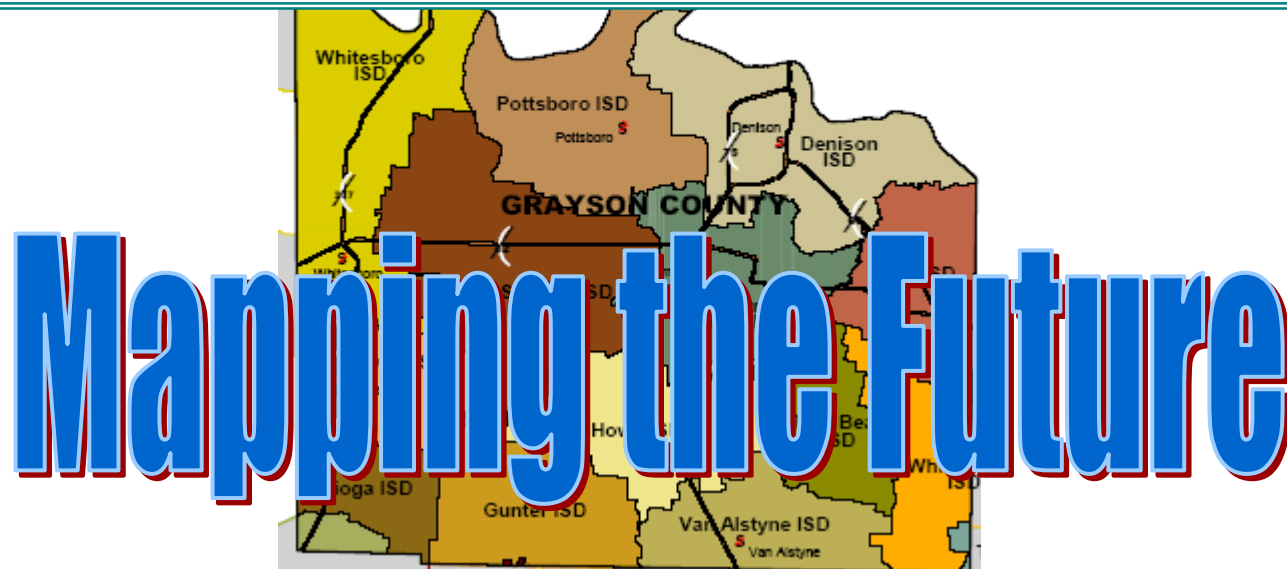


Grayson County College



Assessment and Improvement Report
August 2004

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Grayson County College

Vision

Grayson County College, seeking to be a premier regional community college, is committed to providing personal and community development through superior learner-centered educational services.

Philosophy

Grayson County College, as the community's college, embraces lifelong learning focused on educational, cultural, social and public service activities designed to tangibly enrich the individual and our community.

Mission

Grayson County College, recognizing its interdependence with various communities, is committed to meeting lifelong learning needs through learner-centered instruction and services that promote economic development and cultural enrichment.

Institutional Goals

- 1. Meet the current and future educational needs of a diverse population.**
- 2. Increase and maximize the use of the resources of the College.**
- 3. Maximize the effectiveness of the existing physical plant and extension sites.**
- 4. Maximize enrollment.**
- 5. Attract and retain quality faculty, staff, and administration.**
- 6. Provide community enrichment.**
- 7. Provide a supportive learning environment.**
- 8. To be perceived as an excellent institution of higher education.**

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PART I: INSTITUTIONAL GOALS, OBJECTIVES, ACTIONS, & MEASURES

College administrators rely on input received from the planning units and sub-units when reviewing the Institution's Vision, Mission, Purpose, and Philosophy statements. Each year this collaboration with associates ensures that each statement is still appropriate and timely. This annual review process also includes the Institutional Goals, which are updated as necessary. From the goals, leaders establish objectives, and measures that will lead the College in achieving its vision. Using a variety of data, the group describes actions and timelines that are used as benchmarks in progress, all of which are captured in this multi-year plan. In January 2004, administrators reaffirmed the current institutional goals and updated the objectives to better direct the focus of the college. The changes were reflected in the April 2004 publication of the Multi-Year Plan.

In August 2004, the administrators assessed the institutional goals and evaluated the achievements and progress of objectives prescribed to meet the eight institutional goals. This assessment report documents the goal measure assessment results as of August 2004. Each objective measure was also assessed and progress on completing each objective action was evaluated to provide the resulting summary statements. Projected improvement plan statements were also written for applicable objectives based on these assessment data corresponding to each objective under each goal.

PART II: ENVIRONMENTAL SCANNING

The College is committed to collecting data from the students, citizens and groups it serves. Student feedback, surveys conducted by the college, and data collected by college and workforce partners are combined with the information derived from comparisons made with state agency, licensing, and accrediting agency data, website references and listserves to provide college personnel vital information. Additionally, the College studies local, state, and national trends in technology and higher education. The results of all of these Environmental Scanning efforts are used to influence the goals and actions of the institution. A more complete inventory of Environmental Scanning resources is included in Part III: Resources and References of this plan.

PART III: RESOURCES AND REFERENCES

The College relies on a variety of sources to measure, monitor, and benchmark its efforts. A partial listing of available resources and references, along with the campus office that can provide additional information and details, is provided.

PART I: INSTITUTIONAL GOALS, OBJECTIVES, ACTIONS, & MEASURES

Grayson County College's Multi-Year Plan of Action

GOAL 1: Meet the current and future educational needs of a diverse population.

GOAL MEASURES:	Person(s) Responsible:	Assessment Results:
1. The average college participation rate for all demographic groups in GCC's service area will increase, and the enrollment and success rate of underrepresented groups will meet or exceed those of the majority.	Wendell Williams	Data not presented.
2. 100% of graduates surveyed will rate their educational experience at GCC as good or very good.	Wendell Williams	Results of the graduate survey indicate that: <ul style="list-style-type: none"> 82.8% of those survey stated that the quality of instruction was "good or very good" 81.4% of those survey stated that the Content of course(s) in major was "good or very good" 79.3% of those survey stated that the Usefulness of course(s) in major was "good or very good" 82.8% of those survey stated that the Content of required courses outside major was "good or very good" 55.3% of those survey stated that the Usefulness of required courses outside major was "good or very good" <p>It also must be noted that in each category, the numbers were lower than the results for last year.</p>
3. GCC will exceed performance measures established by the THECB in all areas.	John Partin Jeanie Hardin	Data not presented.
4. The percent of area residents who do not possess a high school equivalent will decrease annually based upon 2000 census data.	John Partin	Data not available.
5. GCC will meet emerging community needs as evidenced by annual assessments of collective offerings.	John Partin Jeanie Hardin	Data not available.

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will provide curriculum that meets THECB requirements for transfer and technical program guidelines.	1. Surveys of students and area universities (using appropriate assessment tools) will provide evidence that 100% of GCC courses intended for transfer did transfer.	Include all students who transfer to another institution in the graduate transfer follow-up survey using a variety of designs, including on-line.	John Partin David Petrash	Fall, annually	The survey was not accomplished. However, data regarding former GCC students at upper division institutions report higher performance than their native students.
	2. Surveys of area	Align courses in Business	John Partin	May 2003	Not enough data to present.

