



**STRATEGIC PLAN &  
UNIT ASSESSMENT ACTIVITIES  
PROGRESS REPORT- YEAR ONE  
2013-2014**



This document provides an evaluation summary of the first year of the 2013-2016 Strategic Plan. Evaluation of assessment activities are included along with associated key performance indicator findings.

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## I. Executive Summary

Strategic planning at Andrew College is a focused institution-wide emphasis on particular action items, targeted for institutional improvement, over a multi-year time frame. The strategic plan is comprised of clearly defined action items and associated implementation activities. Proposed action plans are submitted to the Board of Trustees, facilitated by the President. The President's Cabinet comprised of 2 VPs, 2 deans and 1 faculty member develop, implement, assess and evaluate a set of proposed strategic action items and key performance indicators focused on strategic goals. The strategic planning process at Andrew College includes the following actions:

- The solicitation of input from the entire College community.
- The review of key documents, including the College's mission statement, and academic and support service unit reports.
- The review of strategic goals from previous years to determine whether any of these need to be carried over into the new plan.
- A discussion of the plan with the campus community.
- The approval of the plan by the president.
- The development of implementation plans, selection of yearly goals, and writing of the plan itself.

The current Strategic Plan, *Making the Difference: Leading through Service (2013-2016)* was a revisit of the previous strategic plan and intended to provide guidance to the College's decision in the years leading up to the Southern Association for Colleges and Schools Commission on Colleges (SACSCOC) reaccreditation. The strategic plan revisit began in January 2012 and the final plan was approved by the Board of Trustees on April 24, 2013. Six initiatives were established for Andrew College for 2013-2016 that includes: *Strengthen Enrollment Management, Invest in Human Capital, Strengthen Physical Plant and Maintenance Strengthen Financial Resource Management, Strengthen Academic Affairs, Student Affairs, and Administrative Department Programming, and Strengthen Fundraising and Development.* These goals were determined to be current and relevant to the needs of the college.

Finally, an overview summary report of educational, administrative support, and academic support services are included in this report that indicates. The review of educational, administrative, and academic support services is the responsibility of the Campus Planning Council (CPC). The council is charged with the responsibility to engage the campus constituencies in the setting of evaluation of the College's goals and assessment, reporting of assessment data, and using the analysis of campus assessments and data to suggest campus planning initiative to continuously improve the achievement of the College missions. The council plays a major role in the accreditation and Quality Enhancement Planning (QEP) and implementation. The membership includes administrators, faculty, staff and students.

## II. Evaluation Report Year 1 Implementation of the Andrew College 2013-2016 Strategic Plan.

### Part I: Introduction

This evaluation is intended to provide the Andrew College Board of Trustees and its community members a year one implementation process report of the 2013-2014 Andrew College Making a Difference *Making the Difference: Leading through Service (2013-2016)* Strategic Plan. It will describe the extent to which strategic action items and assessment activities have been implemented in year one. While it is too early to determine the impact action plans have had towards reaching strategic initiatives, it is not too early to note accomplishments and improvements occurring as a result of year one, as well as acknowledge some of the challenges and limitations identified. The Andrew College priority strategic initiatives, associated action items and year one activities, along with current status of key performance indicators, are included in the appendix of this report.

The Andrew College 2013-2016 Strategic Plan was developed by the President's Cabinet, which includes the College's six initiatives. Action plans have been developed for each of these activities, outputs, and outcomes. Key performance indicators directly related to the priority goal outcomes have been identified for each of the action items to determine the impact of the actions on goals progress.

## **Part 2: Problems**

### **SP Initiative 1: Year 1 Evaluation Results (Strengthen Enrollment Management)**

There was a significant turnover in both cabinet leadership and staff in the Office of Enrollment Services. Loss of institutional memory and efficiency compromised recruitment efforts. During the time of transition, we learned financial aid was, at times, awarded incorrectly and, in some cases, refunds were not administered in a timely manner.

### **SP Initiative #2: Year 1 Evaluation Results: (Strengthen Financial Resource Management)**

Budget projections were made based upon enrollment goals that were not met. See initiative #1. The inability to obtain financing stalled the goal of building new residence halls. Despite launching an RFP on the bond market, investors were not willing to finance the bond to build a new residence hall. At the time of the RFP, the interest rate in the bond market increased by 2% points. The volatility of the markets scared off investors.

### **SP Initiative #3: Year 1 Evaluation Results: (Invest in Human Capital)**

Targets Met: Continue to monitor positions/personnel, but to optimize human capital.

### **SP Initiative #4: Year 1 Evaluation Results: (Strengthen Physical Plant and Maintenance)**

There are concerns from students, faculty and staff on speed and quality of repairs lead to the College's decision to seek a new facility management contractor.

### **SP Initiative #5: Year 1 Evaluation Results: (Strengthen Academic Affairs, Student Affairs, and Administrative Department Programming)**

Despite having funds available for several years from the Federal Title III grant, the Director of Institutional Research had not been hired.

