

UNIT MISSION STATEMENTS AND GOALS

Administrative Units

Accounting Services

The mission of the Department of Accounting is to meet the financial and accounting needs of the College with quality performance in a professional, courteous and service-oriented manner. The Department's responsibilities include the areas of General Accounting, Bursary Office, Payroll, Accounts Payable, Travel, Grant Management, and Compliance & Reporting.

The Department of Accounting will:

1. Establish and communicate policies and procedures necessary to ensure the proper and efficient use of College resources.
2. Receive and deposit funds due the College.
3. Maintain and process the College's payroll in a timely and accurate manner.
4. Ensure the prompt and proper settlement of amounts owed by the College.
5. Maintain the College's accounting and financial reporting systems.
6. Provide oversight and management to ensure the integrity of all institutional financial matters.
7. Actively promote and monitor compliance with appropriate state and federal financial laws and regulations.

Admissions

The mission of the Office of Admissions is to recruit and enroll students by providing the highest level of service and professionalism to students, their families, and the community, ensuring the admissions process will be consistent, fair, and equitable. The Office of Admissions will provide effective and efficient services that support the College mission.

The Office of Admissions will:

1. Ensure that Admissions and Recruitment staff adhere to the highest ethical standards for the profession and that all federal, state, University System of Georgia, and internal policies are followed.
2. Provide timely and accurate admission processing services for applications and transcript evaluations.
3. Deliver timely and accurate communication to improve community outreach, facilitate internal and external information sharing, and enhanced recruitment efforts.
4. Seek to continually improve technology-related functions in the admissions, recruitment and enrollment processes to ensure services are delivered in an accurate and timely manner.
5. Maintain, strengthen, and expand collaborative efforts with internal and external stakeholders to build a strong network of support for the institution.

Athletics

The mission of the Department of Athletics is to provide quality athletic programs that promote the development of the student-athlete through rigorous educational and competitive

experiences, to instill sportsmanship, competitive greatness, integrity, leadership, and social responsibility, and to assure equal opportunity for all students.

The Department of Athletics will:

1. Provide an environment that promotes student-athletes' academic and athletic success.
2. Comply with the stated guidelines of the National Junior College Athletic Association (NJCAA) and Title IX regulations.
3. Emphasize to its student-athletes the importance and expectation of service to school and community.

Auxiliary Services

The mission of the Department of Auxiliary Services is to deliver non-academic services to students, faculty, and staff such as Bookstore, Food Service, Charger Card, and Vending.

The Department of Auxiliary Services will:

1. Provide students related course materials, supplies, college memorabilia, and clothing items at a reasonable cost.
2. Provide an opportunity for a variety of high quality, nutritional meals for students, faculty, staff and the local community in a clean and enriching environment.
3. Expand the services and use of the Charger Card.
4. Expand and enhance the Auxiliary function of the College.

Budgets

The mission of the Department of Budgets is to support the College by providing fiscally responsible leadership in the preparation and management of the College's annual budget and by providing timely budget analysis, reporting, and forecasting.

The Department of Budgets will:

1. Prepare and maintain a balanced budget in conjunction with the academic and administrative goals of the college.
2. Allocate funds in a timely manner to individual departments as approved.
3. Provide accurate and timely analysis and projections of budgetary data to college administration, Board of Regents, and other constituents.
4. Train appropriate college personnel to budget managing through the use of the College's current software or applications.

Campus Safety

The Mission of the Campus Safety Department is to provide a secure atmosphere conducive to the education, employment and daily lifestyles of the College Community; deliver high-quality, efficient, professional, and consistent police services to all Georgia Highlands College students, faculty, staff, and visitors; and proactively build and strengthen community partnerships and engage the community through education and awareness to reduce crime.

The Department of Campus Safety will:

1. Incorporate technology to increase the efficiency and flexibility of departmental personnel.
2. Modify office forms, procedures, and operations to accommodate the evolution of the College
3. Conduct table-top and live crisis response drills to improve crisis response capability.
4. Provide safety and security for the College community.
5. Provide efficient and consistent parking enforcement.