	universities (using appropriate assessment tools) will provide evidence that students who transfer will demonstrate that they were well prepared for sequential courses.	Administration, Elementary Education, Music and Engineering with the four main transfer institutions (UNT, UTD, TAMU-C, SOSU).			
	3. 100% of Technical programs' curriculum will meet THECB guidelines.	Survey graduates (Graduate Survey) to assess the rating of their educational experience at GCC.	Jeanie Hardin	Annually	The Graduate and Completer Survey was conducted and analyzed by the President's Council.
		Develop and implement an Honors College.	John Partin	May 2004	Dr. Jean Sorensen will direct this effort in 2004-05.
		All technical program certificates and AAS degree offerings will have correct number of required credit hours.	Jeanie Hardin John Partin		WECM Training Session: Sept. 2003 – 18 of 19 Program Directors participated and evaluated individual programs. 11 programs made changes through the GCC Curriculum Committee and THECB – all approved. Two programs deactivated – MACH, & Hort. All Certs and AAS in compliance with credit hours
		All new technical program certificates and AAS degree offerings will be checked for THECB criteria before approval.	Jeanie Hardin		RADR proposed to THECB and approved.
		All technical programs will evaluate and make needed changes to curriculum based on completion of field-of-study reports.	Jeanie Hardin		ADN & COSC completed field-of-study review and changes made.
OBJECTIVE 2: The College will provide diverse course offerings and flexible delivery systems (also fits goals 4 and 7).	1. GCC's offerings will be more diverse than other like schools.	Data for the spring surveys (Student Satisfaction Survey) will be analyzed and distributed to the deans with suggestions for course changes.	Wendell Williams	June 2002	No data.
	2. Student satisfaction survey will demonstrate that courses they want are available when and how they want them.	Make available the Associate of Science degree in General Studies entirely on-line.	John Partin	January 2003	The general studies degree can be completed entirely on line with the one exception of speech.
	3. Employer/community/industry surveys will indicate that GCC offers programs and	Offer one or more complete technical programs on-line.	John Partin Jeanie Hardin	Fall 2003	Criminal Justice complete with exception of Speech.

	courses that meet their needs.				
	4. GCC's variety of delivery systems (Internet, TV, block, modularized, minimesters, etc.) will equal or exceed those at like community colleges.	Develop a survey for like institutions to compare course offerings and delivery systems.	Gary Paikowski		A formal survey has not been developed. An informal comparison shows a variety of delivery systems.
		Introduce modularized curriculum in the technical areas.	Jeanie Hardin		Offered two classes in HART & one in electronics. All of Electronics will be converted by Fall 2004. Beginning convert CADD, Auto Body, and Welding
OBJECTIVE 3: The College will develop relationships and articulations to increase dual credit and higher education degrees available at a GCC site.	1. Six bachelor's degrees will be available.	Continue communications with Austin College to improve articulation and collaboration on topics mutual interest such as international students, drama, music, Spanish.	John Partin Jeanie Hardin	August 2003	We continue to collaborate with AC in international students, drama and Spanish. We closed our instrumental music program and no longer have the joint AC/GCC Jazz Band.
	2. Enrollment in dual credit offerings will increase.	Continue communications with Texas A & M-Commerce, West Texas A & M and SOSU to provide post-associate degree instructional services/courses and workforce education courses.	John Partin Jeanie Hardin	August 2003	We continue to work with area universities.
		Pursue partnerships with higher education entities (UTA, UTD, UNT).	Alan Scheibmeir Jeanie Hardin John Partin	On-going	Signed agreement "Two-Step" UTA- August 2004 for BAAS transfer. Still on-going. Efforts have been made relating to the Academic Course Guide Manual, the field of study and core curriculum to ensure transferability of courses and programs.
		Increase contacts and opportunities for transfer of courses with institutions of higher education (public and private – academic and technical).	John Partin Jeanie Hardin		Signed agreement "Two-Step" UTA- August, 2004 for BAAS transfer. Still on-going
OBJECTIVE 4: The College will be the training and/or educational provide of choice by meeting and	1. Surveys of students and area employers and the application of appropriate assessment tools will provide evidence	Implement Employer Survey six months after graduation to evaluate skill levels of new graduates.	Jeanie Hardin	Annually	No survey this year. Will do the survey this fall for 2003-04 graduates.

fulfilling the needs of the regional workforce.	that 100% of students in technical and workforce programs meet or exceed the required skills for employment in their chosen field.				
	2. GCC's curriculum addresses the Texoma Workforce Commission's list of demand occupations.	Faculty will meet regularly with industry representatives to identify new and emerging skills and competency requirements for incorporation into curriculum.	John Partin Jeanie Hardin	Annually	All program directors met with Advisory Committees in Nov. 2003 that included business/industry representatives. 107 contacts documented (attachment) for 2003-2004.
	3. All students will successfully complete internal and external exit exams. (Example: nursing, cosmetology, police academy, etc.)	Increase the number of customized training of "soft skills" within area industries.	Jeanie Hardin	Annually	No data.
		Upgrade, as appropriate and necessary, the software in technical programs to meet the changing industry standards.	Jeanie Hardin Gary Paikowski	On-going	We expect to meet this objective with the implementation of e-portfolios over the next 12 mos. Accomplished: CADD, COSC, POFT, CPMT, ADN, VN, MLT, DNTL. Not accomplished: Welding
		Establish a Center for Workplace Learning.	Jeanie Hardin	Spring 2003	Accomplished: Full service corporate and continuing education division in service. Executive Director and 3 employees.
		Faculty in selected Workforce Education programs will modularize instruction, which will provide more support for student success.			Accomplished: Full service corporate and continuing education division in service. Executive Director and 3 employees.
		Faculty in each Workforce Education program will make contact with at least five employers annually to obtain feedback on the quality of students entering the workforce.	Jeanie Hardin	Annually	All program directors met with Advisory Committees in Nov. 2003 that included business/industry representatives. 107 contacts documented (attachment) for 2003-2004.
		Advisory Committees will be evaluated to ensure the inclusion of practicing experts in each program field.	Jeanie Hardin	Annually	Completed (although scantron unusable)

OBJECTIVE 5: The College will identify the expected outcomes for its educational programs and courses, and evaluate their effectiveness.	1. Program review documents will provide evidence that educational outcomes have been identified for each program offered by the college.	Expected educational outcomes will be identified for each educational program.	Jeanie Hardin John Partin	December 2004	Not officially done---many of the Workforce programs do have these because of accreditations. <i>Educational Outcomes have been identified in core areas and is in accordance with the Academic Course Guide Manual from the Texas Higher Education Coordinating Board.</i>
	2. Students who participate in pre/post-testing of core components and related exemplary educational objectives will consistently show high added value regardless of method of instruction.	Internet instruction and other (alternative) delivery methods will be compared (Student Survey of Instruction) with other instructional delivery methods to ensure that learning outcomes and attrition are equal and excellent.	John Partin Jeanie Hardin Gary Paikowski	January 2004, annually	Internet courses are evaluated identically as on campus courses. It is my understanding that course evaluations of online courses do not show any significant differences from on campus courses. Student survey reveals students like internet but no comparisons done to determine quality or effectiveness. The College is in the process of developing and on-line survey of instruction for all courses. An internet survey of instruction has been developed and mailed to all internet students. Data from the surveys is used to evaluate individual professors and program performance.
	3. Data will demonstrate that all students in the Adult Basic Education training program will successfully complete the GED.	Track students (GED Testing Group database, ACE's database) in GCC's ABE program to determine their success in passing the GED.	John Partin	Annually	This has been done in accordance with Texas Education Association requirements.
		Departmental Chairs will hold departmental meetings with faculty to ensure consistent, high quality course content and delivery.	John Partin Jeanie Hardin	Annually	Departmental Chairs meet regularly with faculty and have identified the exemplary educational objectives in all core courses in accordance with the Academic Course Guide Manual from the Texas Higher Education Coordinating board.
OBJECTIVE 6: The College will provide a seamless transition from high school level through baccalaureate sequence or career field.	1. (To be added)	(To be added)	Jeanie Hardin John Partin	xxx	Currently working on Dual Credit and Middle College concept. Two meetings held with High School contacts. Video copies developed for recruiting.

GOAL 2: Increase and maximize the use of the resources of the College.

