

# STILLMAN COLLEGE



## STRATEGIC PLAN

2017 - 2022

DR. CYNTHIA WARRICK, PRESIDENT

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## **STILLMAN COLLEGE: AN EXTRAORDINARY SETTING**

Stillman College's Historic District, a beautiful 105-acre campus, combines the history and tradition of the past with the innovation and pluralistic culture of the future. Stillman's unfaltering commitment to providing an elite education for its students drives change not only on the campus but also throughout the community. The pristine surroundings of Stillman College create the ideal liberal arts environment and the basis for a superior education. Preparing students for a different world, Stillman College is geared to "RAMP Up" the highest quality education for its students.

## **STILLMAN COLLEGE: A TRUSTED TRADITION OF ACADEMIC EXCELLENCE**

With outstanding academic programs, modern well-equipped facilities, and small class sizes, Stillman offers an exceptional college experience. Noted for its outstanding programs in biological sciences, business administration, and teacher education, Stillman instituted a center of excellence: The STEAM Center. The STEAM Center focuses on science, technology, education, arts, and mathematics.

Students at Stillman have access to the latest in computer technology. As a leader in the use of wireless technology, Stillman utilizes a campus-wide fiber optic network to connect its facilities. The faculty regularly use technology as an instructional tool.

Stillman attracts highly qualified scholars, and eighty-three percent (83%) of full-time faculty members hold terminal degrees. Stillman's faculty are committed to excellence in teaching, advising, scholarship, and service—providing a challenging curriculum that is administered in an atmosphere of academic freedom that prepares graduates for work, professional or graduate studies, and viable careers in selected fields. Stillman also fosters an intellectually-stimulating environment that encourages and supports spiritual, ethical, and moral development; and the college fosters an appreciation for the arts, global awareness, and concern for the common good in the context of a global society.

Stillman embraces its lighter side, too. With its renowned choir and sports program, there are many academic and social activities for students to participate in that make for a well-rounded collegiate experience.

## **THE NEW STILLMAN – HISTORIC VALUES IN COMTEMPORARY SETTING**

Since its founding, Stillman has sustained a historical and covenantal affiliation with the Presbyterian Church (U.S.A.), whose reformed tradition and commitment to the cultivation of the mind, raising the next generation of faithful servants, and the continuation of the exploration of faith through education corresponds well with the historic mission of the College.

Maintaining national excellence, expanding access to higher education, and ensuring affordability are the constant and foremost challenges facing Stillman College. Overcoming these challenges in a shifting landscape requires advancing beyond the concept of “Doing more with less.” It calls for new ideas derived from bold leadership and a strategic vision.

As a private college with a sense of purpose to bear on its historic mission, Stillman is committed to shared governance, fiscal soundness, and exemplary stewardship of its resources. The college utilizes strategic planning and innovative techniques in all its administrative processes and employs modern pedagogy and innovative technology in the delivery of services to its clientele.

The administration believes that strategic efforts to boost enrollment offer quality and affordable programming, and build partnerships with business and industry, to ensure the College fulfills its mission. All of which help ensure the college fulfills its mission and Presbyterian values of education, critical thinking, diversity, community outreach, and inclusive hospitality. The college achieves success by changing operational culture and practices and opening its doors to the community and the world. Through traditional and non-traditional means, Stillman provides an environment that delivers the pursuit of intellectual excellence, development of personal character, and commitment to the common good.

## STILLMAN COLLEGE HISTORY

Stillman College, authorized by the General Assembly of the Presbyterian Church of the United States in 1875, held its first classes in 1876 and was chartered as a legal corporation by the State of Alabama in 1895. At that time, the name was changed from *Tuscaloosa Institute* to *Stillman Institute*. The Stillman Institute was a concept initiated by the Reverend Dr. Charles Allen Stillman, pastor of First Presbyterian Church of Tuscaloosa. The mandate for the institution expanded over the years, and it acquired its present campus tract of over 100 acres. A junior and senior high school was organized, and the institution established a junior college program, which was accredited in 1937. In addition, between 1930 and 1946, it operated a hospital and nurse training school. Stillman College has a history rich in tradition and excellence.