Financial Aid

The Financial Aid Office will provide the highest quality of services when awarding financial aid accurately, efficiently and in a timely manner while in full compliance with all federal, state and college regulations. In pursuing our mission we strive to uphold the highest degree of professionalism, confidentiality, honesty, and integrity; embrace emerging technologies; and work collaboratively with all areas of the college, recognizing that only together can we achieve our common goal to enhance enrollment, retention, and academic success of our students.

The Financial Aid Office will:

1. Educate current students about financial options and responsibilities.
2. Be proactive in educating prospective students and their parents about financial aid opportunities.
3. Administer federal Title IV funds according to federal regulations.
4. Administer state financial aid funds according to state regulations.
5. Administer GHC Foundation scholarship according to the guidelines of the donor, Advancement Office and college.

Information Technology Services

The mission of the Division of Information Technology Services (ITS) is to provide technological services that support the computing needs of the College's academic and administrative functions. ITS supports the teaching and learning process for students, faculty, and staff by researching, developing, implementing, and facilitating diverse and effective delivery systems through the use of new technologies.

The Information Technology Services Division (ITS) will:

1. Enhance the safety of faculty, staff, and student data by ensuring that all servers are kept up to date with appropriate security patches/updates.
2. Enhance the safety of faculty, staff, and student data by ensuring that all firewalls are properly maintained.
3. Improve resource utilization by providing viable technology for users through the execution of the College's Technology Replacement Plan.
4. Provide a reliable level of service and support to the user community.
5. Provide a functional and dependable infrastructure for faculty, staff, and student utilization.

6. Provide secure and reliable protection to the College's technology by safeguarding users from viruses, worms, Trojans, and other malicious malware.
7. Ensure that access controls are in place and monitored to protect data integrity.
8. Enhance faculty, staff, and student communication by reducing the amount of unsolicited commercial email received.
9. Market available technologies offerings to the College community.
10. Advocate innovative technology to the College community by increasing awareness to new technologies.
11. Utilize technology to strengthen the effectiveness and efficiency of all functional operations of the College.
12. Provide reliable, automated, audiovisual (AV) systems to the College user community.
13. Enhance student awareness by improving digital signage systems.
14. Implement green technologies systems to decrease operation cost for the College.
15. Enhance web services by providing mobile first web sites that are platform independent.
16. Enhance web services by unifying the look and feel of all web sites and applications for a consistent user experience.
17. Improve and enhance web security using contemporary defense strategies.
18. Provide products, devices, services, or environments that are Americans with Disabilities Act (ADA) compliant.
19. Ensure that institutional information is delivered effectively on all platforms (desktop, tablet, and mobile).
20. Deliver a web experience that allows students and faculty to effectively access information.
21. Maintain a web platform that allows simple and timely delivery of information from faculty to students.
22. Aggressively pursue web application solutions that will improve the efficiency of existing processes.
23. Enhance online services for students by improving website reliability.
24. Develop a comprehensive technology replacement plan that accommodates the varying levels of equipment needs for the institution in conjunction with available budgets.
25. Support professional development opportunities for ITS staff within budget constraints by seeking a balance of options such as software repositories, webinars, University System of Georgia workshops, certifications, and other training opportunities.
26. Support the institution by providing easily accessible information pertaining to enrollment, retention, progression, graduation, and other highly identifiable statistical information in order to improve decision making, increase awareness, and assist in planning matters.
27. Provide security-awareness training to faculty and staff.
28. Log critical data from any applicable Window servers, as has already been done with Linux servers.
29. Back-up critical data on all servers, as determined by our internal risk assessments.
30. Increase the security of remote access Virtual Private Network (VPN) connections.
31. Maintain an accurate licensed software inventory and monitor the installations of these licensed software packages.
32. Utilize technology to strengthen the effectiveness and efficiency of College-wide software installs and updates.
33. Enhance the safety of faculty, staff, and student data by ensuring that all servers are kept up to date with appropriate security patches/updates.
34. Maintain an accurate licensed software inventory and monitor the installations of these licensed software packages.

35. Utilize technology to strengthen the effectiveness and efficiency of College-wide software installs and updates
36. Ensure that access controls are in place and monitored to protect data integrity.