GOAL MEASURES: **Person(s) Responsible:** **Assessment Results:**

1.	Maintain appropriate financial ratios compared to state average.	Pernell Jones	<p>GCC appears at or above average based on a couple of (2002) metrics: 1) GCC Educational & General expenditures, per FTE compares favorably with state average at \$7,377 vs. \$8,040. Our local tax levy, per FTE, is neutral or borderline unfavorable at \$1,610 vs. \$1,550. State auditor or other state agencies have not codified a formal reserve recommendation. It is widely held that fund balances representing 2-3 months of annual budget is adequate. The College implemented policy in 2004 specifying no less than 3 months. GCC exceeds norm. Costs for a Grayson County resident enrolled for 15 hours during 2003/04: GCC - \$567; CCCD - \$617; NCTC - \$870; UNT - \$2207</p> <p>???</p> <p>Scholarships and Fellowships per GCC audit report: FY2003 - \$2,118,123; FY2002 - \$1,730,584</p> <p>Increased revenue by over \$3,800,000.00, or 456%</p>
2.	College reserves will meet state auditor recommendations.	Pernell Jones	
3.	Tuition and fees will remain competitive with area community colleges.	Pernell Jones	
4.	GCC costs will be comparative to related costs at peer institutions.	Pernell Jones	
5.	The amount of financial aid available to students will increase annually.	Pernell Jones	
6.	Resources received through annual giving, major giving, and grants awarded to the college will increase 10% per year.	Roy Renfro	

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will optimize productivity without sacrificing quality.	1. Analysis of classroom usage will show an increased use of room capacity.	Review financial ratios provided by the State Auditor's Office (SAO) to determine if GCC is at or above the state average where appropriate.	Pernell Jones	Annually	In Progress Did not assess. Recommend reassignment to parties directly involved with classroom utilization.
	2. Analysis of class size will show an annual increase in average class size until the average reaches 20.	Use State Auditor's Database to develop annual financial plan.	Pernell Jones	Annually	State Auditor's Office Did not assess. Found no such metric on SAO website. Recommend reassignment to parties with direct affect upon class sizes.
	3. Based on program review data, all programs will receive a recommendation for continuance.	Cost analysis for each program to be included in program reviews and for presentation to President's Council and budget managers.	Pernell Jones	Annually	Program Reviews Anticipate completion by April 2005.
	4. Analysis of program review data will indicate that all programs exceed minimum standards.	Review GCC rankings from SAO's Community College database to determine if expenditure levels compare to peer institutions.	Pernell Jones	Annually	GCC Educational & General expenditures, per FTE compares favorably with state average at \$7,377 vs. \$8,040.

		Review community college tuition and fee survey annually for comparative data and use this data to assist in tuition and fee recommendations.	Pernell Jones	Annually	Costs for a Grayson County resident enrolled for 15 hours during 2003/04: GCC - \$567; CCCD - \$617; NCTC - \$870; UNT - \$2207
		Update the campus-wide process used for instructional program reviews.	John Partin Jeanie Hardin	August 2004	Not accomplished
OBJECTIVE 2: The College will acquire alternative funding sources. (also fits goals 1, 3, 4, 6, 7)	1. GCC will increase the amount of revenue it receives from alternative funding sources by 10% annually.	Investigate and submit applications for new grants for Workforce Education funding.	Jeanie Hardin	Spring 2003	Achieved: Criminal Justice grant received – July 2004 ADN Retention Grant received – May 2004 Skills Development Grant – Spring 2004 Workforce Grant – Workforce Texoma – Fall 2003 EDA Grant – Spring 2004
	2. The college will secure at least three external grants per year.	Implement a workforce development initiative involving the local use of the Skills Development Fund grant program, as administered by the Texas Workforce Commission.	Jeanie Hardin	Annually	Achieved: Criminal Justice grant received – July 2004 ADN Retention Grant received – May 2004 Skills Development Grant – Spring 2004 Workforce Grant – Workforce Texoma – Fall 2003 EDA Grant – Spring 2004
		Identify targets for additional funding through the Texas Workforce Commission, Workforce Texoma, and other State and federal grant sources.	Jeanie Hardin	Annually	Achieved: Criminal Justice grant received – July 2004 ADN Retention Grant received – May 2004 Skills Development Grant – Spring 2004 Workforce Grant – Workforce Texoma – Fall 2003 EDA Grant – Spring 2004
		Submit grant applications to at least ten funding sources.	Jeanie Hardin	Annually	Over 50 sources of new revenues have been evaluated for possible funding proposals. Eighteen new grants have been written. Total funding awarded for 2003-04 has been \$3,847,863, with several other grants currently under consideration for funding. A success rate of 54.18% has been obtained. In addition, instruction within Skills Development Grants represent over 316,000 contact hours eligible for state funding.
		Identify and apply for grants that focus on program development, faculty development, instructional equipment, and the capital campaign.	Jeanie Hardin	Annually	New sources included Dept. of Justice, Dept. of Homeland Security, Foundation for the National Student Nurses Association, Texas Preservation Trust Fund, Nurses Investment Act, U.S. Dept. of Health, U.S. Economic Development Administration, Sherman

					Economic Development Corp., Denison Development Alliance, Smith Foundation, Mayor Foundation, Braun Foundation, Sherman Chamber of Commerce Tourism Grant Program. Received promise of Radiologic Technology equipment from TMC for equipment of approximately \$200,000.
		Grant cultivation will include at least ten new sources of funding, including contacts by the President.	Roy Renfro	Annually	Over 50 sources of new revenues have been evaluated for possible funding proposals. Eighteen new grants have been written. Total funding awarded for 2003-04 has been \$3,847,863, with several other grants currently under consideration for funding. A success rate of 54.18% has been obtained. In addition, instruction within Skills Development Grants represent over 316,000 contact hours eligible for state funding.
		Fundraising activities will be evaluated annually and new events will be added as opportunities and college needs dictate.	Roy Renfro	Annually	New sources included Dept. of Justice, Dept. of Homeland Security, Foundation for the National Student Nurses Association, Texas Preservation Trust Fund, Nurses Investment Act, U.S. Dept. of Health, U.S. Economic Development Administration, Sherman Economic Development Corp., Denison Development Alliance, Smith Foundation, Mayor Foundation, Braun Foundation, Sherman Chamber of Commerce Tourism Grant Program.
		Seek sources (annual reports from government providers) of additional financial aid for students and increase number of students applying for aid.	Pernell Jones	Annually	Annual reports from government providers GCC will begin processing TEXAS Grant award in 2004/05. (Recommend revising objective.)
		Implement a college-wide grants development and grants management process.	Roy Renfro	Fall 2003	GCC Grants Development Manual has been completed and will be available on the Internet by 10-1-04. Includes Grants Process, Writing the Proposal, Management of a Funded Project, Business Procedures, Information Resources, Glossary.
		Solicit major corporate sponsorship for fundraising events.	Roy Renfro	Annually	Approximately 40 business, industry, and corporate partners have been asked to participate in fundraising initiatives. A success rate of 25% was achieved.
		Identifying requirements of time, resources, etc.	Roy Renfro Wendell Williams	2004	Information gathering continues with approximately 8,500 alumni addresses

		necessary to build an Alumni Association.			presently in the database. Initiate major fundraising event in 2005 for the 40 th anniversary of GCC.
OBJECTIVE 3: The College will maximize efficient use and acquisition of facilities, equipment, and other resources. (also fits goal 3)	1. Student satisfaction surveys will indicate 85% or above in satisfaction level.	Conduct an inventory and usage study of computer labs by developing a database and distributing a survey to measure student and lab use, employee satisfaction.	Gary Paikowski		A thorough study of computer lab usage is done annually. In years past some closings or consolidations have taken place as a result of the study. I believe the user satisfaction is surveyed in the graduate survey.
	2. Computer lab will be monitored for efficient use and usage study will be presented to President's Council.	Monitor budget-to-actual on a monthly basis and place on President's Council agenda each month.	Pernell Jones	Monthly	Implemented January 2004.
	3. Equipment will be shared and employee survey(s) will indicate satisfaction.	Move high enrollment classes to larger classrooms (example: Nursing Auditorium, Business, and Workforce Auditorium).			Only done in ADN.
		Explore feasibility, and if beneficial to the college, implement a centralized purchasing system and program.	Pernell Jones		Anticipate completion by February 2005. Broaden scope of assessment to include feasibility <u>and</u> legal compliance.