Winnsborough Hall built in 1922

Today, Stillman offers traditional liberal arts courses and several pre-professional majors as well as special academic programs: The Harte Honors College, Military Science (ROTC), and the

Stillman Accelerated Management Program (STAMP), an online degree completion program. Extracurricular opportunities include a large variety of sports, such as the Blue Pride Marching Band, Honda College Bowl team, and the renowned Stillman Choir, which has performed throughout the United States and abroad. In 2017, Cynthia Warrick became the 7<sup>th</sup> president and first female leader of the College.

## **STILLMAN COLLEGE MISSION**

Stillman is a liberal arts institution that is committed to fostering academic excellence and to providing high quality educational opportunities for diverse populations with disparate levels of academic preparation. Primarily a teaching institution, Stillman has a proud and evolving tradition of preparing students for leadership and service in society.

Stillman is committed to service for the common good. The entire academic enterprise, undergirded with the principles of faith and ethical integrity, manifests constructive compassion as it pursues the best in scholarly inquiry and creative endeavors.

Stillman's purpose is to provide a student-centered and technologically-enriched educational experience that will, among other outcomes, produce graduates who will demonstrate the following:

- think critically and logically, and express with clarity their observations, experiences, and findings concerning the world they live in via written and spoken forms;
- exhibit competence in their disciplines, character in their work with others, and compassion toward all people consistent with an education in a Christian environment;
- qualify for admission to and succeed in graduate and professional schools or qualify for entry into selected careers; and
- manifest the ability to do independent research, demonstrate objective scholarship, and exhibit creative production/performance appropriate to their disciplines.

## **STILLMAN COLLEGE BRAND AND VISION**

Preparing individuals for a different world, Stillman College strives to educate young adults to become active, successful, and productive members of society, both nationally and internationally. Stillman College encourages all graduates to give back to their community, school, and society as a means of uplifting others to greater heights.



Stillman Graduates



## COLLEGE GOVERNANCE

Stillman College operates under a Board of Trustees that is vested with the legal authority for the governance of all policies and decisions pertaining to the property, business, and affairs of the institution.

The Board of Trustees, in accordance with the college's understanding of shared governance, carries out its fundamental fiduciary accountability and overall good stewardship responsibilities and actively participates in the college's strategic planning through its six standing committees (Executive, Athletic and Student Services, Audit—Finance and Investment, Educational Affairs, Buildings and Grounds, and Membership/Resource Development). The current board consists of 15 trustees from business, industry, government, law, and higher education. The board conducts meetings during the fall and spring of each year.

The Board of Trustees has delegated the day-to-day operation of the college to the president who is also the Chief Executive Officer. The president is selected and appointed by the trustees and reports directly to the board. All education and/or administrative policies are approved by the president and the trustees with a clear distinction, observed in practice, between the policy-making functions of the trustees and the responsibility of the administration and faculty to administer and implement policies.

The duties of the president include supervising all interests of Stillman College and providing overall leadership and administration to ensure, with the aid of the faculty and staff, that the institution meets its strategic goals and objectives.

Administrative divisions directly reporting to the president are Finance and Facilities, Academic Affairs, Library Services, Student Affairs, Institutional Advancement/Title III, Institutional Effectiveness, Strategic Initiatives/Stillman Foundation, and Executive Assistant to the President. The Academic Affairs Division consists of Academic Programs and Enrollment Management – Admission, Recruitment Financial Aid, and International students. The Division of Institutional Effectiveness consists of Institutional Research, Information Technology, the Registrar. The Student Affairs Division consists of Student Life, Housing, Band, Choir, Campus Police, Career Services, Athletics, and Meal Plans. The Finance and Facilities Division consists of Accounting and Finance, Grant Accounting and Contracts, Facilities/Plant, Human Resources, and Payroll. The Institutional Advancement Division consists of Title III/Grants and Contracts, Alumni Affairs, Data Services/Gifts, and Scholarships. The Strategic Initiatives and Stillman College Foundation Division consists of Presidential Initiatives, Online/Distance Education, Dual Enrollment, Charter School, Community Relations, Workforce Development, Articulation Agreements (MoUs), Stillman Foundation, Sponsored Research, Strategic Communications, and International Development. The president, with the trustees or its executive committee, establishes or restructures administrative offices as may be necessary for carrying out the work of Stillman College.

