

GEORGIA HIGHLANDS COLLEGE



STRATEGIC PLAN 2010-2013

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A Letter from Georgia Highlands College President J. Randy Pierce



It is my pleasure to present the 2010-2013 Strategic Plan for Georgia Highlands College, a two-year institution of the University System of Georgia.

Georgia Highlands College engages in planning at every level from unit managers to senior administration. These planning endeavors under the aegis of the college mission embrace goal setting, pursuit of annual goals, assessment, and implementation of outcomes for our multi-campus community in northwest Georgia. The college community is profoundly strengthened and unified as a result of these activities.

The college is a regional public gateway to higher education. The thousands of alumni have made significant contributions to the life and work of northwest Georgia and serve as leaders in the community.

The Georgia Highlands College Strategic Plan was produced with input from faculty and staff members and the community and establishes a framework for the direction and efforts of the college in the next three years.

Sincerely,
J. Randy Pierce, Ph.D.

Institutional History

Founded in 1970 as Floyd Junior College, Georgia Highlands College (GHC) is a two-year unit of the University System of Georgia created to provide educational opportunities for the physical, intellectual, and cultural development of a diverse population in seven northwest Georgia counties. It now serves students who commute from throughout a large portion of Northwest Georgia and Northeast Alabama. In its 40-year history, GHC has served the Northwest Georgia community with a solid educational foundation for the first two years of college. On August 1, 2005, the institution officially became Georgia Highlands College (formerly Floyd College) to reflect the regional nature of the population it serves. Now enrolling about 5,200 students in transfer and career academic programs, GHC operates additional sites in Bartow, Cobb, Douglas and Paulding Counties. The college also pioneered cooperative programs as early as 1972 and continues that tradition with several joint programs with Georgia Northwestern Technical College.

In recent years, the college has become more innovative with its outreach and programming, offering more courses via nontraditional means to meet the needs of its diverse student population and initiating programs that serve as models for colleges across the country. As Fall semester 2005 was beginning, the college dedicated a new campus and building in Cartersville, on Route 20, just west of I-75. The 100,000-square-foot facility, which houses a soaring library, biology and physics labs and the latest technological advances, can accommodate about 2,500 students. Also in 2005, the Marietta site opened on the campus of Southern Polytechnic State University. The college's latest two sites – one in Dallas in Paulding County and one in Douglasville in Douglas County – opened for Fall semester 2009.

The first major-gifts campaign in the college's history, titled Legacy, was launched in 2005. An extraordinary 100 percent of faculty and staff contributed to the campaign, demonstrating their belief and commitment in the institution. Recently, GHC received an unrestricted bequest of \$1 million and named the library at the Cartersville campus the John F. Jr. and Ann Felton Collins Memorial Library. Additionally, Mr. and Mrs. Thomas Strickland, also from Cartersville, donated a significant gift, resulting in the naming of a large tiered classroom, on the same campus, in their honor. College Advancement is in the final stages of its \$5 million Legacy Campaign. As of January 2010, over \$4.45 million has been raised or 89% of goal. Major gifts raised will be used to enhance the nursing program, expand our student success centers, increase endowed scholarships, and to support endowed faculty positions. First launched in 2008, the college is also in its second year of conducting our Charger Fund annual campaign. Participation from the faculty/staff has been stellar with nearly 90% participating annually with over \$38,000 raised from these folks thus far. A major special event is being planned for the college's 40th Anniversary designed to bolster community awareness and raise funds for the GHC Foundation. Future plans include exploring limited-mission four-year programs, campus expansion at Cartersville, and launching an athletics program.

GHC has grown significantly during the past five years, moving from an enrollment of 3634 in Fall 2005 to that of 5228 in Fall 2010. To face these increasing numbers, the college has expanded capacity by opening new instructional sites and hiring new faculty. As the college looks to a bright future, it continues to offer an advanced educational foundation to its expanding student body.