GOAL 3: Maximize the effectiveness of the existing physical plant and extension sites.

GOAL MEASURES:	Person(s) Responsible:	Assessment Results:
1. Phases of the Facilities Master Plan will be completed on schedule.	Alan Scheibmeir	Completed Administration Building Spring 2004. Complete South Grayson Campus April 2004. The Facilities Master Plan will be revised again on or before January 2005.
2. 100% of students surveyed will agree or strongly agree that statements regarding classroom equipment, resources, and environment, accessibility and accommodations are adequate.	Wendell Williams	
3. Employees and students / customers will rate as excellent the cleanliness and appearance of the campus.	Pernell Jones	Not currently assessed. Will seek to add to employee and student surveys by August 2005.
4. 100% of new landscaping will reflect use of native, low maintenance plantings, and be controlled by Grounds supervisor.	Pernell Jones	In process.
5. Annual analysis of building size/square footage will provide evidence of	Pernell Jones	Anticipated for Spring 2005.

efficient and effective use.

6. Annual evaluation of Facilities Master Plan (future phases) by President's Council and Trustees will confirm that the plan is appropriate.

Alan Scheibmeir

Priority Listing presented to Board for Phase 34 in Spring 2004. Phases are being completed within a timely schedule. Need to prioritize final part of Phase 34 and initiate plan for Phase 5.

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will make its campuses attractive and inviting.	1. Employees and students will rate as excellent the cleanliness and appearance of the campus.	Complete analysis of maintenance and custodial staffing adequacy based on square footage.	Pernell Jones	August 2002	Completed. One position eliminated during Spring 2004.
	2. 100% of students surveyed will agree or strongly agree that statements regarding classroom equipment, resources, and environment, accessibility and accommodations are adequate.	Review student and employee satisfaction surveys to determine ratings of cleanliness and appearance of the campus.	Wendell Williams	Annually	In the graduated survey, quantity and quality of equipment received the highest marks of poor/very poor of all measurement categories. [This survey information should be collected with other instructional evaluations and reviewed by appropriate PC members] We will survey students to specifically identify and act on students' equipment needs.
		Employ additional custodians.	Pernell Jones		N/A
		Implement a merit pay system for custodians.	Pernell Jones	January 2004	Recommend elimination of this action.
		Implement new work order monitoring system.	Pernell Jones	January 2004	Work order <u>process</u> will be revised during FY2005.
		Implement the grounds improvement plan.	Pernell Jones	Annually	In process.
		Install campus signage.	Shelle Cassell	January 2004	Preliminary list of sites and suggested wording has been drafted. A broad-based committee will be asked to review and make suggestions. Estimates for signage have been received.
		Employ a Facilities Maintenance Director.	Alan Scheibmeir		Maintenance director hired January 2004. (Add a Grounds Plan 2004-05, although there have been many nice improvements.)
		Complete athletic field improvements.	Pernell Jones Alan Scheibmeir	August 2003 Sept 2004	Baseball field improvements will be completed by Fall 2004.
OBJECTIVE 2: The College will update the Facilities Master Plan as needed.	1. Annual evaluation of Facilities Master Plan (future phases) by President's Council and Trustees will confirm that	Complete the construction of the addition to the administration building and renovation of the existing building (Facilities Master	Alan Scheibmeir	Spring 2004 Completed action, Annual revision of FMP as	Completed Administration Building Spring 2004. The Facilities Master Plan will be revised again on or before January 2005.

	the plan is appropriate.	Plan).		needed for future phases.	
		Weekly meetings will be held with construction manager on construction projects. (Delete).	Pernell Jones		Delete action and move to division plan.
	2. Surveys will demonstrate high satisfaction with facilities as improvements are completed.	Assist with survey administration to students and employees.	Robin Huskey	On-going	Disseminated 2004 Graduate Survey to President's Council for further action. CCSSE results from 2003-04 will be disseminated and evaluated for further action in the Fall 2004. Noel-Levitz student satisfaction survey will be administered again in 2004-05.
	3. Phases of the Facilities Master Plan will be completed on schedule.	Complete the plans and construction for the South Grayson Campus (Facilities Master Plan).	Alan Scheibmeir	Completed April 2004	Priority listing presented to Board for Phase 34 in Spring 2004. Phases are being completed within a timely schedule. Need to prioritize final part of Phase 34 and initiate plan for Phase 5. Construction of South Grayson Campus completed.
		Review priority listing for Facilities Master Plan (Phases 4 and 5 of Facilities Master Plan) and present to Board of Trustees.	Alan Scheibmeir	Completed Spring 2004	Priority Listing presented to Board for Phase 34 in Spring 2004. Phases are being completed within a timely schedule. Need to prioritize final part of Phase 34 and initiate plan for Phase 5.
		Complete the plans and preliminary work on the Center for Workplace Learning and HS addition.	Alan Scheibmeir	Completed Spring 2004	Completed. Delete action.
OBJECTIVE 3: The College will develop a plan for the maximize the use of residence halls, West Campus and Extension site developments	1. Plans for use of residence halls, parking lots, West Campus and extension site developments will be included in the Facilities Master Plan or Renewal and Replacement Plan each year.	Add plans for the use of residence halls, West Campus and extension site developments to the Facilities Master Plan or the Renewal and Replacement Plan.	President's Council Assign responsibility for needs assessment to appropriate VP's/Deans/Directors.	Annually	Viking Residence halls have been refurbished with new bathroom fixtures, flooring, paint, furniture, and countertops. Surveys will be conducted in the spring to analyze student satisfaction. Comments from students and parents reviewing the updates have been positive. Jensen residence hall has been updated with new card access locking mechanisms and paint for the restrooms. Additional funding has been secured for future renovations for the halls and efforts are in place to move all residence hall students to the east campus. Targeted for FY2005. Move actions to divisional/unit plans. Health sciences added to plan for relocation. No other plans made.

	2. Space available for classes will increase 20% from 2004-05 to 2006-07.	Analyze space allocations of facilities every year (Facilities Master Plan, Renewal and Replacement Plan).	President's Council	Annually	Space available for classes increased by 8 classrooms for the current year with the addition of the south campus. Although construction has reduced some building spaces, relocations plans have accommodated all scheduled classes. Extensive analysis was conducted regarding space for classes as we opened the South Campus. Work is continuing in this area.
	3. 95% of students and employees surveyed will rate all developments satisfactory.	Administer an annual student and employee satisfaction survey containing questions or statements pertaining to usage of facilities.	President's Council Robin Huskey	Annually	Not completed, Not currently assessed. Will seek to add to employee and student surveys by August 2005. [What are developments?? Ensure that these data pieces are being asked of students] Move action to Huskey's unit plan. Survey results "met"---I'm not sure we really addressed this on the survey.
OBJECTIVE 4: The College will develop a plan for the renovation of residence halls parking lots, West Campus, buildings and extension site developments	1. Plans for the renovations of residence halls parking lots, West Campus, buildings and extension site developments will be included in the Facilities Master Plan or Renewal and Replacement Plan each year.	Add plans for the renovation of residence halls parking lots, West Campus, buildings and extension site developments to the Facilities Master Plan or the Renewal and Replacement Plan.	President's Council Assign responsibility for needs assessment to appropriate VP's/Deans/Directors.	Annually	The plans have been completed and presented to the PC for residence halls and parking lots. A renewal plan is in place to maintain residence halls. Plans need to be incorporated into the FMP. Revise objective to include unused buildings, land, or equipment. Move actions to divisional/unit plans. Not strategically done.
	2. Space available for classes will increase 20% from 2004-05 to 2006-07.	Analyze space allocations of facilities every year (Facilities Master Plan, Renewal and Replacement Plan).	President's Council	Annually	By 2006-2007, classroom space availability is estimated to be ___ %?
	3. 95% of students and employees surveyed will rate all completed renovations satisfactory.	Administer an annual student and employee satisfaction survey containing questions or statements pertaining to the completed renovations.	President's Council	Annually	TBD
OBJECTIVE 5: The College will regularly assess data and market research related to the students and communities we serve to enhance the decision-	1. The college will increase market research by 20% in 2004-05.	<ul style="list-style-type: none"> Focus groups: students, employees, alumni, community, and business and industry leaders. On-campus Board work sessions with business 	Robin Huskey	Annually	Add measure and actions to 2004-05 plan.

making process as it pertains to the allocation of resources and new ventures. (Move objective to Goal 2.)		and industry leaders. • Off-campus workshops/meetings with business and industry.			
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GOAL 4: Maximize enrollment.