### **SP Initiative #6: Year 1 Evaluation Results: (Strengthen Fundraising and Development)**

The 2013-2014 Andrew Fund goal of \$1.75 was a 50,000 increase over the 2012-2013 goals. Despite losing a \$50,000 annual donor and a \$10,000 annual donor, the Andrew Fund raised 99.5% of its goal and missed it by \$9,301.09. Also, there was a significant turnover in the department.

## ANDREW COLLEGE'S ASSESSMENT OVERVIEW

### **A. Achievement Assessment Summary**

#### **2.5 Institutional Research: Overall Strategic Plan Revisit (2013-2014)**

- The Strategic Plan Revisit “Making the Difference: Leading through Service,” 2013 -2016 was a significant accomplishment for the college. The Plan established six new initiatives:
  - Strengthen Enrollment Management
  - Strengthen Financial Resource Management
  - Investment in Human Capital
  - Strengthen Physical Plant and Maintenance
  - Strengthen Academic Affairs, Student Affairs, and Administration Department Programming
  - Strengthen Fundraising and Development
- The college has developed several articulation agreements with four-year institutions in alignment with its mission to assist students to transfer to a four-year institution
- As a result of the Title III grant, significant improvements were made in the areas of: 1) Technology, 2) Early Alert System, 3) MOODLE, 4) Empower, 4) Smart Boards, and 5) Professional Developments and Training were implemented for the betterment of both students and faculty.
- The College invested in WEAVEOnline data management system. An Institutional Research expert (Tara Atkins-Brady, Director of Institutional Effectiveness and Research, Piedmont Virginia Community College (PVCC) was hired to train faculty on how to use WEAVEOnline and develop meaning assessment. Consequently, the overall achievement rate for educational and support services units indicated 86% completion rate.
- An assortment of articulation agreements were signed with other four-year institutions.
- Significant amount of Title III professional development dollars were invested in faculty and staff in all areas of the college. In particular, the College sent Student Affairs to training, Academic Affairs staff to Institutional Research training and numerous faculty to professional development conferences.

#### **3.3.1.1 - Educational Programs**

- The Educational Program Committee (EPC) proposed a change to the Learning Support Division. The proposed requested that names of all learning courses to be changed to "Foundations of (Reading, English, and Math) I and II." The rationale for the changes is to standardize the names of learning support courses and reduce any unnecessary confusion. The College's learning support courses in reading, English and math currently have different names. These names included Basic English I and Basic English II (ENG 081 and ENG 091); Intermediate Reading and Advanced Reading (EDU 081 and EDU 091); and Elementary Algebra and Intermediate Algebra (MAT 081 and MAT 091). Problems with these names include the fact that a remedial course should not be considered "advanced" and that in algebra, "intermediate" is the 091 course name while in reading "intermediate" is the 081 course name. The proposed change would call 081 courses "Foundations of [Subject] I" and all 091 level courses "Foundations of [Subject] II."

Supporting evidence has been researched from many different course names that are used for learning support courses in Georgia, including "Learning Support," "Developmental" and "Foundation"

- "Transforming Remediation: Charting the Course," a document published recently by the University Systems of Georgia, refers to learning support courses as "foundations courses," which influenced the recommendation of "Foundations I and II."<sup>31</sup> Since learning support classes are non-transferable, the course name will not make a difference as students transfer to other colleges.
- Smart Board technology was implemented and used in outside of classroom that allowed students to review lectures in MOODLE.
- The implementation of a student-centered 'Flipping Approach' began in BIO 100, BIO 121, and BIO 122 courses.
- The Associate of Science in Business course was revisited to add the Business Communication course. Additionally, the Business Club was launched to promote and engage students of freedom and free markets.
- The education program was overhauled to reflect Georgia Professional Standards Commission requirements in the following courses: EDU 211, EDU 212, and EDU 213.
- Theatre Special Topics 237 proposed and implemented "Theatre or Film Special Topics." This is a 1 to 3 credit course for students interested in exploring topics such as: Improvisation, Performing Shakespeare, Stage Combat, Stage Make-up, Commedia, Mime, Performing Classical Styles; Performing Chekhov, Restoration Theatre, Playwriting, Introduction to Directing for the Stage and Film.
- BIO 100 percentages increased from spring 2012 to 91.7% (22/24).
- ENG 111 and 112, students exemplified effective written communication skills above the target norm of 70% proficiency: 88% and 85.4%, respectively.
- General Education Competencies were as follows:
  - Written Communication: ENG 111 (70.2%) and ENG 112 (85.5%)
  - Oral Communication – EDU 111 (98.4%)
  - Critical and Analytical Thinking – MATH 111 (71%)
  - Global Culture – HIS 106 (80%) RPH 111 – (86%) and HUM 121 – (76.6%)
  - Physical Universe Methodology: BIO (84%) and PSC – (100%)
  - Social Science – POS 111 (79.3%)
  - Health and Wellness – PED 101 (98.5%)
  - Written and Aural Elements of Music – MUS 111 – (42.9%)
  - Artistic Proficiency – MUS 162 (100%)

### Academic Program Divisions:

#### Science Divisions

- The Sports Management academic discipline will enroll 20 students  
Target: Met – 20  
Actual: 20
- The Athletic Training academic discipline will enroll 15 students annually  
Target: Met – 15  
Actual – 17
- The Criminal Justice academic discipline will enroll 15 students annually  
Target: Met – 23  
Actual – 15

### **3.3.1.2 – Administrative Support Services**

#### **Business Office**

The Business Office achieved the baseline goal of 85% net 30 days to pay customer invoices. The actual goal was met at 100%.

