Goal 1 (Academic Quality): Ensure Quality Instruction and Academic Support

1. Complete CRLA approval of training program and begin certification training of 1b core group. Address CRLA feedback and resubmit to the Council. The Task Force will also develop an implementation/communication plan for the syllabus project.

2. To distribute the database to a targeted group of adjunct hiring supervisors and collect their report.

3. To review the evidence to determine hiring outcomes.

4. Finalize Academic Support Centers common naming convention and work with academic support areas as needed.

2. To implement an institutional process for evaluating faculty, including ongoing performance evaluations and reviews of materials.

A. To include a collegewide process for hiring full-time faculty members.

B. To institute a collegewide process for hiring part-time faculty members.

C. To include an institutional process for evaluating faculty, including ongoing performance evaluations and reviews of materials.

D. To administer the data to faculty hiring supervisors.

E. To distribute the database to a targeted group of adjunct hiring supervisors and collect their report.

F. To review the evidence to determine hiring outcomes.

G. To finalize Academic Support Centers common naming convention and work with academic support areas as needed.

H. To administer the data to faculty hiring supervisors.

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**Strategy**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Strategy Manager(s)</th>
<th>Councils Involved</th>
<th>Status</th>
<th>Lost Semester Milestones</th>
<th>Next Semester Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve student financial support services for low-income students</td>
<td>Kneafsey, Tracy Skopek, Farley</td>
<td>Student Services Council</td>
<td>In Progress/Ongoing</td>
<td>Increase the number of students served by the financial aid office. Expand the scope of financial aid resources available to students.</td>
<td>Meet with new HR Training Director and with college consultant from the Center for Workforce Development to enhance the student financial aid experience.</td>
</tr>
<tr>
<td>2. Enhance student learning experiences across campus and programs</td>
<td>Kneafsey, Tracy Skopek, Farley</td>
<td>Student Services Council, Guided Pathways Council, Counseling Services Council</td>
<td>In Progress/Ongoing</td>
<td>Improve student satisfaction with course offerings. Expand opportunities for student leadership and engagement.</td>
<td>Meet with previous strategy managers to transition leadership.</td>
</tr>
<tr>
<td>3. Improve the new student orientation process and pathways to enrollment</td>
<td>Kneafsey, Tracy Skopek, Farley</td>
<td>Student Services Council</td>
<td>In Progress/Ongoing</td>
<td>Develop a comprehensive new student orientation program that provides a supportive and engaging experience for incoming students.</td>
<td>Complete the redesign of Career component for NSO and FYES.</td>
</tr>
<tr>
<td>4. Improve student outcomes across key performance indicators</td>
<td>Kneafsey, Tracy Skopek, Farley</td>
<td>Student Services Council, Guided Pathways Council, Counseling Services Council</td>
<td>In Progress/Ongoing</td>
<td>Increase graduation rates and reduce retention rates. Expand opportunities for student leadership and engagement.</td>
<td>Complete the redesign of Career component for NSO and FYES.</td>
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</tbody>
</table>

**In Progress/Ongoing Schedule**

- Increase the number of students served by the financial aid office.
- Expand the scope of financial aid resources available to students.
- Improve student satisfaction with course offerings.
- Expand opportunities for student leadership and engagement.
- Develop a comprehensive new student orientation program that provides a supportive and engaging experience for incoming students.
- Complete the redesign of Career component for NSO and FYES.
- Increase graduation rates and reduce retention rates.
- Expand opportunities for student leadership and engagement.

**Next Semester Milestones**

- Complete the redesign of Career component for NSO and FYES.

**In Progress**

- Increase the number of students served by the financial aid office.
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- Improve student satisfaction with course offerings.
- Expand opportunities for student leadership and engagement.
- Develop a comprehensive new student orientation program that provides a supportive and engaging experience for incoming students.
- Complete the redesign of Career component for NSO and FYES.
- Increase graduation rates and reduce retention rates.
- Expand opportunities for student leadership and engagement.

