career Academy partnership with Wiregrass Technical College and Coffee County Schools. Also see Goal 2h.</p> <p><b>o.</b> Continue partnership with Okefenokee Swamp Park.</p>	
<p><b>Goal 2:</b> SGSC will implement an Enrollment Improvement Plan focused on recruitment, retention, and student success.</p>	<p><b>--Develop a recruitment plan.</b></p> <p><b>a.</b> Continue division of responsibilities in Student Success and Enrollment Services into commuter and residential student recruiting.</p> <p><b>b.</b> Add additional recruiter position for residential recruiting during 2013-2014.</p> <p><b>c.</b> Align recruiting efforts with expansion of ACCEL program offerings.</p> <p><b>d.</b> Survey current Waycross Campus students by November 1, 2013, to determine some reasons for their matriculation and what they hear from peers who did not matriculate.</p> <p><b>e.</b> Install Discoverer (Oracle) reporting tool during spring 2014 to assist recruiters in identifying potential students.</p> <p><b>f.</b> Automate key admissions procedures in spring 2014, including downloading admissions applications, high school transcripts, and immunization records directly into Banner.</p> <p><b>g.</b> In spring 2014 study the feasibility of producing acceptance letters and accompanying materials in color.</p> <p><b>h.</b> Create a presence in area College and Career Academies to promote the SGSC Bachelor's Degree in Nursing program. Six academies are initially targeted for informational programs in academic year 2014-2015.</p> <p><b>i.</b> Establish informational sessions for area high schools to focus on specific academic areas, beginning with students from Ware, Brantley, and Pierce County High Schools to be invited to the SGSC Waycross Campus during fall 2014 to experience "the day of an SGSC Nursing student."</p> <p><b>--Continue implementation of "STEPS" strategy in SGSC's CCG Plan</b> (See Goal 1 above.)</p> <p><b>--Implement an Academic Advising Plan.</b></p> <p><b>j.</b> Define the role of technology by implementing DegreeWorks institution-wide during spring semester 2014.</p>	<p>a. SS &amp; Enrollment Svcs.</p> <p>b. SS</p> <p>c. SS &amp; AA</p> <p>d. SS</p> <p>e. IIT</p> <p>f. IIT</p> <p>g. Enrollment Services</p> <p>h. Enrollment Services, School of Nursing</p> <p>i. Enrollment Services, School of Nursing</p> <p>j. SS (Registrar's Office) &amp; IIT</p> <p>k. AA &amp; SS</p> <p>l. AA &amp; SS</p> <p>m. IE &amp; SS</p> <p>n. Financial Aid</p> <p>o. Enrollment Services</p> <p>p. Enrollment Services, IIT</p> <p>q. Enrollment Services</p> <p>r. Financial Aid</p> <p>s. Enrollment Services</p> <p>t. Financial Aid</p> <p>u. Enrollment Services, IIT</p> <p>v. FA &amp; Enrollment Svcs.</p> <p>w. FA</p> <p>x. SS &amp; AA</p>

- k.** Establish faculty-student relationships for advising new students by February 2014.
- l.** Create a faculty-student advising plan for returning students by March 2014.
- m.** Prepare an assessment structure for academic advising by March 2014.
- Develop a Service Excellence Improvement Plan to enhance enrollment.**
- n.** Increase the number of financial aid applications completed by August 2, 2014, by 3% over August 2, 2013.
- o.** Increase the number of cashiered students by August 2, 2014, by 3% over August 2, 2013.
- p.** Establish network connectivity among all locations by January 1, 2014, to improve the flow of enrollment-related paperwork.
- q.** Provide two training sessions for Enrollment Services by January 2014—one each for customer service and process/annual updates.
- r.** Conduct two financial aid informational sessions for prospective students in spring 2014.
- s.** Consider extended customer hours for Enrollment Services—April-August 2014.
- t.** Develop Financial Aid call center/phone tree for peak service hours by July 1, 2014.
- u.** Establish staff/faculty advisor computer lab for each SOAR/ROAR session in spring 2014.
- v.** Partner with Nelnet beginning spring 2014 in a pilot USG program to provide at least 25 students with a payment plan option to make the cost of education more manageable. Applies also to Goal 3.
- w.** Develop and implement a Business Office Plan for Payment Deadline to encourage students proactively through a customer-focused telephone campaign to meet schedule/account payment deadlines. The plan will be tested during Maymester and summer terms 2014, revised as needed, and fully implemented for fall semester 2014. Applies also to Goal 3.
- x.** Initiate a strategy for fall 2014 to have residence hall student class schedules, financial aid, bookstore, and cashier information pre-constructed for residence hall check-in day.