Stillman's strategic priorities are continually identified. They are developed and implemented to meet the multifaceted needs for organizational change, growth, and improvement in efficiency and finances to incorporate standards, guidelines, and regulations of The Alabama Commission

on Higher Education, Southern Association of Colleges and Schools Commission on Colleges, other professional accrediting agencies, and federal, state, and local regulatory bodies.

## INSTITUTIONAL VALUES

**Stillman College will fulfill its mission and vision through the following values:**

Student Success: Commitment to foster a student-centered environment that will enhance and develop a student's path and discoveries, enabling a student to contribute to an ever-changing global society.

Faculty and Staff: Commitment to respect the faculty and staff and those who help to furnish the most valuable gift to the world – knowledge – by providing tangible and intangible resources for the quality of professional endeavors and quality of personal life and by developing a positive and welcoming academic environment.

Academic Quality: Commitment to practically enhance the quality of academic programs that will meet and exceed the needs and demands of the emerging workforce and commitment to deliver in varied platforms without compromising the expected Student Learning Outcomes.

Customer Service: Commitment to care for each individual as a person, anticipating and meeting his or her needs with respect and integrity and with a positive and servant attitude.

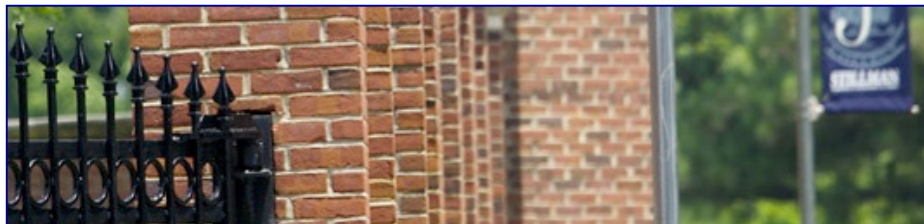
Community Relations and Partnership: Commitment to engage meaningfully and proactively the community stakeholders who depend on the college for enhancing the quality of life for the local, regional, and national citizens in a transparent manner.

Ethics: Commitment to practice and promote honesty, integrity, professionalism, and accountability.

Health and Safety: Commitment to maintain campus wide environmental, health, and occupational safety services where an individual is inspired to dream, achieve, and succeed.

Technology: Commitment to innovate technology in a prudent and planned manner that will accentuate student success, ethical practices, community partnerships, customer service, and academic quality at the college.

Placement/Gainful Employment: Commitment to explore all plausible avenues to maximize students' potentials, so students become prepared beneficiaries of the emerging workforce in a shifting globalized world.



# ORGANIZATIONAL STRUCTURE

## **The Board of Trustees**

## **The President's Office**

## **Executive Assistant to the President (Administrative Asst. and Board Liaison)**

## **Division of Finance and Facilities**

Vice President for Finance (Chief Financial Officer)

Accounting & Business Services (*Accounts Payable; Accounts Receivables; Student Receivables; Grant Accounting and Contracts; and Procurement Services*)

Auxiliary Services (*Cafeteria, Bookstore, and Vending Services*)

Director of Human Resources (*Payroll*)

Plant Management/Facilities (*Maintenance, Construction, and Renovations*)

## **Division of Academic Affairs**

Vice President for Academic Affairs

Dean, School of Arts and Sciences (*English, Mathematics, Natural Sciences, Psychology, Religion and Theology, and Social Sciences*)