New Student and Retention Programs

The mission of the Department of New Student and Retention Program seeks to cultivate a student-centered culture in which students feel valued and are inspired to realize their full potential. Our programs support and advance students throughout their academic journey, from enrollment to completion, by fostering persistence, encouraging participation, and promoting student development, both academically and personally.

The Department of New Student and Retention Program initiatives will:

1. Collaborate with academic affairs and student affairs to provide purposeful programs, events, services, and activities that promote student development within and beyond the classroom.
2. Provide clear pathways for student success.
3. Acquire and analyze data on student success and retention initiatives.
4. Coordinate efforts relevant to Complete College Georgia and Gateways to Completion.
5. Execute a comprehensive First Year Experience program including new student orientation, freshman seminar, Common Read programming, and service learning.
6. Provide oversight and support for the Success Coach Program.
7. Conduct student success workshops covering a variety of topics, such as study skills, time management, stress management, and financial literacy.

Offices of Campus Deans

The mission of the Administrative Office of Campus Dean is to facilitate operations between the campuses of Georgia Highlands College and other participating institutions. The Administrative Office also works collaboratively to serve the needs of students, faculty, staff, and its community with emphasis on achieving successful learning outcomes, enhancing workforce preparedness, and building effective community and industry partnerships.

The Office of Campus Deans will:

1. Support the College's delivery to its students, employees, and other stakeholders high quality, seamless, academic programs and student services.
2. Provide for other institutional partners an environment that proactively and positively promotes a shared interest in education and lifelong learning.
3. Maintain an environment that promotes learning and is conducive for the success of students, employees, and other stakeholders.
4. Monitor the enrollment at its locations in an effort to achieve an overall institutional enrollment.
5. Work with the College to provide high quality, effective and student-friendly support services.
6. Work with the College to provide programs and courses that are of the highest academic quality and relevance and that promote a respect for learning among students and other stakeholders.

Office of the President

The mission of the Office of the President is to advance the vision and mission of the College, to provide effective administrative and fiscal leadership, to constantly enhance the College's performance, and to ensure that the College's organizational structure is adequately and effectively staffed.

The Office of the President will:

1. Provide leadership that ensures efficient, effective, and responsive institutional programs and services.
2. Administer appropriate institutional policies and procedures.
3. Promote and maintain an educational environment that fosters learning.
4. Effectively represent the College to institutional constituencies and foster positive, collaborative partnerships with key institutional stakeholders.

Office of Planning, Assessment, Accreditation, and Research

The mission of the Office of Planning, Assessment, Accreditation, and Research is to provide services, guidance, and facilitation in support of the College's mission and pursuit of continuous improvement through planning, assessment, and institutional research.

The Office of Planning, Assessment, Accreditation, and Research will:

1. Coordinate and provide support for the strategic planning process.
2. Monitor the process of strategic planning and the implementation of planning goals.
3. Facilitate the integration of planning and institutional research in support of institutional decision-making and policy development.
4. Coordinate institutional effectiveness processes, including student learning outcomes assessment.
5. Oversee and direct assessment activities, including the student learning outcomes assessment process, and to facilitate the integration of assessment findings into planning and institutional effectiveness.
6. Provide information and direction for accreditation activities.
7. Collect, organize, and format institutional and demographic data to support informed decision making and to facilitate institutional growth and development.
8. Fulfill external institutional reporting requirements of state and federal agencies.
9. Maintain the highest professional standards of accuracy, objectivity, and timeliness.

Office of the VP for Academic Affairs

The mission of the Office of the Vice President for Academic Affairs is to provide oversight, management, and support for the accomplishment of the College's educational mission.

The Office of the Vice President for Academic Affairs will:

1. Work across divisions, departments, and programs to create a culture of access and success in all aspects of teaching and learning.
2. Set the academic direction of the College through development, assessment, and improvement of academic programs.

3. Offer varied opportunities for students to achieve established learning outcomes.
4. Promote diversity of people and perspectives throughout the College environment as a way to enrich students' lives.
5. Support the personal and academic development of students through rigorous curricula, which encourage critical thinking and global awareness.
6. Support faculty development critical to the evolution of vibrant learning environments through a variety of external and internal opportunities and initiatives.