GOAL MEASURES:	Person(s) Responsible:	Assessment Results:
1. Semester enrollment reports will demonstrate that GCC percentage of enrollment increase (contact hours and headcount) exceeds those at identified benchmark schools.	David Petrash	12.9% increase in headcount (duplicated count) and 7.6% in contact hours from Fall 2002 to Fall 2003.
2. Annual enrollment reports will demonstrate that GCC has the highest retention rate than any community college in Texas.	Wendell Williams	THECB reports Fall 2001 retention rate of all GCC students as 74%, which is 4 percentage points lower than the state average, and 2 percentage points lower than area peer institutions.

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will increase contact hour enrollment through a campus-wide commitment to recruitment and retention.	1. Planning Forms 2 and 3 from each Planning Unit will indicate at least one Objective and Action that affects recruitment and retention.	Increase the marketing efforts to parents of eligible students (Recruitment/ Marketing Plan).	Wendell Williams Shelle Cassell	Annually	Met. (Recorded above) Also faculty documented participating in 26 recruiting activities for 2003-2004
	2. GCC percent of increase (contact hours and headcount) will exceed that of benchmarked schools.	Expand recruiting and marketing services to dual credit students, including the mailing of informative literature to student homes and high school counselors (Recruitment/ Marketing Plan).	Wendell Williams Shelle Cassell	Annually	Not identified
		Increase pre-enrollment efforts to foster allegiances to GCC by including the Student Services, faculty, and staff in on-campus activities targeted toward prospective students (UIL, one act plays, campus	Wendell Williams	August Annually	Report in Recruiting Plan.

		visits, and all other campus visits by prospective students) (Recruiting Plan, Form 4).			
		Workforce Education staff will increase the number of contacts with area industries by 20%.	Jeanie Hardin	August Annually	No data,
		Increase awareness of Continuing Education and Adult Vocational classes through appropriate paid advertising.	Shelle Cassell	On-going	No data.
		Assess current practices, and initiate new activities that will focus on ABE, GED audiences.	Shelle Cassell Ann Kirch	2003	No data.
		Identify the demand for summer technical courses.	Jeanie Hardin	December 2003	No data.
		The area's Hispanic population will find an increase in the number of services and accommodations to facilitate enrollment. (also fits Goal 1, Goal 7) Recruiting Plan (Form 4).	Wendell Williams	March 2003	No data.
		Increase night and weekend services for students by expanding the hours of operation in the Student Center (Student Programs and Activities Plan, Form 4).	Wendell Williams	As needed	No data.
		Investigate the implementation of a mandated study skills course for probation and at-risk students (e.g. students enrolled in three or more developmental courses) (President's Council Minutes).	Wendell Williams John Partin	October 2003	No data.
		Identify strategies and/or interventions that most influence recruitment and retention (Strategic	Wendell Williams	August 2003	No data.

		Enrollment Mgmt Committee Report).			
		Improve early alert/intervention programs to students.	Wendell Williams John Partin		No data.
		Increase student enrollment for the South Grayson Center.	John Partin	2003	Enrollment Reports
		Determine the rate at which students who participate in dual credit enroll at GCC upon graduation (Recruiting Plan).	Wendell Williams	Annually	No data.
		Develop a plan in conjunction with Workforce faculty to market dual credit opportunities.	Wendell Williams Jeanie Hardin Shelle Cassell	Fall 2003	No data.
		Develop a plan to identify and offer services that facilitate enrollment and student learning at extension sites.	Wendell Williams	Fall 2003	No data.
		Departmental chairpersons and assistants to the deans will emphasize course attrition and retention in the evaluation of full-time and part-time department faculty, and report findings to the instructional deans (Classroom Observation Form; Student Survey of Instruction).	John Partin, Jeanie Hardin	May 2002	No time to assess or address. Will be part of the program review that is to be developed.

GOAL 5: Attract, develop, and retain quality faculty, staff, and administration.

GOAL MEASURES:

Person(s) Responsible:

Assessment Results:

- Salaries and hourly rates will be competitive with appropriate comparable groups.
- Employee turnover will be less than other schools/organizations.

Pernell Jones
Pernell Jones

Targeted for completion Fall 2005.
Not assessed.

3.	Personnel records will document that all faculty meet or exceed SACS requirements and all administrators have a Ph.D./Ed.D. or appropriate certification.	Pernell Jones	In process.
4.	Applicant pools will have an adequate number of qualified applicants.	Supervisors	The recruiter pool had 22 applicants Not currently assessed. Will seek to add to employee survey by August 2005.
5.	100% of employees will agree or strongly agree that GCC has a positive work environment.		
6.	Personnel evaluations will evidence excellence and continuous improvement of faculty, staff, and administration.	Supervisors	

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will maintain salaries at or above the state average of community colleges.	Annual surveys (TACC, TCCTA, local, and other community college surveys) will indicate that GCC salaries are equal or above average.	The President will recommend to Trustees a percent raise that meets or exceeds the average pay within the state (State Auditor's Office).	Alan Scheibmeir	June Annually	Yes, we have comparable raises that have been presented and approved for 2004-05. The Board also approved and the College awarded a 3% raise midyear for 2003-04. Targeted for completion Fall 2005.
		On a three-year cycle, complete a salary comparative analysis for professional staff, clerical staff, faculty and maintenance staff to determine adequacy of salaries paid by GCC.	Pernell Jones	As needed	No data.
OBJECTIVE 2: The College will provide a supportive working environment.	1. Employee satisfaction survey will confirm that 90% of employees indicate that the work environment is supportive. [Note: determine current level of satisfaction and then adjust % accordingly]	The college will maintain adequate hours in the sick leave pool to accommodate and support appropriate co-worker health emergencies.	Pernell Jones (Robin Huskey for measure)	Annually	Administer survey in 2004-05. Trainings held in WF Division 2003-2004: WECM Evaluation (24 attended) Success Initiative (13 H.S. & I.T) Degree Audit (10 attended) Grant Writing Workshop (11 attended) Tech Prep Initiative (15 attended) Legal Aspects in Higher Ed. Access Computer Training
	2. Employee satisfaction survey will indicate that employees rate as satisfactory or better the internal communications of the College.	Provide two professional development opportunities/activities to the campus each year.	Alan Scheibmeir John Partin Jeanie Hardin	Annually	Lean Leadership workshop for College leadership. Further "Kaizen" sessions scheduled for 2004-05.
	3. College personnel will participate in recognition and	Review employee satisfaction survey to determine level of	Pernell Jones	Annually	[Eliminate measure] Not assessed. Metric not available? WF Division Dinner & Meetings – Fall & Spring

	celebratory events of colleagues. (Example: pot luck meals, employee softball games, etc.)	satisfaction with work environment.			Christmas Pot Luck End of Semester Pot Luck – Fall & Spring GCC Softball Game Ranger Game
		Prepare annual analysis of employee turnover rate and compare with like schools (Business officers' database).	Pernell Jones	Annually	No data.
		The President will issue a bi-monthly e-mail to all employees.	Alan Scheibmeir Shelle Cassell	Annually	Email communications following Board meetings were randomly completed. Informative messages were distributed, but not a regular basis.
		Special communications will occur as necessary to share details of changes within campus environment.	All supervisors	As needed	[Eliminate survey question; continue with intent to communication as needed.] The Academic Dean meets bi-weekly with the ASCouncil comprised of the department chairs in the Academic Studies Division and the Assistant to the Dean. The Dean also meets once each semester with the entire Academics Studies Division to discuss changes within the campus environment.
		The college will continue to recognize the service and longevity of employees.	Alan Scheibmeir	Annually	Achieved. Faculty and staff photos displayed in conference room.
		The college will provide training to the designated Ombudsmen to enhance their ability to assist with employee needs.	Alan Scheibmeir	August 2004	Not completed, but needed.
OBJECTIVE 3: College staffing will mirror the diversity/ demographics of the service area.	1. Annual analysis of personnel demographics will indicate that they are similar to the service area demographics.	Human Resources/administrators/supervisors will actively recruit an adequate number of applicants into a position applicant pool, and ensure that the pool includes demographics that reflect the	Gary Paikowski	On-going	GCC falls short on Hispanics and African American faculty. The College continues to make progress on hiring a more diverse workforce.