<p><b>Goal 3:</b> SGSC will implement a plan to maximize operational efficiencies.</p>	<p><b>--Increase institutional revenue.</b></p> <p><b>a.</b> Market dining hall internally to faculty and staff; by September 2014 5% of the Douglas Campus faculty and staff will participate in payroll deduction for purchase of a meal plan.</p> <p><b>b.</b> Market dining hall internally to commuter students on the Douglas Campus; by September 2014 3% of commuter students will be participating; by fall 2015 5% of commuter students will be participating.</p> <p><b>c.</b> Market dining hall externally to other institutions and entities in the area without food service; by fall 2015 add an additional 200 diners.</p> <p><b>d.</b> Develop an enrollment projection model for 2014-2015 that addresses adequate enrollment to meet institutional fiscal outcomes.</p> <p><b>e.</b> Partner with Nelnet beginning spring 2014 in a pilot USG program to provide at least 25 students with a payment plan option to make the cost of education more manageable. Applies also to Goal 2.</p> <p><b>f.</b> Develop and implement a Business Office Plan for Payment Deadline to encourage students proactively through a customer-focused telephone campaign to meet schedule/account payment deadlines. The plan will be tested during Maymester and summer terms 2014, revised as needed, and fully implemented for fall semester 2014. Applies also to Goal 2.</p> <p><b>--Decrease institutional expenses</b></p> <p><b>g.</b> Examine components of operations to determine long-term sustainability based on fiscal and other considerations; report due January 2014.</p> <p><b>h.</b> Begin reducing in FY 2015 the annual dining hall deficit by 50% while maintaining the FY 2014 meal plan cost to students.</p>	<p>a. Operations b. Operations c. Operations d. SS &amp; Fiscal Affairs (FA) e. FA &amp; Operations f. FA &amp; Enrollment Svcs. g. Operations &amp; FA h. Operations &amp; FA</p>
<p><b>Goal 4:</b> SGSC will develop academic program options to meet student and community needs.</p>	<p><b>--Develop new academic program and course offerings.</b></p> <p><b>a.</b> Submit prospectus by November 10, 2013, for a BS degree program in Integrated Studies.</p> <p><b>b.</b> Submit prospectus by November 10, 2013, for a BS degree program in Biological Science.</p> <p><b>c.</b> Create plan by March 2014 for parts-of-term class sessions for academic year 2014-2015.</p> <p><b>d.</b> Expand ACCEL course offerings by 5 courses for spring 2014.</p>	<p>a. AA b. AA c. AA d. AA e. AA f. AA g. AA, IE, SS</p>