Dean, School of Business (*Accounting, Management, Marketing, Supply Chain Logistics, and STAMP*)

Dean, School of Education (*Teacher Education, Physical Education, and Fine Arts Education*)

Dean of Enrollment Management (*Admission and Recruitment, Financial Aid, and International Students Affairs*)

Dean of Library Services

Director, Student Support Services (*TRIO*)

## **Division of Student Affairs**

Vice President of Student Affairs/Dean of Chapel (*Academic Supports, Athletics, Band, Cafeteria Services, Cheerleaders, Choir, Counseling, Health Services, Housing & Residential Life, Student Activities, Student Leadership, and Student Development*)

Dean of Student Life

Director of Student Development Services

Director of Career Services

Athletics Director

Chief of Campus Police

## **Division of Institutional Advancement and Title III**

Director of Advancement/Title III/Grants and Contracts

Coordinator of Data Services/Gift/Data Management

Scholarship Coordinator

Director of Alumni Affairs

## **Division of Institutional Effectiveness**

*Vice President for Institutional Effectiveness (Institutional Research, Information Technology, Registrar, Accreditation, and Quality Enhancement Plan (QEP))*

Director of Information Technology

Registrar

## **Division of Strategic Initiatives/Stillman College Foundation**

Vice President of Strategic Initiatives/Executive Director of Stillman Foundation (*Strategic Planning; Stillman Foundation Board/Charter School; Special projects - Online Education, Degree Completion, Dual Enrollment, and UNCF-ICB Reaffirmation Readiness Grant*)

Director of Community Relations (*Outreach and Workforce Development*)

Director of Foundation Services (Future – Phase II)

Director of Sponsored Research (Future – Phase II)

# ORGANIZATIONAL CHARTS



## **STILLMAN COLLEGE STRATEGIC PLAN**

The 2017-2022 Strategic Plan identifies institutional goals and key performance metrics that have specific, measurable targets for each year of the plan. It also includes measurable targets for implementing the Stillman College Student Learning Outcomes, the centerpiece of the college's strategic planning activities. The 2022 Strategic Plan outlines the process the college uses to develop the long-term (strategic) plan and to implement, assess, advance, retain, monitor, measure, and evaluate long-range plans on a yearly basis (operational plans).

On January 1, 2017, the Board of Trustees of Stillman College appointed Dr. Cynthia Warrick as interim president; on May 1, 2017, she was appointed as the 7<sup>th</sup> president of this storied institution. While the mission of the college continues to endure, a renewed commitment to academic excellence and student success remains the core value statement for the college's overarching strategic vision and for the nine intended goals to guide the college's planning and continuous improvement over the next five years. Together these statements describe Stillman's present position and forms its future direction. They also enable the college to clearly communicate its purpose to various stakeholders and audiences the college serves.

The 2017-2022 Strategic Plan by way of its theme, RAMP UP STILLMAN, strives to offer quality education and opportunities for learning and transformational leadership to its dedicated and diverse population of students. "Since my arrival on campus, I was inspired by the values of Stillman within the context of promoting excellence, scholarship, and service. To achieve this, we must grow our enrollment; however, more importantly, we must grow the quality of education and services we provide to our stakeholders, chief among them our students. We must develop and institutionalize strategies that enhance student recruitment and student life programs, maintain academic excellence, increase alumni engagement and support, and expand partnerships and collaborations. In this planning process, we are cognizant of Stillman College's remarkable legacy and tradition of serving underserved and underrepresented populations. While we acknowledge the current and future challenges facing the college, we strongly recognize the college's exceptional strengths and contributions and honor the culture of excellence that has earned the college respect statewide and nationally".