Office of the VP for Advancement

The mission of the Advancement division is to bring together talented staff and dedicated board members to advance Georgia Highlands College by raising awareness, promoting the college, and building relationships and resources needed to support educational opportunities and success for the college and GHC students.

The Office of the Vice President for Advancement will:

1. Strive to continually raise awareness and promote the college and build relationships that will help secure access to additional resources for the college and our students.
2. Enhance strategic advertising campaigns and placements in College's service areas to develop brand identity, to drive enrollment, and to support other goals of the College as a whole and the instructional sites individually as funding allows, and develop key partnerships to produce donations in support of our program and scholarship needs.

Office of VP for Finance & Administration

The mission of the Office of the Vice President for Finance and Administration is to support the College by preserving, enhancing, and supporting the financial and physical resources of the institution.

The Office of the Vice President for Finance and Administration will:

1. Develop and maintain an annual operating budget for the College.
2. Manage facilities in conditions that support ongoing College operations.
3. Comply with regulatory requirements for financial management.

Office of VP for Human Resources

The mission of the Office of the Vice President for Human Resources is to support and influence a culture of excellence, respect, and inclusiveness by delivering valuable and innovative human resource services, which align with the strategic direction of the College, and which create and sustain an environment where all employees can thrive.

The Office of the Vice President for Human Resources will:

1. Provide the infrastructure for the selection and employment of individuals by the College that complies with federal, state, local, and University System of Georgia regulations and policies.
2. Provide University System of Georgia required training.

3. Provide professional and leadership development opportunities for employees.
4. Provide consultation to managers on all aspects of human resources to include employee selection, compensation, performance management, discipline and discharge, and other functional areas.
5. Partner with senior leadership to create and maintain an environment where employees grow and thrive.
6. Lead the efforts in succession planning.
7. Manage a comprehensive employee recognition program.
8. Develop and maintain an employee well-being program.
9. Provide internal resources for benefit and retirement consultation in support of the Shared Service Center.

Office of VP for Information Technology

The mission of the Office of the Vice President of Information Technology is to provide technological services that support the computing needs of the institution's academic and administrative functions.

The Office of the Vice President for Information Technology will:

1. Strive to enhance the teaching and learning process for students, faculty, and staff by researching, developing, implementing, and facilitating diverse and effective delivery systems through the use of new technologies.

Office of VP for Student Affairs

The mission of the Office of the Vice President for Student Affairs is to support the College mission by enrolling, supporting, retaining, and graduating students prepared to succeed in a diverse, global economy.

The Office of the Vice President for Student Affairs will:

1. Increase resourcefulness and efficiency.
2. Establish and maintain community partnerships and outreach.
3. Provide student-centered programs and services.
4. Provide effective and timely enrollment services.
5. Provide programs and services designed to support enrollment increases.
6. Provide quality programs, services, and facilities that enhance the learning experience and engage students.
7. Ensure Student Affairs departments meet all regulatory requirements required by state and federal guidelines.

Physical Plant

The mission of the Department of Physical Plant is to provide the management and delivery of non-academic services to the College in the areas of engineering, building services, custodial services, and grounds maintenance.

The Department of Physical Plant will:

1. Provide physical and technical support to the expansion of the College's geographical area.
2. Provide physical and environmental support for the safety and comfort of students, faculty, staff, and the community.
3. Administer necessary support services to meet the needs of the students, faculty, and staff.
4. Renovate selected facilities as funds allow.
5. Demonstrate progress on future construction projects.
6. Improve the quality of the college appearance by designing and implementing landscape design plans.
7. Develop work order systems for tracking maintenance and improvement issues.
8. Streamline the planning, design and construction phase of all major repairs and renovation (MRR) projects.

Public Relations & Marketing

The mission of the Office of Public Relations and Marketing is to increase brand recognition throughout the College's expanded service area to boost enrollment, alumni and donor interest/participation, and to improve community perception of the College. The Office seeks to inform its faculty, staff and students, of achievements, news and activities that keep the College family knowledgeable and positive about the state of the institution and its colleagues.