#### **Finance Department**

Andrew College completed the fund projects utilizing excess monies realized from retrofit bond savings. These were as follows:

- Building exterior paint and repair (\$8,151)
  - Suarez Fine Arts building exterior pain and repair (\$4,950)
  - Abatement remediation study (\$3,100)
  - Architect fees (\$10,000)
  - HVAC operating systems training (\$3,314)
  - Old Main exterior repair to include balconies, exterior trim, and fresh paint (\$19,978)
  - Front porch and columns restoration at McDonald House (\$25,000)
  - Fort Hall shower repair (\$59,259)
  
- Achieved 85% net 30 days on customer invoice – 100%
- Achieve fund projects realized retrofit bond saving  
Analysis: All funding projects completed in 2013
- Improved deferred maintenance, repair, and strengthen issues using quality materials and workmanship.
- Achieved weekly progress on maintenance and repair request.
- Balanced budget
- Decreased notes payable
- Increased Composite Finance Score from .863 to 2.874
- Although, the student loan default rate was not below the national averages, the College has demonstrated continual improvement to decrease it student loan default rate: 29.6% (FY 2009); 23.7% (FY 2010); 21.3% (FY2011), and 18.2% (FY2012).

#### **Title III:**

- Fall-to-spring persistence rate will increase from 65% to 75%  
Target: 75%  
Actual: 79%

#### **Office of Academic Affairs**

AndrewServes

- 90% of AndrewServes sophomore participants will successfully complete the Phi Theta Kappa Leadership Studies Certification Program  
Target: Met – 4  
Actual: 4



### Student Support Services

- 66% of the participants served will be low income and first generation  
Target: 66%  
Actual: 86%

### **Office of Student Affairs**

#### Intramural and Recreation Improvements

- Fitness Center
- Repaired broken treadmill- 9/23/13
- Purchased referee jerseys- 9/9/13

#### Tennis Courts

- Installed new outdoor basketball goal- 12/16/13

### **Administration:**

#### Information Technology (IT)

- Installed 19 new computers in SC110
- Increased bandwidth from 30mbps to 100mbps
- Migrated the housing of Blackbaud products offsite

The fundraising metric for Andrew for AndrewServes was met. The baseline goal was \$47,000. The actual goal was met at \$251,787.59.

### **3.3.1.3 – Academic and Support Services**

- Title III grants program Fall-to-Fall (FTF) retention rate increased from 28% to 60%. The plan of action is to continue to implement Strategic Planning Activities and Title III grant plans and activities.
- Invested in human capital to fill vacant positions identified in the Strategic Plan Revisit 2013-2016.
- Student Support Services (SSS) scored well-above the target norm (33%) and indicated that 73.86% of students participating in the program are low-income students. SSS is operated under a federally funded grant that serves low-income and first generation students.

## **B. Unit assessment not meeting targeted goals**

### **Enrollment Services**

#### Admissions Department

- Increase annual fall enrollment of First Time Freshman (FTF) by 15%  
Target: Not Met: 176  
Actual: 153  
Plan of Action: Increase recruitment efforts, provide excellent customer service, improve response time to interested students, collaborate with department heads, athletic coaches and program directors to increase Andrew's brand awareness.
- Increase the number of high school visits made by admission counselors by 15%
- Increase the number of non-high school related college fair visits by 15%
- Achieve residential enrollment of 330  
Target: 330  
Actual: 284
- Achieve commuter enrollment of 25  
Target: 20  
Actual: 19

### **Finances**

- Employee and Staff turnover
- Decrease the number of student receivables accounts from:  
Target: Not Met: 130  
Actual: 167  
Analysis: Earlier accountability. Student balances due by the end of add/drop.
- Decrease the number of student account hold from:  
Target: Not Met: 50  
Actual: 53  
Analysis: Financial Aid awards delayed due to employee turnover. Training in Progress.
- Maintain clean and well-maintained dining hall facilities.
- Increase postings of menus
- Currently providing nutritional information through an interactive touch screen that was installed in the dining hall last spring.