**Completed**

- Improve student financial support services for low-income students
- Enhance student learning experiences across campus and programs
- Improve the new student orientation process and pathways to enrollment
- Improve student outcomes across key performance indicators

**In Progress**

- Increase the number of students served by the financial aid office.
- Expand the scope of financial aid resources available to students.
- Improve student satisfaction with course offerings.
- Expand opportunities for student leadership and engagement.
- Develop a comprehensive new student orientation program that provides a supportive and engaging experience for incoming students.
- Complete the redesign of Career component for NSO and FYES.
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**Completed**

- Improve student financial support services for low-income students
- Enhance student learning experiences across campus and programs
- Improve the new student orientation process and pathways to enrollment
- Improve student outcomes across key performance indicators
### Strategy

**Strategy Manager(s):**

- Strategy Committee

### Council/Department

- Institutional Effectiveness Council
- Student Affairs Council
- Academic Affairs Council
- Administrative Operation Council

### Status

**Completed**

**In Progress/On Schedule**

**In Progress/Behind Schedule**

### Lost Semester Milestones

- Implement a strategic management plan for the Student Affairs Reorganization
- Conduct usability studies for new employee onboarding tools and assessment data
- Implement an Employee Performance Management System
- Conduct assessments to determine future plan changes (if any).

### Next Semester Milestones

- Develop and implement an institutional effectiveness plan including the assessment of all programs, initiatives, projects, and activities.
- Improve the communication structure and make changes necessary to maximize institutional efficiency, effectiveness, and accountability.
- Analyze the institutional effectiveness council and make changes necessary to enhance institutional efficiency, effectiveness, and accountability.

### In Progress/On Schedule

**Goal 1 (Academic Quality): Ensure Quality Instruction and Academic Support**

- Develop an updated institutional effectiveness plan to align strategic initiatives with college standards.
- Implement revised curriculum and assessment plans.
- Develop an updated institutional effectiveness plan.
- Develop new program learning outcomes.
- Update market data for staff positions.
- Create an annual program assessment plan.

**Goal 2 (Student Progress): Advance Student Progress and Accountability**

- Develop an updated institutional effectiveness plan.
- Update and expand institutional effectiveness plan.
- Develop an updated institutional effectiveness plan.
- Update market data for staff positions.
- Create an annual program assessment plan.
- Update market data for staff positions.
- Create an annual program assessment plan.

**Goal 3 (Performance-Based Culture): Advance a Performance-Based Culture Built on Data-Informed Decisions and Continuous Improvement**

- Develop an updated institutional effectiveness plan.
- Update market data for staff positions.
- Create an annual program assessment plan.
- Update market data for staff positions.
- Create an annual program assessment plan.

**Goal 4 (Employee Development): Strengthen Employee Diversity, Training, Accountability, and Compensation**

- Develop an updated institutional effectiveness plan.
- Update market data for staff positions.
- Create an annual program assessment plan.
- Update market data for staff positions.
- Create an annual program assessment plan.

---

1. **Develop and implement an institutional effectiveness plan including the assessment of all programs, initiatives, projects, and activities.**

   - **Strategy Manager(s):** Sandy Cooper and Lindsay Kenney
   - **Council/Department:** Institutional Effectiveness Council
   - **Status:** In Progress/On Schedule

2. **Improve the communication structure and make changes necessary to maximize institutional efficiency, effectiveness, and accountability.**

   - **Strategy Manager(s):** Jeff Owens and Sandy Cooper, Shawn Liggins, Jennifer Ivie, and Jose Dela Cruz
   - **Council/Department:** Student Affairs Council
   - **Status:** In Progress/On Schedule

3. **Analyse the institutional effectiveness council and make changes necessary to enhance institutional efficiency, effectiveness, and accountability.**

   - **Strategy Manager(s):** Jeff Owens and Sandy Cooper
   - **Council/Department:** Institutional Effectiveness Council
   - **Status:** In Progress/On Schedule