	<p>e. Study possible submission of a SACSCOC Substantive Change Prospectus during summer 2014 to expand online offerings during the 2014-2015 academic year.</p> <p>f. Revise 2014-2015 SGSC calendar by November 2013 to incorporate more student-friendly matriculation patterns.</p> <p>g. Investigate feasibility and need for developing one or more one-year or less certificate programs.</p> <p>h. Add 30 additional students to the ASN program beginning fall 2014.</p> <p><b>--Promote student academic excellence.</b></p> <p>i. Ensure effective teaching and learning through use of sound instructor, course, and program assessment tools.</p> <p>j. Improve student achievement through development of relevant general education student learning outcomes, assessment of outcomes, and use of assessment results to improve learning.</p> <p>k. Develop an institutional Quality Enhancement Plan to improve a significant aspect of student learning; topic to be determined.</p>	<p>h. Nursing &amp; Enroll. Svcs.</p> <p>i. AA, IE</p> <p>j. AA, IE</p> <p>k. Institution-wide input and responsibility</p>
<p><b>Goal 5:</b> SGSC will engage in partnerships with educational and other community entities to benefit students and local communities.</p>	<p><b>--Continue Complete College Georgia Plan partnerships.</b></p> <p>a. (ACCEL, Coffee College and Career Academy, Okefenokee Swamp Park; see Goal 1 above.)</p> <p><b>--Continue ongoing academic partnerships.</b></p> <p>b. (VSU and GSW Entry Programs, agreements with Albany State and GSW, participation in Okefenokee RESA)</p> <p><b>--Develop Student Service Leadership Plan by July 1, 2014, for two student service days.</b></p> <p>c. fall 2014—"Day of Service" in Douglas and Waycross communities</p> <p>d. spring 2015—"Beautification Day" on Douglas and Waycross Campuses and in those communities.</p> <p><b>--Actively pursue establishment of additional community partnerships.</b></p> <p>e. Create and implement a new outreach opportunity targeted at K-12 partners by November 2014.</p>	<p>a .AA</p> <p>b. AA</p> <p>c. Student Life</p> <p>d. Student Life</p> <p>e. External Affairs Coordinator</p>

## Budget Linkages

At South Georgia State College (SGSC), the annual budget process provides for proposals that demonstrate and document their relationship to the College's Strategic Plan. All financial decisions are based on the college goals with the intent to protect teaching and learning as the highest priority.

Responsibility for including the college strategic plan action items in the budget rests with the appropriate vice president for each functional area. The senior college administrators are supported by the budget managers across the institution in preparing and submitting reasonable and relevant requests for funding. The role of the Administrative, Academic and Student Support Services (AASSS) unit managers is central to institutional operations; therefore, the managers receive periodic training on their responsibilities. Managers communicate institutional priorities to faculty and staff in their areas as well as provide to senior leadership the suggestions and feedback from their departments/divisions. Budget preparation begins with input from college functional areas based on assessment outcomes, college goals, and USG information; it then flows to institutional vice presidents. In addition, the SGSC Administrative Council and the President's Cabinet may make recommendations to the President or Vice Presidents regarding expenditures linked to the strategic plan. The proposed budget undergoes scrutiny and recommendations from the President's Executive Committee (the vice presidents) and is informed by USG fiscal directives.

The annual budget clearly establishes the fiscal underpinnings necessary to accomplish the college goals, and the college implements the objectives as designed. SGSC engages in strategies to achieve fiscal efficiencies, regardless of whether they are categorized as being due to state funding reversions, enrollment/revenue fluctuations, or other situations. Any necessary budget revisions are enacted by the Executive Committee after significant discussions with affected college areas but with intentionality toward accomplishing college goals.

## Supporting Data

A number of developments during 2012 and 2013 significantly informed the South Georgia State College strategic plan 2014 – 2019.

In January 2012, when the Chancellor of the University System of Georgia (USG) announced the consolidation of eight institutions across the System, the following guiding principles for such consolidation were presented by the USG staff to the Georgia Board of Regents:

1. Increase opportunities to raise education attainment levels.
2. Improve accessibility, regional identity, and compatibility.
3. Avoid duplication of academic programs while optimizing access to instruction.
4. Create significant potential for economies of scale and scope.
5. Enhance regional economic development.
6. Streamline administrative services while maintaining or improving service level and quality.

In addition, the following opportunities and challenge were identified for the South Georgia College/Waycross College (SGC/WC) consolidation:

Opportunities:

- Creates an institution of over 3,000 students by combining the two smallest USG institutions, enabling economies of scale while maintaining college access for South Georgia students.
- Aligns two institutions with very similar missions and program offerings in the region.
- Increases opportunities to hire for key needs. Through economies of scale, there is the capacity for needed higher education enterprise professionals with appropriate expertise and experience levels.
- Builds on existing collaboration between the two institutions.
- Combines resources to enhance responsiveness to regional economic and community development needs.
- SGC is already the 2nd most popular transfer destination for Waycross – being part of same institution streamlines this process for students. Availability of SGC residential facilities will further support future student needs.