### **Administration**

#### Development

- Increase Board Members to 30  
Target: Not Met: 30  
Actual: 28  
Plan of Action: Continue to work through Committee on Trustees (COT)
- Achieving the 2014-2015 Andrew Fund goal of \$1.8 M has required the Development Office to hire additional staff. This new staff person will serve as an Associate Director of Development seeking annual support from alumni and friends at the \$1,000 level. The continual improvement to seek investments in the Andrew Fund assures that the 2014-2015 goals will be met by June 30, 2015.

### **Title III**

- Overall student enrollment will increase from 229 to 350  
Target: 330  
Actual: 295
- Freshman Fall-to-Fall retention rated will increase from 28% to 60%  
Target: 53%  
Actual: 46%

### **Office of Academic Affairs**

#### Student Support Services

- 73% of all participants served by the SSS Project will persist from one academic year to the next academic year  
Target: Not Met – 73%  
Actual: 69.7%

### **Office of Student Affairs**

- Maintain adequate ratio of residence beds occupied by male and female students  
Target: Fill all Beds  
Male Beds – 212  
Male Beds Used – 150 (70.8% filled)  
Empty Beds – 62 (29.2%)  
  
Female Beds – 190  
Female Beds Used – 139 (73.2% filled)  
Empty Beds – 51 (26.8% empty)

## **Part 5: Conclusion/Recommendations**

Priority emphasis will be given to all initiatives that were either not met or partially met. A brief summary of the plan of action is included in strategic plan tables located in the appendix section.

### Priority Goals:

- Increase student enrollment to 300. The college will develop an Recruitment Plan of Action to increase the number of students interested in attending Andrew College.
- Increase recruitment, retention and persistence rate. A retention will be developed to increase the retention and persistence rate.
- Strengthen fundraising and development:
  - Raise \$7,500,000 in operating and capital funds
  - Raise \$5,400,000 to fund student scholarships and unrestricted support through Andrew Fund.
  - Raise \$1.5 million to fund fine Arts and Residence Hall facility improvements

## Appendix A: Letter from the President

### OFFICE OF THE PRESIDENT

Dear Friends,

It is with keen excitement I present to you Andrew College's Strategic Plan *Making the Difference: Leading through Service*. The creation of *Making the Difference: Leading through Service* is the culmination of a yearlong strategic planning process filled with hard work, helpful insights, and numerous endeavors exploring Andrew College's future opportunities. Our strategic planning process dubbed "The Cycle of Deliberation" engaged Andrew's various stakeholders. In particular, I appreciate the hard work of the Andrew College Community especially the Cabinet, Campus Planning Council, and Board of Trustee Committees.

*Making the Difference: Leading through Service* establishes six initiatives ensuring Andrew College will continue to prosper. These initiatives are:

1. Strengthen Enrollment Management
2. Strengthen Financial Resource Management
3. Invest in Human Capital
4. Strengthen Physical Plant and Maintenance
5. Strengthen Academic Affairs, Student Affairs, and Administrative Department Programming
6. Strengthen Fundraising and Development

Details of these initiatives are outlined within this document. Your commitment and investment in this plan will strengthen the Andrew Difference. Coupled with a faculty and staff who are dedicated to providing a challenging liberal arts curriculum within a nurturing community, we will achieve these goals. I am confident *Making the Difference: Leading through Service* will be the plan that opens the door to a bright future for Andrew College.

Sincerely,  
David C. Seyle  
President

## **Appendix B - Andrew College Mission, Vision, and Guiding Principles**

### **Mission and Purpose**

As a two-year, university-parallel, church related college, Andrew exists to provide students a *strong start* to their pursuit of a higher education credential. Andrew specializes in the education of freshmen and sophomores. Andrew students enjoy the advantages of a small, residential campus. Students are afforded the opportunity to develop and demonstrate, in the freshman and sophomore years, participatory and leadership skills that many times would be delayed at larger senior institutions. As a United Methodist Church related institution, the faculty and staff are dedicated to the spiritual and intellectual development of students.

### **Mission Statement**

Andrew College is a small, residential, two-year college related to The United Methodist Church. Its mission is to provide an academically challenging liberal arts curriculum within a nurturing community.

### **Vision Statement**

Andrew College will prepare a new generation of Christian leaders who are characterized by intellectual excellence, moral integrity, global responsibility, and holiness of heart and life. Andrew College will become the preeminent private, residential, associate degree-granting college of the South, with a student body of 350 and the best remedial education and university-transfer programs in the state. Andrew will be known for the personalized approach of its academic preparation, and its liberal arts, service learning, and life skills development programs.

### **Guiding Principles and Initiatives**

Andrew College values the following principles and initiatives in pursuit of its vision:

1. Strengthen Enrollment Management
2. Strengthen Financial Resource Management
3. Invest in Human Capital
4. Strengthen Physical Plant and Maintenance
5. Strengthen Academic Affairs, Student Affairs, and Administrative Department Programming
6. Strengthen Fundraising and Development

### **Accreditation**

Andrew College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the associate degree. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Andrew College.

### **The United Methodist Church**

Andrew College is endorsed by the University Senate of The United Methodist Church as an affiliated United Methodist institution.