The Office of Public Relations and Marketing will:

1. Change negative perceptions and reinforce positive ones through an evolutionary process using a variety of communications (e.g., advertising, public relations, collateral, social media, etc.).
2. Implement strategic advertising campaigns and placements in College's service areas to develop brand identity, to drive enrollment, and to support other goals of the College as a whole and the instructional sites individually as funding allows.
3. Keep Georgia Highlands College in the news and maintain a positive brand position through the consistent release of news and information to the mass media.

Registrar

The mission of the Office of the Registrar, with a customer- centered focus, is to provide student records, registration, and graduation services that assist students to meet educational goals while using the most current technology available.

The Office of the Registrar will:

1. Provide sufficient training opportunities for customer service representatives.
2. Process changes to student records in a timely manner.
3. Maintain and archive student records in accordance with AACRAO guidelines.
4. Provide online record services for students.
5. Expand automation of student records processing.
6. Provide and oversee online registration.
7. Notify students of registration processes and deadlines.
8. Notify students of graduation processes and deadlines.

9. Notify students who have petitioned for graduation of their graduation status in a timely manner.
10. Process graduation petitions in a timely manner.

Student Life

The mission of the Department of Student Life is to develop the Georgia Highlands College student body through a series of co-curricular activities that promote experiential learning, wellness, leadership, volunteerism, and an appreciation of the arts. The Department encourages and provides student involvement opportunities to complement the academic programs of study and to enhance the overall college experience for all students.

The Department of Student Life will

1. Provide a diverse programming schedule of events and opportunities that encourage student engagement.
2. Provide outlets and opportunities for exposure to area cultural events.
3. Periodically survey students on programming needs/wants, as well as satisfaction levels of current programs.
4. Provide a point of contact for community service and service learning opportunities through the Volunteer Services Office.
5. Offer a variety of service projects both on and off campus to foster volunteerism.
6. Provide students with the opportunity to form registered student organizations that cater to their interests, and to support these groups as needed.
7. Promote and host leadership development opportunities for students.
8. Advise and assist with the model of student government to allow the student body a voice in the actions of the College.
9. Promote physical fitness and healthy behaviors through coordination of intramural athletic events and other wellness initiatives.
10. Administer the judicial programs and policies (Code of Conduct and Academic Integrity) effectively.

Student Support Services

The mission of Student Support Services is to provide reasonable programs and services to enrolled students, including supportive counseling, career exploration, and disability support that allow students to meet the demands of college life, as independently as possible.

As it relates to Career Exploration Services, The Office of Student Support Services will:

1. Inform students of services provided for career exploration at all campus locations.
2. Inform students of career competencies and assessments through workshops and presentations.

As it relates to Counseling Support Quality Standards, The Office of Student Support Services will:

1. Provide high quality individual and group counseling services to students who may be experiencing psychological, behavioral, or learning difficulties in areas of personal,

educational, career development, interpersonal relationships, family, social and psychological issues.

2. Provide programs focused on the developmental needs of college students to maximize the potential of students to benefit from the academic environment and experience.
3. Provide consultative services to the GHC community to help foster an environment supportive of the intellectual, emotional, spiritual, and physical development of students.
4. Assess services to identify student needs and appropriate services and referrals.
5. Be responsive to needs of individuals, diverse and special populations, and relevant constituencies.
6. Provide referrals and collaboration concerning psychological testing and other assessment techniques to foster student self-understanding and decision making.
7. Conduct outreach efforts to address developmental needs and concerns of students.
8. Provide counseling support to help students overcome specific deficiencies in educational preparation or skills.
9. Provide support services for students needing monitoring of psychotropic medications.
10. Provide crisis intervention and emergency coverage for the GHC community.
11. Consult with faculty and staff regarding professional development programs.
12. Maintain records in a confidential and secure manner while specifying procedures to monitor access, use, and maintenance of records.