Institutional Information

Campuses/Sites

- Floyd Campus – Rome, GA
- Heritage Hall – Downtown Rome, GA
- Cartersville Campus – Cartersville, GA
- Douglasville Site – Douglasville, GA
- Marietta Site – Marietta, GA
- Paulding Site – Dallas, GA

Academic Divisions

- Academic Support
- Natural Sciences, Health Sciences and Physical Education
- Humanities
- Mathematics
- Social Sciences and Business

Accreditation

Georgia Highlands College is accredited to award the Associate Degree by the following agency:

Commission on Colleges of the Southern Association of Colleges and Schools
1866 Southern Lane
Decatur, GA 30033

The Georgia Highlands College Nursing Program is accredited by the following agencies:

National League of Nursing Accrediting Commission
61 Broadway,
New York, NY 10006

Georgia Board of Nursing
237 Coliseum Drive
Macon, GA 31217-3858

The Georgia Highlands College Dental Hygiene Program is accredited by the following agency:

Commission on Dental Accreditation
211 East Chicago Avenue
Chicago, IL 60611

Pertinent Demographic and Environmental Scan Data

National:

- Current US population is approximately 310,500,000.
- Approximately half of all students start at a two-year college; 1,177 community colleges across the United States enroll 11.7 million students.
- A more educated workforce impacts the community through increases in average earnings:

Master's Degree	\$79,423
Bachelor's Degree	\$65,281
Associate Degree	\$46,164
High School Graduate	\$37,939
Less Than High School	\$28,663

State:

- Current state population is approximately 9,830,000.
- A new governor in 2010 will change the political landscape in some fashion, potentially leading to different relationships with GHC's legislative delegation and/or the Chancellor.
- State tax revenues will likely not be improving, leading to additional cuts to the USG.
- Further alignment of access institutions and technical colleges still an issue to be addressed at the USG level.

USG:

- From Fall 2007 to Fall 2010, total USG enrollment has risen from 270,022 to 311,442, an increase of 41,420 students in just three years.
- The portions of GHC's service area closest to Atlanta will undergo the greatest concentration of population growth (Cobb, Douglas and Paulding Counties).
- The state spends approximately \$4,000 to serve a student at a two-year college as opposed to \$12,000 at a research institution.

Local:

- U.S. Census Bureau population growth figures from 2000 to 2009 in our service area:

Bartow County: 2000 pop. = 76,000; 2009 pop. = 96,200 (26% growth)
Douglas County: 2000 pop. = 92,200; 2009 pop. = 129,700 (41% growth)
Floyd County: 2000 pop. = 90,500; 2009 pop. = 96,250 (6% growth)
Paulding County: 2000 pop. = 82,000; 2009 pop. = 136,600 (66% growth)
Cobb County: 2000 pop = 608,000; 2009 pop. = 714,700 (17% growth)

- Georgia Dept. of Labor estimate of the 2015 population follows this trend:

Bartow County: 2008 pop. = 95,000; 2015 pop. = 122,000 (28% growth)
Compare to less than 2% growth from Fall 2008 to Fall 2009 at the Cartersville campus, which is due to space constraints.
Douglas County: 2008 pop. = 123,600; 2015 pop. = 144,000 (17% growth)
Floyd County: 2008 pop. = 96,000; 2015 pop. = 105,500 (10% growth)
Compare to 6% growth from Fall 2008 to Fall 2009 at the Floyd campus.
Paulding County: 2008 pop. = 133,000; 2015 pop. = 177,500 (33% growth)
Cobb County: 2008 pop = 688,000; 2015 pop. = 811,000 (18% growth)
Compare to 28% growth from Fall 2008 to Fall 2009 at the Marietta site.

- In 2007, 17% of Bartow County residents had a bachelor’s degree, with 18% in Floyd County, 24% in Douglas County, and 19% in Paulding County.
- As a whole, 27% of the residents of Georgia holds a bachelor’s degree or higher, just under the national average of 27.4%.

GHC:

Fall Enrollment:

Year	Enroll.	% Change
2009	5246	12%
2008	4694	10%
2007	4284	11%
2006	3848	6%
2005	3634	8%
2004	3364	--

Semester	Rome	Acworth	Cartersville	Heritage Hall	Marietta	Carrollton	Douglasville	Paulding	Unduplicated Total
Fall 2005	1,780	302	1,181	271	553	117	-	-	3,785
Fall 2006	1,565	378	1,384	263	576	153	-	-	3,933
Fall 2007	1,547	487	1,730	265	654	136	-	-	4,346
Fall 2008	1,595	-	2,373	279	765	149	-	-	4,694
Fall 2009	1,697	-	2,417	259	977	-	80	200	5,246