## Appendix C - SP Initiative #1: Strengthen Enrollment Management

Andrew College will develop and implement an enrollment management plan to ensure a residential student enrollment of 350 students. To achieve and sustain residential student enrollment of 350 students, Andrew College will:

| <u>Action Items</u>   | <u>Target</u> | <u>Actual</u> | <u>Plan of Action</u>   |
|---|---------------|---------------|---|
| 1.1. Recruit and maintain a residential enrollment of 350 Students  | 317           | 296           | Target: <b>Not Met</b><br>Plan of Action:   |
| 1.2. Recruit and maintain a commuter enrollment of 25 students.   | 25            | 20            | Target: <b>Not Met</b><br>Plan of Action:   |
| 1.3. To ensure the desired residential enrollment of 350 by Fall 2015   |               |               | Target: <b>Partially Met</b><br>Plan of Action:   |
| 1.3.1. Focus on admission counselor/program Accountability and yield performances.  |               |               | Target: In Progress<br>Plan of Action:  |
| 1.3.2. Renew recruitment focus on independent, church affiliated high schools, home school markets, and schools within a 250 mile radius and affluent suburban areas. |               |               | Target: In Progress<br>Plan of Action:  |
| 1.3.3. Recruit specifically for the following programs:   |               |               |   |
| 1.3.3.1. AndrewServes   | 20            | 13            | Target: <b>Not Met</b><br>Plan of Action:   |
| 1.3.3.2. Athletes   | 146           | 147           | Target: Met<br>Analysis: Total LOI total is 115. 32 Athletes were awarded non-athletic scholarships.<br>Plan of Action: |
| 1.3.3.3. Athletic Training  | 25            | 22            | Target: <b>Not Met</b><br>Plan of Action:   |
| 1.3.3.4. Business   | 28            | 27            | Target: Partially Met<br>Plan of Action:  |
| 1.3.3.5. Education  | 40            | 11            | Target: <b>Not Met</b><br>Plan of Action:   |
| 1.3.3.6. Focus  | 20            | 18            | Target: <b>Not Met</b><br>Plan of Action:   |
| 1.3.3.7. Honors   | 20            | 12            | Target: <b>Not Met</b><br>Plan of Action:   |
| 1.3.3.8. Mass Media   | 10            | 10            | Target: Met<br>Plan of Action:  |
| 1.3.3.9. Music, Piano, Theatre, and Visual Arts   | 75            | 40            | Target: <b>Not Met</b><br>Analysis: New   |

|   |    |    |   |
|---|----|----|---|
|   |    |    | faculty in Fine Arts positions<br>Plan of Action: |
| 1.3.3.10. Sport Management  | 20 | 29 | Target: Met                                       |
| 1.4. Emphasize group and individual campus visits   |    |    | Target: In Progress<br>Plan of Action:            |
|   |    |    |   |
| 1.5. Continue to utilize the Enrollment Management Committee to:  |    |    | Target: In Progress<br>Plan of Action:            |
| 1.5.1. Monitor enrollment trend data and glean information for Decision making from the Weekly Enrollment Comparison and Monthly Annual Enrollment Comparison reports |    |    | Target: Met<br>Plan of Action:                    |
| 1.5.2. Determine the acceptance of applicants with marginal test scores/GPA   |    |    | Target: Met<br>Plan of Action:                    |
| 1.5.3. Serve as scholarship control and report distribution to Cabinet  |    |    | Target: <b>Partially Met</b><br>Plan of Action:   |
| 1.5.4. Monitor effectiveness of recruiting programs and report progress to Cabinet.   |    |    | Target: <b>Partially Met</b><br>Plan of Action:   |
| 1.5.4. Monitor effectiveness of recruiting programs and report progress to Cabinet.   |    |    | Target: <b>Partially Met</b><br>Plan of Action:   |
| 1.5.5. Review admission1.5.3. Serve as scholarship control and report distribution to Cabinet and retention procedures in light of best practices.                    |    |    | Target: <b>Partially Met</b><br>Plan of Action:   |
|   |    |    |   |
| 1.5.6. Review admission application in light of current trends.   |    |    | Target: <b>Partially Met</b><br>Plan of Action:   |

| Enrollment Metric | 2013-2014 |        | Target/Action Plan                        |
|-------------------|-----------|--------|---|
|                   | Goal      | Actual |   |
| Fall              | 317       | 316    | Target: <b>Not Met</b><br>Plan of Action: |
| Spring            | 270       | 276    | Target: Met                               |
| Fall/Spring       | 294       | 396    | Target Met:                               |