We have chosen a five-year planning scope to reach our accomplishments, progressively and successfully, given current economic issues, the federal and state reform agenda, and other circumstances. The administration will focus strategically on building the resource base that enables the college to accomplish its mission and realize its vision. Stillman will exert purposeful, strategic decision-making to meet both the expected and the unexpected challenges of preparing our students with the qualities demanded by the 21<sup>st</sup> century knowledge economy and way of life. Therefore, this strategic plan offers directions precisely for transforming Stillman into a premier institution for knowledge creation and transfer.

### **STILLMAN COLLEGE 2022 STRATEGIC PLAN FOCUS: RAMP UP STILLMAN**

**Retain (R); Advance (A); Measure (M); Place (P)**

## RAMP UP STILLMAN Vision Beyond 2022.....



The overarching goal of Stillman College is to RAMP UP every aspect of the Stillman College experience through 2022 by delivering academic excellence that is fully supported by administrators, faculty, and staff through detailed mission statements, goals, objectives, and targeted measures for every division and area on campus.

Stillman's commitment to providing a nurturing educational experience for its highly capable and enthusiastic students drives change not only on the Stillman campus but also in the community. Critical to this change has been the college's implementation of systems and processes to deliver outstanding academic programs and enhance the academic and student experience, including the use of wireless technology and smart classrooms, access to the latest in computer technology and online instructional tools, and the utilization of a campus-wide fiber optic network to connect its facilities and strengthen student life. As the college continues to expand, some challenges will be to develop, approve, and implement a forward-looking and measurable strategic plan that supports accreditation and that supports continuous improvement of college operations and processes as well as sustainable practices to increase effectiveness, efficiency, and productivity. On behalf of our Board of Trustees, students, and community, we embrace all challenges with resolve and determination.

My vision demands student success and institutional growth be delivered through academic excellence to RAMP (Retain, Advance, Measure, and Place) every aspect of the Stillman College experience. I challenge my administration, faculty, and staff to support this endeavor and ensure that we are producing graduates for the 21<sup>st</sup> century knowledge economy. Through continuous assessment and improvement, we will demonstrate our commitment to RAMP UP Stillman through 2022 and deliver on student success, establish new partnerships, serve our community, initiate and conduct major gift and capital campaigns that will strengthen Stillman's endowment portfolio. In so doing, we will achieve the strategic outcomes embedded in RAMP 2022.

### **RAMP UP STILLMAN Strategic Goals:**

Implementation of RAMP will enable Stillman College to perform the following:

1. Provide quality and sustainable customer service.
2. Develop and implement processes for seamless transition of students from high school through Stillman College to graduate and professional schools.
3. Implement Student Learning Outcomes-based teaching and learning processes across all academic programs.
4. Design and implement evaluation of programs and services with embedded continuous quality enhancement processes.
5. Implement effective and efficient faculty and staff development programs.
6. Develop and nurture partnerships with local, state, and national stakeholders to promote quality of student life and economic development.
7. Implement technologies to enhance student learning and support programs.

8. Enhance Stillman College's perception through branding and continuously promoting globally competitive educational opportunities in a culturally-diverse community.
9. Design and expand Online Education and Distance Learning Programs.

## **STRATEGIC "RAMP" OUTCOMES/MILESTONES**

RAMP UP Stillman will enable the institution to reach the following outcomes:

### **Provide quality customer service.**

1. Implement processes that will result in a sound understanding of the programs and services offered by the college.
2. Develop materials and processes to clearly articulate/communicate programs and services.
3. Provide customer service training.
4. Establish customer friendly processes for services relating to Recruitment, Admissions, Registration, Financial Aid, Transcripts & Records, Career Planning and Placement, Counseling, Academic Support, IT Support/Help Desk, Academic Advising, Information Dissemination, and Quality of Life Enhancement.

### **Implement Student Learning Outcome-based teaching and learning processes across all academic programs.**

1. Enhance quality of academic programs and services.
2. Identify and implement research-based and innovative (out of the box) practices/processes to enhance student centered teaching, learning, and services at the college.
3. Implement outcome-based programs from conceptualization and self-training opportunities by the student. (Students will see a process, research and develop the learning process, and demonstrate proficiency).
4. Identify, Innovate, and Implement (I<sup>3</sup>) initiatives to hire and retain quality faculty and staff.