- GHC has a 70% application yield rate.
- Based on Fall 2009 data, our most popular programs of study (by declared enrollment) are:
 - Transfer
 - General Studies - 975
 - Business Administration – 625
 - Early Childhood Education – 515
 - Psychology – 154
 - Biology -- 142
 - Criminal Justice – 138
 - Career
 - Pre-Nursing – 742
 - Nursing – 295
 - Pre-Dental Hygiene – 126
- Students typically choose GHC (based on the PASS Survey) because of:
 - Location (ranging from 35% to 48% over the past four years)
 - Cost (ranging from 15% to 20% over the past four years)

Mission Statement for the University System of Georgia

The mission of the University System of Georgia is to contribute to the educational, cultural, economic, and social advancement of individuals within its scope of influence; thus, Georgia Highlands College, in conjunction with the other institutions in the University System, supports this mission by exhibiting the following characteristics and purposes:

- a supportive campus climate, necessary services, and leadership and development opportunities, all to educate the whole person and meet the needs of students, faculty, and staff;
- cultural, ethnic, racial, and gender diversity in the faculty, staff, and student body, supported by practices and programs that embody the ideals of an open, democratic, and global society;
- technology to advance educational purposes, including instructional technology, student support services, and distance education; and
- collaborative relationships with other University System institutions, State agencies, local schools, technical institutes, and business and industry, sharing physical, human, information, and other resources to expand and enhance programs and services available to the citizens of Georgia.

Core Mission Statement for Two-Year Colleges in the University System of Georgia

Within the context of the mission of the University System of Georgia, Georgia Highlands College shares with the other associate level institutions in the University System the following characteristics and purposes:

- a commitment to excellence and responsiveness within a scope of influence defined by the needs of a local area and by particularly outstanding programs or distinctive characteristics that have a magnet effect throughout the region or state;
- a commitment to a teaching/learning environment, both inside and outside the classroom, that sustains instructional excellence, functions to provide University System access for a diverse student body, and promotes high levels of student learning;
- a high quality general education program that supports a variety of well-chosen associate programs and prepares students for transfer to baccalaureate programs, learning support programs designed to insure access and opportunity for a diverse student body, and a limited number of certificate and/or career degree programs to complement neighboring technical institute programs;
- a commitment to public service, continuing education, technical assistance, and economic development activities that address the needs, improve the quality of life, and raise the educational level within the College's scope of influence; and
- a commitment to scholarship and creative work to enhance instructional effectiveness and meet local needs.

Institutional Statements for Georgia Highlands College

Our Purpose

To provide access to a teaching and learning environment that prepares our students to thrive in a global society.

Our Philosophy and Shared Values

The philosophy of Georgia Highlands College is expressed in the beliefs that education is essential to the intellectual, physical, economic, social, emotional, cultural, and environmental well-being of individuals and society and that education should be geographically and physically accessible and affordable.

In support of this philosophy, the College maintains a teaching/learning environment which promotes inclusiveness and provides educational opportunities, programs, and services of excellence in response to documented needs.

- Access - making programs and services available within our service area
- Student Success –placing students’ goals at the heart of what we do
- Integrity – demonstrating an ethical approach by our words and actions
- Excellence – providing the highest level of quality service and teaching
- Freedom of expression - allowing all campus constituents to share thoughts and feelings in an honorable and open way
- Inclusiveness –appreciating and incorporating the uniqueness of all individuals
- Cooperation – modeling and forming collegial and productive relationships
- Passion –inspiring others to create an environment of teaching, learning and work where all parties grow and are challenged
- Critical Thinking –making decisions informed by data and shaped by context
- Collaboration – building and fostering relationships that provide the highest mutual benefit to the college and the communities we serve

Our Mission Statement and Mission Goals

The mission of Georgia Highlands College, a two-year institution of the University System of Georgia, is to provide access to excellent educational opportunities for the intellectual, cultural and physical development of a diverse population.

To achieve this mission of being a gateway to success for students, Georgia Highlands College has articulated the following goals:

- Effect quality teaching and learning focused on academic achievement and personal and professional growth.
- Provide comprehensive student services that encourage and enable all students to be successful learners.
- Engage students in a challenging atmosphere that prepares them for responsibility and leadership in an evolving global environment.
- Utilize appropriate technologies to advance programs, services and operations to support teaching and learning.
- Maintain efficient and effective administrative services and facilities to support all programs of the college.
- Foster community relationships that facilitate partnering for mutual success.

Our Vision Statement

The vision of Georgia Highlands College is to be the premier public, multi-campus institution of choice throughout our region, while serving as the state leader in transfer and retention within our sector.