		communities we serve. As openings occur, the hiring supervisor will identify target groups and initiate contact with those groups to secure applicants.	Supervisors	On-going	Met—advertised for RADR & ADN in Hispanic Journal
OBJECTIVE 4: The College will improve internal communication.	1. (to be added)	(to be added)	xxx		Make objective more tangible or incorporate a “communication” measure under Objective 2.
OBJECTIVE 5: The College will provide professional/staff development for its employees.	1. Surveys or employee evaluations will confirm that 100% of employees engaged in professional development activities	Each year, employees will participate in one or more professional development activity to enhance job performance.	Unit Supervisors		Met---All WF Ed faculty attended professional development activity in their field, teaching, and or leadership. Half of staff participated in computer training offered on campus. See report on faculty staff development participation
	2. Surveys or employee evaluations will indicate that 90% of employees rate the professional development activity(ies) as useful in enhancing his/her work performance.	Administrators will encourage and support participation in the professional development interests of individual faculty. Distribution of funds will be allocated as \$300 per person and distributed based on plans or proposals (planning drives budget). This will include assistance in removing barriers (such as the availability of staff development funds – \$300 per person – and the reimbursement practices for those who use personal credit cards), to enable employees to attend professional development activities. Supervisors of the college will assist in securing substitute teachers to cover classes while faculty attend appropriate professional development. Administrators will assist in removing barriers for	Alan Scheibmeir John Partin Jeanie Hardin	Annually	Due to the travel freeze caused by the State of Texas recalling funds that were already budgeted, staff development activities were curtailed last year. There are current plans for a professional development activity for professional staff sponsored by the North Texas Council of College Registrars and Admissions Officers and North Texas Community College Consortium. Achieved action annually. Revise action wording. See report on faculty staff development participation

		targeted faculty and staff who have not actively participated in past professional development experiences.			
		The College will provide two professional development opportunities/activities to the campus each year. A committee to facilitate campus-sponsored professional development activities will be initiated.	Jeanie Hardin John Partin Roy Renfro		On-campus opportunities did not occur in the past year for the Academic Studies Division.
OBJECTIVE 6: The College will develop a plan to address staffing shortages and potential retirements.	1. All units will be properly staffed during normal and registration hours.	Unit supervisors will assure staffing areas are complete.	Unit supervisors	Annually	Completed.
	2. All potential retirements will be addressed in time for replacements and/or reevaluation of positions.	All potential retirements will be addressed in time for replacements and/or reevaluation of positions.	Unit Supervisors	Annually	Completed. All retirements processed speedily and replacements obtained before Fall 2004

GOAL 6: Provide community enrichment.

(Community enrichment includes community service activities, cultural and theater-arts programs, employee involvement in organizations, community use of facilities)

GOAL MEASURES:	Person(s) Responsible:	Assessment Results:
1. Three-year cycle of assessments will indicate the community's awareness of the value GCC adds to community.	Shelle Cassell	Survey was not conducted. Will plan for Spring 2005 distribution.
2. Community service courses and events will have increased attendance.	Joe Henderson	
3. Community use of GCC facilities will increase.	Pernell Jones	
		Not targeted. Recommend reconsideration of this goal. Benefit may be offset or exceeded by "cost."

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will encourage service learning.	1. Service learning opportunities within courses and campus organizations will increase.	A minimum of five faculty from each institutional division will incorporate a service learning activity into his/her curriculum.	John Partin Jeanie Hardin	Annually	23 service learning activities documented by programs directors for 2003-2004.

OBJECTIVE 2: The College will provide continuing education and adult vocational curriculum and services that are of interest to citizens.	1. Survey findings will provide evidence of increased senior citizen involvement and satisfaction of curriculum and services offered by GCC.	Offer advanced computer software classes for SAVE students (Schedule of Classes).	Jeanie Hardin	December 2003	No data.
	2. Survey findings will illustrate evidence of increased satisfaction with curriculum and services offered for the general public.	Improve quality of teaching in SAVE computer labs through the use of LDC projector or similar technology.	Jeanie Hardin	December 2003	Survey that will be distributed in Spring 2005 will include questions that will assist in determining our success in this area. All computer labs equipped with projector and multi media.
		Conduct a survey to assess senior citizens' satisfaction with GCC services.	Jeanie Hardin	December 2003	All SAVE classes evaluated satisfactory.
		Increase the number of community service classes, concentrating on areas that are requested most often.	Jeanie Hardin	2002-03	No data.
		Strengthen Kids College by adding a variety of courses.	Jeanie Hardin	2002	No data.
		Increase Continuing Education course offerings within the health sciences field. Expand these courses into the South Grayson Center and Fannin Higher Education Center.	Jeanie Hardin	2003	Increased: (I don't have the % or numbers. EMS offerings Medication Aide Nurse Aide
		Secure classroom space that will be available primarily for Continuing Education.	Jeanie Hardin	2003	Met with existing facility. Will be met with new CWL facility.
		Offer continuing education courses that are required for licensure. (Example: insurance professionals, appraisers, real estate, etc.)	Jeanie Hardin	2003	Met with usual offerings
		Develop and implement a targeted campaign to publicize continuing education opportunities.	Shelle Cassell	2003	Anecdotal data is available that supports the increase in the number of SAVE and CE classes that made due to increased advertising; Joe Henderson will need to analyze actual data.

		Explore and, when appropriate, recommended for start-up, new technical programs that meet community need.	Jeanie Hardin	2003	RADR Tech – Fall 2004 Electrician training – Fall 2004 Forensic Science – Fall 2005 Ongoing----
OBJECTIVE 3: The College will share its facilities/resources and provide support to assist in community activities.	1. Community reliance upon college facilities and resources will increase, as measured by an annual summary of reservation requests.	The College will provide support for the annual March of Dimes WalkAmerica, area educators professional development, Merit Badge College for Boy Scouts, UIL, United Way, and others.		Annually	[Eliminate – how do you measure this? Recommend that this be incorporated into a Value Statement if we decide to pursue them]
		The College will participate in the annual March of Dimes WalkAmerica.		Annually	Action not necessary.
		The College will provide gifts-in-kind, such as golf course, cosmetology services, and other donations for community projects.	Shelle Cassell	Sept. 2002 COMPLETE	From June 2003 through July 26, 2004, 17 requests for in-kind donations were received in the Marketing / PIO.
		The College will participate in at least two blood drives annually.		Annually	Action not necessary. Met- Sponsored by ADN students
		The College will actively seek opportunities to speak before area clubs and organizations.	Shelle Cassell	Annually	Speakers for area organizations were arranged as requested. A more uniform and organized way of promoting the availability of GCC representatives still needs to be developed.
		College employees will volunteer service to area non-profit agencies and boards.		Annually	This action item is in Goal 8, Objective 2.

GOAL 7: Provide a supportive learning environment.