### **Develop and implement processes for seamless preparation of students from high school through graduation from Stillman College to graduate and professional programs.**

1. Implement initiatives to collaborate with the service area school districts.
2. Implement initiatives to collaborate with the senior/higher education/four year institutions, graduate programs and professional schools.

### **Develop partnerships with the stakeholders to promote economic development and enhance collegiate quality of life.**

1. Provide stakeholders access to opportunities at the college.
2. Collaborate with the economic development organizations.
3. Implement processes to enhance the role, scope, and contribution of the Academic Advisory Committees.
4. Implement learning opportunities to promote and enhance civic responsibilities.
5. Seek and implement partnerships to leverage resources and promote the "Total Resource Utilization for Efficiency" (TRUE) opportunities.



**Implement training programs based on the needs of business and industries – workforce development.**

1. Develop students’ professional, technical, and soft skills in all programs for enhancing employability.
2. Implement strategies to promote adaptability to emerging and shifting career opportunities.
3. Develop processes to meet the “just-in-time” demands of business and industries.
4. Continuously assess the needs of business and industry.

**Design and implement evaluation of programs and services with embedded continuous quality enhancement processes.**

1. Develop and implement data collection and dissemination processes toward strategic and operational decision-making at the college.
2. Design and implement embedded continuous improvement plans to increase institutional effectiveness.

**Implement sustainable practices to increase effectiveness, efficiency, and productivity.**

1. Enhance student retention, program completion, graduation, job placement, student satisfaction rates, and access to graduate/professional school.
2. Seek and submit proposals to public and private sources for funding.
3. Develop steps to optimize resource utilization and increase income.
4. Identify and implement practices to manage operational and predictive risks.

**Implement faculty and staff development programs.**

1. Design and implement a Faculty Development Program.
2. Design and implement a Staff Development Program.

**Implement technologies to enhance student learning and support programs.**

1. Implement meaningful integration of technology processes in teaching and learning.
2. Integrate technology to enhance support services.

**Enhance perception through branding and continuously promoting culturally diverse experiences and globally competitive educational opportunities.**

1. Promote internationalization.
2. Integrate diversity into the programs and services.
3. Enhance multiculturalism.
4. Promote the College’s Core Capabilities (C<sup>3</sup>).
5. Streamline the flow of information, increase transparency, and enhance clear communication.

**Expand Online Education Programs.**

1. Develop all required policies and procedures for a successful operation of an online learning program.
2. Ensure that the online learning program is in compliance with the SACSCOC policies and procedures.

3. Evaluate and establish the Learning Management System for Distance Learning.
4. Offer courses and programs through Distance Learning.
5. Evaluate the effectiveness of the Distance Learning Program.

## **STRATEGIC PLANNING PROCESS OUTLINE**

1. Program Level Student Learning Outcomes.
2. Course Level Student Learning Outcomes.
3. Major Assignments with Rubric Items.
4. Student Work.
5. Continuous Improvement Plan.

## **STRATEGIC ASSESSMENT PROCESS**

### **Student Learning Outcome Assessment Process**

1. Develop Program Level Student Learning Outcomes in concert with the Institutional Level Student Learning Outcomes.
2. Cross-reference program level student learning outcomes with a set of Course Level Student Learning Outcomes that are developed for each of the courses in the program.
3. For each course, design and/or revise major assignments with rubric items to evaluate appropriate program outcomes.
4. Each semester, administer these assignments (item 3 above), and collect and evaluate student work. And at the end of the semester, results for each course are compiled and analyzed.
5. Based on the analysis of student performance, formulate a Continuous Improvement Plan (CIP) for the *assignment* and the *course*.
6. At the end of the academic year, develop a CIP for the *program*.
7. Generate a summary report to show the extent to which Program Level Student Learning Outcomes have been satisfied.
8. On a continuous basis, revisit and update the Learning Opportunity Map as necessary.
9. Develop the course syllabus for subsequent implementation.
10. Revisit the Universal Rubric Pool; update if necessary.