As it relates to Disability Support Quality Standards, The Office of Student Support Services will:

1. Ensure equal access for students with disabilities to all academic and co-curricular opportunities offered by Georgia Highlands College.
2. Provide leadership to the campus community to enhance understanding and support of disability services.
3. Provide guidance to the campus community to ensure compliance with legal requirements for access.
4. Establish clear policies and procedures that define the responsibilities of both the institution and the person eligible for accommodations.
5. Ensure that qualified individuals with disabilities receive reasonable accommodations so as to have equal access to all college programs and services regardless of the type and extent of the disability.
6. Inform the GHC community about the location of disability services, the availability of equipment and technology helpful to those with disabilities, and the identification of key individuals who provide services.
7. Define and describe the procedures for obtaining services and accommodations.
8. Provide guidance and training for college staff and faculty members in the understanding of disability issues (including stereotypes and appropriate protocols and language).
9. Advocate for equal access, accommodations, and respect for students with disabilities within the campus community.
10. Identify environmental conditions that negatively influence persons with disabilities and propose interventions designed to ameliorate such conditions.
11. Regularly evaluate the campus for physical access.
12. Advise college administrators on how to best respond to current litigation, interpretation of case law, changes in the field of medicine, and diseases, changes in documenting disabilities, and trends in the field of secondary special education.
13. Provide consultation with faculty regarding academic accommodations, compliance with legal responsibilities, as well as instructional, programmatic, physical, and curriculum modifications.

Educational Units

Academic Advising

The mission of Academic Advising is to help students explore and determine the best educational options to achieve their personal and professional goals, whether within the core curriculum, transfer degree programs, or career degree programs. Academic advising is a joint venture between the student and a faculty or professional advisor.

Academic Advising will

1. Be available to all students.
2. Assist students in setting realistic educational goals.
3. Assist students in learning and applying decision-making strategies.
4. Assist students in making appropriate course choices.
5. Introduce new students to academic requirements of their chosen program of study.
6. Help students will become aware of institutional resources available to meet their individual educational needs and aspirations.
7. Interact with currently enrolled students prior to registration.
8. Assist students in planning a program of study tailored to their academic talents and professional interests.
9. Helps students understand the importance of thoughtful planning to complete program requirements.

Division of Health Sciences

The Division of Health Sciences will provide students with access to excellent educational opportunities in the disciplines of nursing and dental hygiene through the associate and baccalaureate degree programs offered by the college. The division is committed to enhancing the intellectual and experiential development of our diverse student population, emphasizing an education based on the college's student-learning outcomes, recruiting and supporting highly qualified faculty, and facilitating student success through advising and support.

The Division of Health Sciences will:

1. Provide students with access to excellent educational opportunities in the disciplines of nursing and dental hygiene through the associate and baccalaureate degree programs offered by the college.
2. Provide an educational environment that fosters student success in skill development, retention and licensure passage.
3. Enhance the intellectual and experiential development of our diverse student population, emphasizing an education based on the college's student-learning outcomes, and facilitating student success through advising and support.
4. Provide high quality instruction in nursing and dental hygiene in the associate and baccalaureate programs demonstrated by recruiting and supporting highly qualified faculty, continual refinement and enhancement of curriculum and related teaching and online materials, and the utilization of an annual assessment process.
5. Support professional development and scholarship of divisional faculty to deliver quality instruction within their respective disciplines by providing opportunities, resources, and peer review of creative works, professional conference presentations, dissertations, and

other scholarly activities. This includes, but is not limited to, encouraging and facilitating academic coursework, research, publication, and faculty participation in professional organizations and/or committees at the local, regional and national level.

6. Schedule and deliver divisional courses in conventional, hybrid and online formats to meet the needs of a diverse student body.

Division of Humanities

In support of the mission of Georgia Highlands College (GHC), the Division of Humanities will provide students with access to excellent educational opportunities via the disciplines of art, communication, music, foreign languages, journalism, drama, and English, which are an integral part of the University System of Georgia core curriculum and two-year associate degrees offered by the college. The division is committed to enhancing the intellectual and cultural development of our diverse student population, emphasizing an education based on the college's student-learning outcomes, recruiting and supporting highly qualified faculty, and facilitating student success through advising and support.