GOAL MEASURES:	Person(s) Responsible:	Assessment Results:
1. Annual Student Satisfaction survey will demonstrate an increase in satisfaction in areas relating to the college's learning environment.	Wendell Williams	
2. Student survey results will compare favorably with national averages (example: Noel Levitz)	Wendell Williams	On the CCSSE study, GCC scored at or above the mean on all areas except:

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will increase availability of instructional technology.	1. Annually, three or more classrooms will be equipped with instructional technology (such as LDC projectors, wireless Internet access, access to laptop computers) as evidenced by Information Technology unit evaluation documentation (form 5).	Develop a model electronic classroom that will have wireless Internet capability, complete with LDC projector mounted in the ceiling.	Gary Paikowski John Partin Jeanie Hardin	2003	Three "old" classrooms are upgraded annually. All new and renovated classrooms are equipped with necessary technology. Met – All of CWL complete. Health Science building complete. The number of classrooms equipped with LCD projectors and computers continues to increase on the Main Campus. All classrooms and labs on the South Campus are equipped with LCD projectors, computers and DVD/VCR players.
		The college will upgrade its wireless lab/classroom capabilities.	Gary Paikowski Jeanie Hardin John Partin	Annually	By the end of 2004-2005 all college facilities and grounds will be wireless accessible.
		Develop a proposal to provide residence halls with access to the Internet and/or computers.	Wendell Williams		No data.
OBJECTIVE 2: The College will maintain information technology systems appropriate to meet mission and purpose.	1. Annual employee survey will rate current information technology systems as satisfactory.	Conduct an employee survey to determine their satisfaction level with the availability of technology in offices.	Gary Paikowski	Annually	Did not conduct survey.
	2. Annual Information Technology survey of employees will identify new implementations/uses of technology.	Provide internal education and training opportunities that facilitate new uses of the college's Information Technology capabilities.	Gary Paikowski	Annually	Provide numerous instructional technology training opportunities in the use of webct. Normal application and operating systems raining done by cont ed department.
	3. Annual Information Technology survey of employees will rate the response time of requests for assistance in the maintenance or repair of computer equipment.	Unit and Sub-unit goals that require new or upgraded Information Technology related resources will be shared with the Dean of Information Technology for inclusion in the budget prioritizing decisions.	Unit Supervisors Gary Paikowski	Annually	Annual Planning process will report this measure's results.
		IT department will provide a timely response to requests for maintenance or repair of computers and/or computer related	Gary Paikowski		No data.

		equipment.			
OBJECTIVE 3: Improve security of individual PC's, servers, and computer labs.	1. Theft of computer/equipment will not occur.	College personnel will be reminded periodically to update virus protection.	Gary Paikowski	Annually	My definition of security does not include theft. We conduct an aggressive program of spam and virus protection.
	2. The college will have no security breaches (hacking) into its computer servers.	Computer Services staff will document the number of incidences and locations of virus contamination that require staff assistance. Staff will install additional anti-virus applications and update as necessary.	Gary Paikowski	Annually	We have suffered no breach of security via hacking. Virus contaminations do occur but are within reasonable limits at this time.
	3. There will not be lost time due to viruses.	The college will identify appropriate personnel who will be responsible for ensuring the reasonable security of college information technology property (classrooms, offices, laptops, laboratories)	Gary Paikowski	December 2003	No data.
OBJECTIVE 4: The College will enhance the support services available to students.	1. Student satisfaction in the "campus support services" area of the Noel Levitz survey will meet or exceed national averages.	Implement "EASY," the online student services component that allows students from on and off campus sites access to student services (Form 5 Student Services Planning Unit.).	Gary Paikowski Wendell Williams John Partin	Annually	Easy has been phased in
	2. The performance gap between importance and satisfaction on the "campus support services" area of the Noel Levitz survey will decrease over previous surveys.	The college will develop and make available individualized, computerized degree plans for all students.	Wendell Williams	December 2003	No data.
	3. Student satisfaction with support services will be rated as excellent.	The college will complete Phase One of the Facilities renewal plan to provide convenient access for a multitude of student support services.	Alan Scheibmeir	August 2003 COMPLETE	Update action for 2004-05.
	4. Data will be used to identify enhancements	The college will develop on-line transfer guidelines	Wendell Williams		No data.

	that improve student satisfaction.	for targeted institutions that commonly receive our students as transfers.			
OBJECTIVE 5: The College will continuously improve services to customers	1. Customer and student satisfaction surveys will rate GCC personnel as courteous/very courteous in all areas.	Data for the Student Satisfaction survey will be analyzed and distributed to the Presidents Council with suggestions for continuous improvement regarding customer service.	Wendell Williams	August 2002	Program Completer and Graduate Survey was distributed and suggestions for improvement were discussed.
	2. Customer and student satisfaction surveys will rate GCC personnel/offices as effective in all areas.	The college will design a process for capturing complaints or observations of inadequate practices and for synthesizing the information to improve services to students and campus visitors.	Alan Scheibmeir	January 2004	The process is to administer various student satisfaction surveys. GCC completed annual surveys and made improvements which will be reported in unit and sub-unit plan assessment/evaluation for 2003-04. Add new action in 2004-05 to use "Kaizens" to improve customer services processes. Delete action.
		The college will develop an incentive/recognition program to reward employees who implement or suggest significant improvements in customer service.			
	3. Unit plans Form 5 for units will indicate improvements that were made in services to customers.	Incorporate customer service in an appropriate goal, objective, or outcome measure in unit plans.	Alan Scheibmeir Robin Huskey	January 2004 January 2005	Revise unit plans to include customer services in a goal, objective, or outcome measure instead of only in the evaluation as stated previously.
	4. A summary of campus-wide improvements in customer services will be reported annually to the President.	The college will develop a way to identify requests for assistance from non-students and implement a process for evaluating the satisfaction of the services that were provided. These requests will likely be in the form of requests for facility rentals, transcriptions, high school counselors, etc.	Alan Scheibmeir Shelle Cassell		Not completed. This measure is very important, but the actions need to be re-visited.
		The college will provide telephone, tutoring, and advising support services in Spanish.	Wendell Williams		No data.

		The college will conduct customer service training for its personnel.	Alan Scheibmeir Shelle Cassell	Annually 2 per year	No customer service training has been scheduled. Shelle Cassell has volunteered to conduct AchieveGlobal sessions (free) if funds for materials can be found.
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GOAL 8: To be perceived as an excellent institution of higher education.

GOAL MEASURES:	Person(s) Responsible:	Assessment Results:
1. Community surveys will demonstrate that citizens will rate as excellent Grayson County College programs and its services.	Shelle Cassell	Not currently assessed. Will seek to add to employee survey by August 2005.
2. GCC employees' involvement in community service organizations will increase annually.	David Petrash	
3. Employee survey would demonstrate that they perceive the college as excellent.	Pernell Jones	
4. Area business/industry managers will consider GCC as the training provider of choice.	Jeanie Hardin	
5. Area educational institutions will rate GCC as excellent.	John Partin	
6. External agency reports will demonstrate that GCC meets or exceeds standards.	Alan Scheibmeir	