**Appendix D - SP Initiative #2: Strengthen Financial Resource Management.**

Andrew College will develop and implement a budgeting strategy to maximize the allocation and use of institutional dollars across the campus community to ensure achievement of its mission and vision. To strengthen financial resource management, Andrew College will:

| <u>Action Items</u>   | <u>Target</u>          | <u>Actual</u>  | <u>Plan of Action</u>  |
|---|------------------------|--|--|
| 2.1 Have a discretionary income fund of at least \$500,000 by Fall 2015.  | \$500,000              | <b>Analysis:</b><br>Not achievable unless other funds are predesignated. | Target: <b>Not Met</b><br>Plan of Action:<br>Meet Enrollment, retention and scholarship needs for the college. |
| 2.2 Adopt a zero based budgeting approach to annual budget planning effective Fall 2013.  |                        | <b>Analysis:</b>   | Target: Met  |
| 2.3 Increase tuition, room and board 5% annually effective Fall 2013. An \$800 premium will assessed to room charge for occupancy in new residence hall | 5%<br>\$800<br>Premium | <b>Analysis:</b><br>Minimum of 5% met annually.                          | Target: Met  |
| 2.4 Increase student fees 2% annually effective Fall 2013   | 2%                     | <b>Analysis:</b><br>Minimum of 2% annually                               | Target: Met  |
| 2.4.1 One time medical fee increase of 10% Fall 2013  | 10%                    | <b>Analysis:</b>   | Target: Met  |
| 2.5.1 Increase annual scholarship budget 2% annually Fall 2013  | 2%                     | <b>Analysis:</b>   | Target Met:  |

| <b>Tuition Metric</b> | <b>Base</b> | <b>2013-2014</b> |               |               | <b>Target and Action Plan</b> |
|-----------------------|-------------|------------------|---------------|---------------|-------------------------------|
|                       |             | <b>5%</b>        | <b>Target</b> | <b>Actual</b> |                               |
| Tuition               | \$12,476    | \$624            | \$13,100      | \$13,098      | Target: Met                   |
| Room                  | \$3,883     | \$194            | \$4,077       | \$4,076       | Target: Met                   |
| Board                 | \$3,951     | \$198            | \$4,149       | \$4,150       | Target: Met                   |

| Fee Metric | Base  | 2013-2014   |              |        | Target and Plan of Action |
|------------|-------|-------------|--------------|--------|---------------------------|
|            |       | 2%          | Target       | Actual |                           |
| Tech       | \$200 | \$4         | \$204        | \$204  | Target: Met               |
| Health     | \$130 | \$13        | \$143        | \$144  | Target: Met               |
| Activity   | \$50  | \$1         | \$51         | \$ 52  | Target: Met               |
| Laundry    | \$60  | \$ <u>1</u> | \$ <u>62</u> | \$ 62  | Target: Met               |
| Total      |       |             | <b>\$459</b> | \$462  | Target: Met               |

\*Health Fee 13/14 reflects one time 10% increase.

| Price Metric  | Base     | 2013-2014 |          |          | Target and Plan of Action |
|---------------|----------|-----------|----------|----------|---------------------------|
|               |          | +         | Target   | Actual   |                           |
| Sticker Price | \$20,750 | \$1,035   | \$21,785 | \$21,786 | Target: Met               |

| Aid Metric                   | Base        | 2013-2014 |             |             | Target and Plan of Action |
|------------------------------|-------------|-----------|-------------|-------------|---------------------------|
|                              |             | +         | Target      | Actual      |                           |
| Annual Budget                | \$2,039,866 |           | \$2,094,750 | \$2,097,822 | Target: Met               |
| Scholarship Average (Target) | \$6,985     | \$140     | \$7,125     | \$7,131     | Target: Met               |

| Income Metric Per Model        | Base        | 2013-2014   | Target and Plan of Action  |
|--------------------------------|-------------|-------------|--|
| Revenues                       | \$8,507,770 | \$8,881,678 | Target: Met  |
| Gift Revenue                   | \$1,784,500 | \$1,836,251 | Target: Met  |
| Expenditures                   | \$8,507,770 | \$8,782,509 | Target: Met  |
| Discretionary Income per Model | \$0         | \$99,169    | Target: Not Met<br>Plan of Action: Reach the annual enrollment goal. |
| Discretionary Income Cap       | \$0         | \$100,000   | Target: Met  |

### **Appendix E - SP Initiative #3: Invest in Human Capital**

Andrew College will recruit, hire, and retain, qualified faculty and staff in an effort to strengthen its capacity to achieve its mission and vision with the following personnel position

| <b><u>Action Items</u></b>                                   | <b><u>Target</u></b> | <b><u>Actual</u></b>                         | <b><u>Plan of Action</u></b> |
|--|----------------------|--|------------------------------|
| 3.1.1 Full-time Chaplain                                     | 1                    | <b>Analysis:</b>                             | Target: Met                  |
| 3.1.2 Resident Director increasing the RD population to four | 1                    | <b>Analysis:</b>                             | Target: Met                  |
| 3.1.3 Full-time Women's Soccer Coach                         | 1                    | <b>Analysis:</b><br>Hired<br>August,<br>2013 | Target: Met                  |
| 3.1.4 Full-time Assistant Baseball Coach                     | 1                    | <b>Analysis:</b><br>Hired<br>August,<br>2013 | Target: Met                  |
| 3.1.5 Full-time Admission/Financial Aid Data Processor       | 1                    | <b>Analysis:</b>                             | Target: Met                  |