The Division of Humanities will:

1. Provide high quality instruction in art, communication, music, foreign languages, journalism, drama, and English demonstrated by continual refinement and enhancement of divisional curriculum and related teaching materials, and the utilization of an annual assessment process.
2. Support professional development and scholarship of divisional faculty within their respective disciplines by providing, whenever possible, time, monetary resources, and peer review of professional essays, creative works, conference presentations, dissertations, etc. This includes, but is not limited to, encouraging and facilitating academic coursework, research, publication, and faculty participation in professional organizations and/or committees at the local, regional and national level.
3. Support professional development that improves the ability of faculty to deliver quality instruction to students through the utilization of GHC's faculty academy, faculty-sponsored workshops, and, when available, professional development grants.
4. Schedule and deliver divisional courses on all campus sites based on the needs of each campus.
5. Schedule and deliver divisional courses using extended/distance learning formats and technologies such as hybrid courses and GeorgiaVIEW Brightspace/D2L.
6. Schedule and deliver, via collaboration with the Division of Academic Support, learning support courses in writing.
7. Maintain efficient administrative functions through regular and open communication (email, division meetings, etc.) between the academic dean, division secretary, and all faculty members, full and part-time.
8. Integrate principles of information competency throughout the divisional curriculum.
9. Encourage students to explore and potentially pursue programs of study in art, communication, music, foreign languages, journalism, drama, and English by supporting and/or providing extra-curricular activities related to art, communication, music, foreign languages, journalism, drama, and English such as the Alabama Shakespeare Festival trip, *Six Mile Post (SMP)* and *Old Red Kimono*.

Division of Mathematics

In support of the mission of Georgia Highlands College (GHC), the Division of Mathematics designs, schedules, and delivers high quality mathematics and computer science courses, which are an integral part of the University System of Georgia core curriculum and two-year associate degrees offered by the college. The division is committed to enhanced student achievement in mathematics and computer science, emphasizing an education based on the college's student learning outcomes, recruiting and supporting highly qualified faculty, and providing excellent customer service to students through the division's administrative functions.

The Division of Mathematics will:

1. Provide high-quality instruction in mathematics and computer science.
2. Support professional development for divisional faculty, emphasizing training that integrates faculty into the college environment and improves the ability of faculty to deliver quality instruction to students, as well as allowing faculty to be leaders and presenters in their academic disciplines and professional organizations.
3. Allocate resources to adequately offer needed divisional courses at each of the five campus sites (Floyd, Cartersville, Marietta, Paulding and Douglasville).
4. Collaborate with the Director of e-Learning and instructors of e-Learning courses to assess and address needs (offerings, design, policies, etc.) for those courses.
5. Refine, enhance, and develop the curriculum and teaching materials for courses offered by the division.
6. Provide advisement for students who wish to study or might consider studying in STEM (science, technology, engineering and mathematics) fields.
7. Emphasize the importance of student evaluations and using feedback from students to make positive changes to curriculum and instruction.

Division of Natural Science and Physical Education

In support of the mission of Georgia Highlands College (GHC), the Division of Science and Physical Education designs, schedules, and delivers high quality science and physical education courses, which are an integral part of the University System of Georgia core curriculum and two-year associate degrees offered by the college. The division is committed to enhanced student achievement in science and physical education, emphasizing an education based on the college's student-learning outcomes, recruiting and supporting highly qualified faculty, and providing excellent customer service to students through the division's administrative functions.

The Division of Natural Sciences and Physical Education will:

1. Schedule and deliver a variety of courses, on multiple sites, based on student need and campus resources.
2. Provide GHC students will high quality instruction.
3. Actively participate in service to the institution.
4. Actively participate in service to the community.
5. Continually assess its curriculum and, if necessary, alter or adapt it to the ever-changing needs of GHC students.
6. Maintain efficient and effective administrative functions.
7. Support professional development for its faculty members.

8. Through its Science faculty, will actively participate in the STEM (Science, Technology, Engineering and Mathematics) Initiative.
9. Actively participate in the multiple forms of academic advising employed by GHC on multiple campus sites.

Division of Social Sciences, Business, and Education

In support of the mission of Georgia Highlands College (GHC), the Division of Social Sciences, Business, and Education will provide students with access to excellent educational opportunities via the disciplines of Accounting, Business Administration, Criminal Justice, Economics, Education, Geography, History, Human Services, Philosophy, Political Science, Psychology, Religion, and Sociology, which are an integral part of the University System of Georgia core curriculum and two-year associate degrees offered by the college. The division is committed to developing students as citizens in a local, national, and global context, promoting and valuing diversity, and developing life skills. We also seek to enhance the intellectual and cultural development of our diverse student population, emphasizing an education based on the college's student-learning outcomes, recruiting and supporting highly qualified faculty, facilitating student success through advising and support, and providing excellent customer service to students through the division's administrative functions.