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**Friday, January 26, 2018**

- Sandy Cooper and Lindsay Kenney

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**Friday, February 2, 2018**

- Jeff Owens and Sandy Cooper
<table>
<thead>
<tr>
<th>Strategy Manager(s)</th>
<th>Council Assignment</th>
<th>Status</th>
<th>Lost Semester Milestones</th>
<th>Next Semester Milestones</th>
</tr>
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<tbody>
<tr>
<td>Galaxy Systems</td>
<td>Council on Security Council</td>
<td>In Progress/On Schedule</td>
<td>Improve the sustainability and cost-effectiveness of a Blowing Rock at all locations</td>
<td>Improve the sustainability and cost-effectiveness of a Blowing Rock at all locations</td>
</tr>
<tr>
<td>Jennifer Lee, Jason Cox, and Dan Mess</td>
<td>Council on Security Council</td>
<td>Completed</td>
<td>In Progress/On Schedule</td>
<td>In Progress/On Schedule</td>
</tr>
<tr>
<td>habeo Broadway</td>
<td>Internal Affairs Council</td>
<td>In Progress/On Schedule</td>
<td>Review the high-priority, high-impact initiatives with faculty, staff, and students to ensure alignment with priorities.</td>
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</tr>
<tr>
<td>Steven Cox and Tan Morz</td>
<td>Management Operations Council</td>
<td>In Progress/On Schedule</td>
<td>Oversee the next milestones to include traceability reports, with a focus on scalability.</td>
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</tr>
<tr>
<td>Jack Delmar, Heather Farnell, and Matt Sharpe</td>
<td>Administration Operations Council</td>
<td>In Progress/On Schedule</td>
<td>Create a checklist during the planning phase and emergency response while aggressively testing and training these plans and procedures.</td>
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<td>Mark McDuffie, Lauren Duvall, and John Seppia</td>
<td>Administration Operations Council</td>
<td>In Progress/On Schedule</td>
<td>Improve the sustainability and cost-effectiveness of a Blowing Rock at all locations</td>
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<tr>
<td>Qi Moss, Steven Cox, and Mark McMullen</td>
<td>Administration Operations Council</td>
<td>In Progress/On Schedule</td>
<td>Identify gaps in linking budget to strategic plan per HLC guidelines.</td>
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**Goal 1 (Academic Quality): Ensure Quality Instruction and Academic Support**

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<th>Goal</th>
<th>Milestone</th>
<th>Academic Affairs Council</th>
<th>External Affairs Council</th>
<th>Student Affairs Council</th>
</tr>
</thead>
</table>
| Goal 1: Increase student enrollment | **Develop curriculum to expand corrections offerings into the manufacturing and logistics fields.** | - Develop articulation agreements for new certificate programs. - Develop workforce development newsletter to send to all advisory committee members. | | }

**Academic Affairs Council**

- **SR-1718-2821 RP-701-00**

- **Strategy:** Strengthen partnerships with local communities to ensure programs are meeting the local community's needs.

- **Status:** In Progress/Ontical

<table>
<thead>
<tr>
<th>Academic Affairs Council</th>
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<tbody>
<tr>
<td><strong>Strategy:</strong></td>
</tr>
<tr>
<td>Branding Campaign A Community for You.</td>
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- **Academic Affairs Council**

- **Student Affairs Council**

- **External Affairs Council**

- **Academic Affairs Council**

- **Student Affairs Council**

- **External Affairs Council**

**Strategy**

- **SR-1718-2821 RP-701-00**

- **Strategy:** Reassess and refine materials needed and make recommendations.

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<td><strong>Strategy:</strong></td>
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<td>Reassess and refine materials needed and make recommendations.</td>
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- **Academic Affairs Council**

- **Student Affairs Council**

- **External Affairs Council**

- **Academic Affairs Council**

- **Student Affairs Council**

- **External Affairs Council**