## Appendix F - SP Initiative #4: Strengthen Physical Plant and Maintenance

Andrew College will work to strengthen the appearance and operation of its physical plant through increased funding of the deferred maintenance budget, refresh existing capital assets, and support future capital projects. Andrew College will improve its physical plant to ensure the following:

| <u>Action Items</u>  | <u>Target</u> | <u>Actual</u>                              | <u>Plan of Action</u>  |
|--|---------------|--|--|
| 4.1 Keep any and all deferred maintenance on the forefront and work to improve, repair, and strengthen issues using quality materials and workmanship. |               | Analysis:<br>Completed<br>FY 2013-<br>2014 | Target: Met  |
| 4.2 Utilize the weekly Maintenance Committee Meeting to:   |               | Analysis:<br>Completed<br>FY 2013-<br>2014 | Target: Met  |
| 4.2.1 Report and track status of routine maintenance issues and repair   |               | Analysis:<br>Completed<br>FY 2013-<br>2014 | Target: Met  |
| 4.2.2 Monitor quality of janitorial performance and staff  |               | Analysis:<br>Completed<br>FY 2013-<br>2014 | Target: Met:   |
| 4.2.3 Improve use of Landport and use of building maintenance captains   |               | Analysis:                                  | Target: <b>Not Met</b><br>Plan of Action:<br>Replace with new contractor   |
| 4.3.1 Build a 200 bed residence hall   |               | Analysis:<br>Funding<br>unavailable.       | Target: <b>Not Met</b><br>Plan of Action:<br>Increase enrollment, retention and scholarships.<br>Develop fundraising and financing plan. |
| 4.4.1 Fund projects utilizing excess monies realized from retrofit bond savings:   |               |  |  |
| 4.4.1.1 Focus building exterior paint and repair <b>(8,151)</b>  |               | Analysis:<br>Completed<br>FY 2013-<br>2014 | Target: Met  |
| 4.4.1.2 Suarez Fine Arts building exterior paint and repair <b>(\$4,950)</b>   |               | Analysis:<br>Completed<br>FY 2013-<br>2014 | Target: Met  |
| 4.4.1.3 Abatement remediation study <b>(\$3,100)</b>   |               | Analysis:<br>Completed                     | Target: Met  |

|  |  |  |             |
|--|--|--|-------------|
|  |  | FY 2013-2014   |             |
| 4.4.1.4 Architect fees <b>(\$10,000)</b>   |  | Analysis: Completed FY 2013-2014                     | Target: Met |
| 4.4.1.5 HVAC operating system training <b>(\$3,514)</b>  |  | Analysis: Completed FY 2013-2014                     | Target: Met |
| 4.4.1.6 Old Main exterior repair to include balconies, exterior trim, and fresh paint. <b>(\$19,978)</b> |  | Analysis:  | Target: Met |
| 4.4.1.7 McDonald House – Front porch and columns restoration. <b>(\$25,000)</b>                          |  | Analysis: Completed FY 2013-2014.                    | Target: Met |
| 4.4.1.8 Fort Hall shower repair. <b>(\$45,000)</b>   |  | Analysis: Completed Summer 2013. Final Costs 59,259. | Target: Met |

**Appendix G - SP Initiative #5: Strengthen Academic Affairs, Student Affairs,  
And Administrative Department Programming**

Andrew College will continue to assess and improve its Academic and Student Programs in accordance with its Guiding Principles and Imperatives to ensure achievement of its mission and vision. Andrew College will:

| <u>Action Items</u>                                      | <u>Actual</u>   | <u>Plan of Action</u>   |
|--|---|---|
| 5.1.1 Ensure achievement of Title III Grant outcomes     | Enrollment 316;<br>Retention 44%;<br>Persistence<br>78%;<br>Graduation 22%<br><br>Analysis: Though short of goal most categories, well ahead of enrollment baseline for the grant of 229. Graduation rate was too optimistic in the grant application and has suffered from a dilution of student body quality while trying too hard to grow student body quantity. | Target: Partially Met<br>Plan of Action:<br>Continued emphasis on recruiting student more likely to persist through graduation and on making retention the top priority of the College is needed to improve Title III outcomes. |
| 5.1.2 Perform SACS Compliance Audit [Academic Dean]      | Analysis:   | Target: <b>Partially Met</b><br>Plan of Action:<br>Continue to work on the SACS compliance report by March, 2015.   |
| 5.1.3 Draft outline Certification Report [Academic Dean] | Analysis:   | Target: Met   |

## SP Initiative H - SP Initiative #6: Strengthen Fundraising and Development

Andrew College will grow its fundraising capacity to support its mission and achieve its vision.