OBJECTIVES:	Measures:	Actions:	Person(s) Responsible:	Timeline:	Evaluation of Achievements/Progress and Improvement Plan:
OBJECTIVE 1: The College will follow a planning cycle that encourages continuous improvements based upon on-going evaluation and feedback.	1. An annual report will provide evidences of continuous improvement and the use of evaluation/feedback.	The President's Council will provide a financial allocation to support faculty/staff innovations. President's Council will also develop a process for the support of innovations proposed by faculty/staff.	Alan Scheibmeir	Annually	Not completed. Scheduled for late Sept 2004.
		Prepare an annual report.	Alan Scheibmeir	October Annually	Report was not completed in 2003-04, but will definitely be published in 2004-05.
		Identify forms of research, findings, and other data that are available and needed by college personnel. Then develop a common forum for sharing these data that can be accessed by college personnel.	David Petrash		Data is continually being identified and collected by the Director of Institutional Effectiveness and others. Distribution processes will be decided, tested, and implemented in 2004-05.
		A team will edit existing faculty evaluation tools to	Deans Council	May 2004	Faculty Association designed and incorporated new instructional evaluations that will be used

		more effectively measure response to college goals.			Fall 2004.
OBJECTIVE 2: The College will follow an institutional marketing/image plan.	1. A report to the President will summarize the activities and achievements of the institutional marketing/image plan.	Develop a list of all community service organizations in which GCC employees are involved.	David Petrash		When the President's Council discussed the use of the list of community service activities, it was decided to update the list again.
		An outside facilitator will review and suggest improvements in the college's marketing plan. The President's Council will be introduced to marketing information and practices that will support the college's image and marketing plan.	Shelle Cassell Shelle Cassell	May 2003 December 2003	(This needs to move to Marketing/PIO departmental planning.) A facilitator met with several department directors and chairs to heighten awareness of college marketing opportunities. An Overview of Marketing and Advertising was presented to PC and Board members in June.
OBJECTIVE 3: Our students, the community-at-large, including area educational institutions, business and industry, external agencies, and our employees will perceive GCC as an excellent institution of higher education	1. Community survey(s) will demonstrate that citizens rate Grayson County College programs and its services as excellent.	Identify key organizations in which GCC has and does not have representation.	Shelle Cassell	2002	[Eliminate or move to Marketing/PIO departmental planning]
	2. The number of opportunities the College creates to "tell its story" will increase.	College personnel will be asked to document their experience(s) in "telling the story" of either the institution or a program/service. The President will set an expectation for an appropriate number of experiences for each employee and ask their participation in a pilot program to track the number of exposures the college receives. (Employee involvement in community service activities will be included.)	Alan Scheibmeir	2004	Not completed. Discuss action.

	3. Community survey(s) will demonstrate that citizens perceive GCC as a valuable resource to the area.	Survey will be developed and distributed to random sampling of Grayson and Fannin County citizens to determine: 1) the perceived cleanliness and appearance of the campus; 2) the level of awareness the community has for the value of GCC adds to the community; 3) the overall image of the college; 4) the perceived quality of training and academic programs; and 5) the perceived quality of services offered to students and guests.	Shelle Cassell	2003	Survey will be developed in Fall 2004 and distributed in Spring 2005.
	4. Community survey(s) will demonstrate that citizens rate Grayson County College training and academic programs as excellent.	Update current dual credit survey to include questions about the quality of GCC services.	John Partin		In progress.
	5. Data collected from area school district personnel will indicate that the quality of GCC's programs and services is excellent.	Use publicity about the Morrison scholarships to demonstrate the College's success in assisting student transfers (Review of area newspaper clippings).	Shelle Cassell	On-going	Stories were submitted and printed. This measure and action should be moved to departmental planning (Foundation or Marketing/PIO).
	6. Data collected from area universities will indicate that the quality of GCC transfer students is excellent.	The college's annual luncheon for Superintendents will include highlights of GCC and school district achievements. (Example: success of ADN graduates, NCLEX pass rates, etc.)	Alan Scheibmeir	Annually	To be held December 2004.
	7. Data collected will demonstrate that managers and supervisors of area businesses and industries rate as excellent Grayson County College, its programs, and its	College divisions and departments will connect with appropriate personnel at the colleges and universities in the surrounding for the purpose of sharing GCC	John Partin Jeanie Hardin	Annually	Advisory Committee Evaluation confirms this. Academic: In progress.

	services.	achievements and successes.			
	8. Advisory committee data will indicate that members perceive GCC as an excellent institution of higher education.	The College will volunteer faculty to assist with the NT Best competition.	Jeanie Hardin		Advisory Committee Evaluation confirms this.
	9. GCC will meet or exceed the requirements of all agencies who conduct reviews and to whom the college reports.	GCC students will compete in academic and trade competitions.	John Partin Jeanie Hardin		THECB requirements met and /or improvement plans designed. All individual program accreditations current. Completion in areas where appropriate is encouraged. Areas participating are Drama, Choir, PTK and Presidential Scholars.
	10. Employee survey would demonstrate that they perceive the college as excellent.	Obtain training agreements as a result of recommendations with business and industry partners.	Jeanie Hardin	On-going	Survey not done.
	11. Employee survey would demonstrate that they perceive the college program and curriculum is meeting or exceeding the needs of the community.	Survey area business and industry to determine how GCC rates as their provider of choice.	Jeanie Hardin		Follow up not done this year, but will be done this fall for 2003-04 graduates.
		Identify external agencies, including THECB, that currently review GCC and/or its reporting data, and compare GCC's results with those of similar institutions. Comparisons will include retention and other related data (Desk Review; TXP report).	Jeanie Hardin		No data.
		Conduct annual employee satisfaction survey to determine employee's perceptions of the college, and distribute findings to the President's Council.	Pernell Jones	Annually	Survey not conducted this year, but will be done in 2004-05.
		Periodic reports to employees will be made informing them of college achievements.	Alan Scheibmeir	Fall and Spring	"State of the College" message held the Fall of 2003 and Spring of 2004.

PART II: ENVIRONMENTAL SCANNING

Documentation of the College's Environmental Scanning efforts are available in the Marketing and Public Information Office. The following information is available:

- Employee Response to Strengths, Weaknesses, Opportunities, & Threats
- Community Representatives' Response to Strengths, Weaknesses, Opportunities, & Threats
- Overall Summary of Campus Strengths, Weaknesses, Opportunities, & Threats
- Community Leaders' Ideas for Meeting Community Needs & Achieving Premier Status
- Advisory Committee Response to Strengths, Weaknesses, Opportunities, & Threats
- Additional data from surveys are available as referenced in Part III: Resources and References

PART III: RESOURCES AND REFERENCES

The College relies on a variety of sources to measure, monitor, and benchmark its efforts. The following is a partial listing of available resources and references, along with the campus office that can provide additional information and details, as needed.

A.	Organizational Chart.....	Policies and Procedures Manual
B.	History of General Fund Revenue; Operating Budget	Vice President of Business Services
C.	Enrollment Trends	Admissions & Records
D.	Student Demographics	Admissions & Records
E.	Fact Book	http://www.grayson.edu/effectiveness.asp
F.	Planning and Evaluation Information	http://www.grayson.edu/effectiveness.asp
G.	Employee Information (number of faculty, staff, doctorates, etc.)	Human Resources
H.	Student Retention Data	Vice President of Student Services
I.	Comparison of Tuition and Fees.....	Vice President of Business Services
J.	Service Area Demographics	Admissions & Records
K.	TACC Data and Information	http://www.tacc.org/data.html
L.	Surveys and Results	
	1. Student Satisfaction Survey	Vice President of Student Services
	2. Noel Levitz Student Survey	Vice President of Student Services
	3. Employee Satisfaction Survey	Institutional Effectiveness
	4. Community Survey	Marketing & Public Information

5. Graduate Survey Institutional Effectiveness
6. Business and Industry Needs Survey Workforce Education
7. Business and Industry Satisfaction Survey Workforce Education
8. Advisory Committee Member Survey Marketing & Public Information
9. Survey of Employers (Who Hire GCC Graduates) Workforce Education
10. Survey/Data from Area Colleges & Universities Admissions & Records, Academic Studies
11. Survey/Data from Area High Schools (Dual Credit & Satisfaction) Academic Studies

M. Reports, Reviews, and Results

1. State Auditors Ratios Vice President of Business Services
2. Program Review Findings Academic Studies and Workforce Education
3. THECB Desk Review <http://www.thecb.state.tx.us/ctc/ie/default.htm>
4. THECB Performance Reporting/Data <http://www.thecb.state.tx.us/ctc/perfdata/default.htm>
5. THECB Data and Statistics Portal..... <http://www.thecb.state.tx.us/DataAndStatistics/>
6. POISE Reports Admissions & Records
7. Classroom Utilization Study Academic Studies
8. Foundation Resources VP Community & Resource