Strategic Planning Initiatives for 2010-2013

GHC has identified ten initiatives that reflect the college's desire to thrive and grow in an environment that is focused on students and their achievement. Covering three academic years, the new Strategic Plan takes into account geographic growth of the college, continued focus on student success and ambitious goals for the future. The Strategic Plan is a living document, which will grow and adapt as the situation demands. A brief description and timeline of action items are included for each initiative.

Decentralization

GHC will implement structural realignment to facilitate a multiple-campus mission with key services at all locations.

AY2010-2011

- Evaluate current organizational structure and make recommendations for change
 - Begin decentralization of services to the campus level

AY2011-2012

- Complete decentralization of services to the campus level

AY2012-2013

- Evaluate effectiveness of decentralization process
- Make adjustments as necessary to ensure adequate staffing for services at all locations

Fundraising

GHC will develop a comprehensive major gifts fundraising strategy and launch a major gifts campaign.

AY2010-2011

- Conduct a needs assessment and set fundraising goals for the upcoming campaign

AY2011-2012

- Launch the major gifts campaign

AY2012-2013

- Complete the major gifts campaign (by December 2013)

Budget

GHC will provide a more robust, informed, open, and strategically linked budget development process with accountability throughout the year.

AY2010-2011

- Hire college Budget Manager and create Financial Advisory Forum

AY2011-2012

- Conduct training sessions for college personnel on integration of Financial Advisory Forum's linkage to budget process

Facility Allocation

GHC will explore space utilization and alternate delivery methods to maximize capacity while meeting the needs of students.

AY2010-2011

- Conduct utilization study for all college facilities
- Acquire space for expansion of Marietta campus
- Conduct planning for new building at Cartersville campus

AY2011-2012

- Begin construction of new building at Cartersville

AY2012-2013

- Begin offering fully online degree

Human Capital

GHC will develop a plan that provides a framework to guide efforts in meeting current and future human capital needs.

AY2010-2011

- Human Capital Plan developed and refined to incorporate decentralization and other strategic initiatives
 - Applicant tracking software (PeopleAdmin) implemented
 - Compensation study conducted
- Performance management system developed and implemented

AY2011-2012

- Compensation program guidelines and policies published

AY2012-2013

- Evaluate effectiveness of implemented systems
- Review and revise all Human Resource/employment law policies

Marketing/Recruitment

GHC will create a comprehensive marketing and recruitment plan to solidify our place within the market and enable continued growth

AY2010-2011

- Establish a Marketing Committee to develop annual marketing plans
 - Create unique marketing budget

AY2011-2012

- Create discretionary marketing budget for each campus

Communications

GHC will create a plan to improve the quality and timeliness of communication within the college community

AY2010-2011

- Launch internal communication survey and evaluate results

AY2011-2012

- Create workshops and web-based tools linked to the needs revealed by survey
 - Launch follow-up internal communication survey

Athletics

GHC will implement an intercollegiate athletics program to both attract new students and improve the quality of the college experience for existing students.

AY2010-2011

- Complete feasibility study and submit to the Board of Regents of the University System of Georgia

AY2011-2012

- Create administrative structure for athletics program
 - Hire Athletic Director

AY2012-2013

- Begin offering limited intercollegiate athletics

Four-Year Programs

GHC will explore implementation of limited-mission four-year programs to provide expanded career opportunities for the students in our service area.

AY2010-2011

- Submit proposal for BSN to the Board of Regents of the University System of Georgia

AY2011-2012

- Hire BSN program administrator (pending BOR approval)

AY2012-2013

- Finalize program needs (curriculum, space, cost, personnel)
 - Hire two additional Nursing faculty

Student Success

GHC will implement a variety of measures included in the college's Student Success Plan focused on increasing retention, progression and graduation rates as keys to the success of GHC students.

AY2010-2011

- Finalize elements of Student Success Plan (First Year Experience, Honors Program, Sophomore Status, Early Start Bridge Academy, Diversity Initiatives, Advising/DegreeWorks, Cultural Evaluation)
 - Create assessment plan for each element and gather baseline data
 - Begin required FCST101 for students with two or more remedial courses
 - Begin At-Risk Advising
 - Begin DegreeWorks training
 - Launch Honors Program with limited courses

AY2011-2012

- Form Diversity Committee of the College
 - Launch Early Start Bridge Academy
- Conduct Sophomore Status recognition with emphasis on transfer
- Administer Cultural Evaluation survey and formulate Cultural Awareness Plan based on the results

AY2012-2013

- Use assessment results to refine programs