Andrew College will:

| <u>Action Items</u>   | <u>Target</u> | <u>Actual</u>                   | <u>Plan of Action</u>  |
|---|---------------|---------------------------------|--|
| 6.1 Raise \$7,500,000 in operating and capital funds by June 30, 2016                                 |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: As a three year campaign, the Development Committee, President, and Vice President for Administration will increase their donor cultivation and solicitation according to the annual Development Plan. |
| 6.1.1 Raise \$5,400,000 to fund student scholarships and unrestricted support through the Andrew Fund |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: Increase the number of donor cultivations and solicitations by 25%.  |
| 6.1.2 Raise \$1.5 million to fund in Fine Arts and Residence Hall facility improvements               |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: Finalize outstanding proposals and solicit three major foundations in Atlanta with the capacity to donate \$600,000 to the campaign.   |
| 6.1.2.1 Liddie Murphy Theatre (Theatre Arts)  |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: See 6.1.2  |
| 6.1.2.2 Patterson Hall (Visual Arts)  |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: See 6.1.2  |
| 6.1.2.3 Suarez (Voice & Piano)  |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: See 6.1.2  |
| 6.1.2.4 Residence Hall Issues   |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: See 6.1.2  |
| 6.1.3 Raise \$460,000 to fund the AndrewServes Servant Leadership Program                             |               | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: Begin to cultivate those donors completing pledges seeking their renewal in 2014-2015 and 2015-2016.   |

|   |  |                                 |   |
|---|--|---------------------------------|---|
| 6.1.4 Raise a \$140,000 to further enhance the <i>Andrew Difference</i>   |  | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: Work with athletics to enhance their fundraising capabilities.  |
| 6.2 Research, identify, and apply for federal and private grants deemed appropriate in support of the mission and vision of the College |  | <b>Analysis:</b><br>In Progress | Target: <b>Partially Met</b><br>Plan of Action: Set a priority in the Development Department plan and as an agenda item for the monthly Foundation Meeting. |

| Fundraising Metric     | 2013-2014   |                | Target and Plan of Action   |
|------------------------|-------------|----------------|---|
|                        | Goal        | Actual         |   |
| Andrew Fund            | \$1,750,000 | \$1,740,698.91 | Target: Not Met<br>Action Plan: Work with the Development Committee to increase the number of donor cultivation and visits in 2014-2015 |
| Capital                |             | \$236,450.00   | Target: <b>In Progress</b>  |
| AndrewServes           | \$47,500    | \$251,787.59   | Target: Met   |
| Additional Initiatives |             | \$63,610.39    | Target: <b>In progress</b>  |
| Totals                 | \$1,797,500 | \$2,292,542.89 | Target: Met   |

6.3 Grow and sustain Board membership at 30 members through expanded engagement.

| Board of Trustee Membership | Base | Target and Action Plan   |
|-----------------------------|------|--|
| Actual                      | 28   |  |
| Membership Goal             | 30   | Target: <b>Not Met</b><br>Action Plan: Continue working with the Committee on Trustees to identify and cultivate new board members |



## **SP Initiative I: Strategic Planning Team Committees**

### **Strategic Planning Revisit Team 2013- 2014**

Blake Cory, Director of Admissions  
Andy Brubaker, Director of Development  
Donnie Collins, Associate Professor, Title III Director  
Jason Goodner, Dean of Academic Affairs  
Bryan Helms, Chief Financial Officer  
Edith Smith, Athletic Director  
Sherri Taylor, Dean of Student Affairs

### **Campus Planning Council (CPC) 2014-2015**

Patricia Albert, Coordinator of Institutional Research  
Andy Brubaker, VP of Administration  
Julie Cadle, Controller  
Terri Craft, Director Student Success Center  
Nate Gross, Assistant Professor of Theatre & Director of Theatre Program, & Division Coordinator  
Fine Arts Division  
Katie Harris, Assistant Professor of Learning Support English, Division Coordinator of Learning  
Support Division  
Amanda Knight, Associate Professor of English & Division Coordinator of Humanities  
Jay Langdale, Associate Professor of History & Division Coordinator of Social Science  
Katie Minich, Director of Admissions  
Whitney Mosley, Dean of Student Affairs  
Bobby Moye, VP of Finance  
Karan Pittman, Associate Professor & Director of Library Services  
David Rhode, Associate Professor of Chemistry & Division Coordinator of Math & Science  
Geovani Serrano, PTK Student President  
Edith Smith, Dean of Academic Affairs  
Daiquiri Tyson, Director of Financial Aid

### **Institutional Effectiveness Committee (IEC) 2014-2015**

Patricia Albert, Coordinator of Institutional Research  
Andy Brubaker, VP of Administration  
Terri Craft, Director Student Success Center  
Donnie Collins, Associate Professor of Business, Title III Director  
Katie Minich, Director of Admissions  
Whitney Mosley, Dean of Student Affairs  
Bobby Moye, VP of Finances  
Edith Smith, Dean of Academic Affairs