Challenge:

- Blending of institutional cultures.

In March 2012, an analysis of the Strengths, Weaknesses, Opportunities, and Threats that face SGSC was undertaken. Responses were gathered from 82 faculty and staff representing both institutions. The results were used in developing the new mission and the strategic plan, which went into effect during spring semester 2013. The institutional consolidation was complete by the beginning of fall semester 2013.

Concurrent with the consolidation process was Georgia Governor Deal's college completion agenda undertaken in conjunction with the Complete College America program. With leverage from the Governor, the USG required all institutions to prepare plans to improve graduation rates. In July 2012, South Georgia College and Waycross College presented a joint Complete College Georgia plan. The following excerpt from the initial SGC/WC joint campus completion plan drives a significant part of the action plan for the current Strategic Plan:

**Key Findings from Data Sources:** The merged Complete College America data for South Georgia College (SGC) and Waycross College (WC) shows that during the 2008-2009 academic year 46% of students were eligible for the federal Pell grant, 35% were members of minority groups, and 28% were age 25 and over. The data set also identifies patterns of student success while also revealing gaps in performance and data collection. "Traditional" 17-19 year old students demonstrate the greatest success in outcome and progress metrics. On the other hand, cohorts of the underserved populations of Black non-Hispanic students and non-traditional students are less successful in outcome and progress metrics. Significantly, available data also demonstrate that retention, course completion, time to degree, and graduation rates are adversely affected by student placement and performance in learning support courses. By studying gaps among subgroups and points in the education continuum where students fail, SGC/WC will focus efforts on strategies in a consolidated campus completion plan that will increase efficiencies, enhance quality, and grow numbers of graduates.

In addition to benchmark data informing the institution's Complete College Georgia Plan, data from recurring assessment activities is used to inform planning for the institution's future.

Notable sources of data are the following:

- Enrollment rates
- Retention Rates

- Transfer Rates
- Graduation rates
- Degrees conferred
- IPEDS
- CCSSE
- Occupancy Rates for classrooms and residence halls
- Percentage of credit hours generated by full-time faculty
- Incoming Freshman Survey
- Faculty/Staff Satisfaction Survey
- SGSC Feasibility Study
- Data from diversity initiatives and from the Office of Student Conduct
- Student course performance data
- Course D, F, and W rates
- State, region, and county demographic data from a variety of sources
- Community constituency input data

As described in the narration on page three, the USG strategic imperatives adopted in August 2013 are also incorporated into this plan.

According to the strategic plan, SGSC implements the operational planning cycle described on page eight, involving all Administrative and Academic and Student Support Services units, develops goals and action plans, implements and assesses plans, and uses the results of assessment to improve student learning and institutional efficiency.

# Strategic Plan Assessment

## **Administrative and Academic and Student Support Services (AASSS) Units**

Each item in the SGSC Strategic Plan 2014-2019 Action Plan (pages ten through fourteen), no matter to what office responsibility is assigned, falls under the overall governance of an institutional area vice president or vice presidents. Consequently, it is ultimately a vice presidential responsibility to ensure that for each AASSS unit the following is true:

All AASSS units have

- a clearly defined mission so that outcomes are formulated which support the mission and goals of the College,
- an organizational structure so that strategies for achieving the outcomes can be implemented,
- and established procedures so that evaluation/assessment can occur and the results can be used to improve performance.

For each outcome, an evaluation process that measures the degree to which the institution is attaining its effectiveness and accountability is developed. Assessment reports on every established outcome are illustrated by the following format:

- Relation to the University System of Georgia and SGSC goals;
- Expected achievement targets and results;
- Measures of Assessment;
- Evaluation and use of assessment findings;
- Action plans for continuous improvement;
- Budget implications throughout the process.

Each AASSS unit creates a unit assessment plan and submits a unit assessment report to the Office of Institutional Effectiveness in accordance with the annual Planning Cycle.

The Director of Institutional Effectiveness convenes meetings with all AASSS unit managers to review and evaluate the assessment reports. After finalization, the Director of Institutional Effectiveness presents the SGSC Institutional Effectiveness Report to the President's Cabinet.