The Division of Social Sciences, Business, and Education will:

1. Provide schedules that meet the needs of GHC students.
2. Provide adequate part-time faculty to meet staffing needs
3. Limit the number of scheduled classes that are cancelled.
4. Have its faculty will engage in professional development activities.
5. Ensure all division faculty teaching at GHC have proper credentials.
6. Ensure quality teaching through class visits by the academic dean to all full and part-time faculty.
7. Operate effectively within given budget constraints.
8. Provide effective customer service to students.
9. Have its faculty will fully participate in advising activities.
10. Provide effective scheduling of courses at various times and locations for students at all campus sites.
11. Review courses regularly to insure their currency and effectiveness and recommend additions or deletions to remain synchronized with market needs and academic developments.
12. Select appropriate text and other materials to support instruction.
13. Promote the use of technology to enhance teaching and learning.
14. Provide for the advising needs of students.
15. Utilize proper budget management practices, including setting priorities for expenditures and following procedures for purchases and budget adjustments.
16. Recruit and retain qualified faculty to teach appropriate courses.
17. Evaluate the effectiveness of the faculty and staff to insure professional delivery of courses.
18. Work to provide faculty the resources, training and professional travel opportunities to remain current in their discipline and to deliver courses effectively.

Library Services

The Georgia Highlands College Libraries support the College's mission of teaching, research, and service, and provide access to resources in all formats in order to meet the curricular and intellectual needs of the Georgia Highlands College community.

Library Services will:

1. Support information competency by providing formal bibliographic instruction, comfortable and secure networked spaces for learning, and comprehensive reference services for students, faculty, and staff.
2. Provide high quality reference and teaching services to enable students to use information resources efficiently and effectively.
3. Provide access to information in a variety of formats through current and emerging technologies.
4. Provide resources to all users at the point of need in a timely manner.
5. Support and participate in the cultural development of students, faculty, staff and surrounding communities by providing a venue for displays, events and activities.
6. Maintain effective collaborations with partner institutions.
7. Participate in consortial relationships with University System of Georgia libraries and other institutions.

Testing Services

The mission of the Department of Testing Services is to provide students, faculty, staff, and the community with a secure, distraction-reduced, and accessible environment. The Department strives to adhere to the Standards and Guidelines of the National College Testing Association to create a positive testing experience that supports the academic success of all test takers.

The Department of Testing Services will:

1. Support academic success, advancement, and retention of test takers by scheduling and providing a variety of testing services throughout the year at multiple college sites.
2. Provide current information on testing services being offered through a routinely updated Testing Services website as well as continual training of Proctors and Library Faculty and Staff who assist testers with questions.
3. Monitor the efficiency of testing procedures and equipment, including hardware and software, to ensure timely, effective changes are implemented as needed.
4. Further support academic success of test takers by reporting scores to appropriate parties as required, as well as explaining test scores when testers have questions or directing test takers to appropriate College personnel in other departments as needed.

Tutorial Center

The mission of the Tutorial Center is to enhance the education received by students enrolled in classes by guiding students to improve their academic skills, thereby helping them succeed in

their chosen college curriculum. The staff of the Tutorial Center is dedicated to helping students acquire the skills necessary to become independent learners.

The Tutorial Center will

1. Provide the following tutorial services and resources each term:
 - One-on-one tutoring sessions in either a face-to-face or online setting
 - Information and practice for standardized tests for the college
 - Opportunities for group study
 - Assistance with software and technology used in GHC classes
 - Workshops in special areas of study
 - Web-based study materials
 - Guidance in how to research
 - Information regarding information literacy
2. Provide tutorial services to all GHC students.
3. Promote student awareness of the services offered by the Tutorial Center.
4. Provide a satisfactory level of service for students who use the Tutorial Center.
5. Provide sufficient individual tutoring time for students.
6. Provide opportunities for students to improve academically and become independent learners.