## **STRATEGIC PLANNING PROCESS**

1. The program coordinator, faculty, and the deans will carry out planning sessions with a Strength, Weakness, Opportunities, and Threats (SWOT) analysis and finalize annual program specific outcomes, necessary action plans, timeline, and success criteria.
2. The job placement data, graduation information, enrollment data, classroom survey analysis, course success rate, student learning outcome data, and other pertinent information from the Division of Institutional Effectiveness, as deemed necessary, are brought to division level and academic affairs meetings by the Vice President of Institutional Effectiveness for formative assessment of progress.
3. At the end of the academic year, the Vice President of Institutional Effectiveness develops and formulates the final assessment in the form of the Continuous Improvement Plan.
4. On a yearly basis, administration prepares a final report to document the strategic planning process and necessary outcomes, and the final report is used in the subsequent year for further engagement of the stakeholders.
5. Administration develops the program budget to include requests for funds to achieve strategic recommendations.

## **STRATEGIC EVALUATION OUTLINE**

1. Institutional Goals/Outcomes
2. Institutional Objectives/Milestones
3. Success Criteria
4. Evidence



**Stillman College Entrance**

R. A. M. P.

**DIVISIONS', SCHOOLS', AND DEPARTMENTS'  
OPERATIONAL PLANS AND IMPLEMENTATIONS**

# **DIVISION OF ACADEMIC AFFAIRS**

## *MISSION STATEMENT*

The Division of Academic Affairs provides oversight and administrative guidance for all academic programs, for the Departments of Enrollment Management and the College Library. This responsibility includes the initiation and approval of academic policy matters as well as implementation of approved policies. In support of the mission of the College, the Division of Academic Affairs provides faculty development, course planning, and approval of academic calendars and course schedules. Provision and support of admissions processes and enrollment, academic and support programs, including schedule planning and approval, and library services, are all ways that Academic Affairs impacts student lives from recruitment to commencement. In all possible areas, we work to insure that the student experience at Stillman is shaped by engaged planning and the delivery of discipline specific content that is challenging and preparatory for professional success.

## **DIVISION OF ACADEMIC AFFAIRS: RAMP DEFINITIONS**

### **R [RETAIN]**

Academic Affairs shapes and implements policies and academic experiences that facilitate student choices to complete their academic journey as well as provides clear policies to encourage faculty to persist in their professional engagement with student learning which is the hallmark of our efforts for retention.

### **A [ADVANCE]**

Within the Division of Academic Affairs, we maintain our focus on the development of programmatic experiences that enhance student learning and provide professional experiences of engagement for faculty. Advancing the educational and professional opportunities for students and faculty accomplishes the mission of the College through collaborative learning and research.

### **M [MEASURE]**

In Academic Affairs, measurement is how the effectiveness of plans and activities are determined. Instructional delivery, course management, student success, and progress are assessed in the students' chosen field of study. The assessment consists of a rigorous evaluation regimen that begins with student evaluations of their course experiences each semester. The evaluations are the foundation for faculty self-assessments and supervisory reviews, which continue with the Department Chairs and Deans. At each level of engagement with the delivery of instruction and the planning of programs, measuring the effectiveness of our delivery is the key to improving the Stillman experience for all constituencies on campus.

### **A [PLACE]**

Educational environments find their ultimate purpose in the impact they have upon the individual life. It is not merely about the successful completion of a course of study but is also about the beginning of a trajectory in life that leads to a sense of fulfillment and purpose in the community. While employment is a normal goal, at Stillman we have the intent to place graduates in

positions of purpose for meaningful living. The academic programs of Stillman College prepare our graduates for a wide variety of vocational positions. Academic Affairs places great emphasis on the path a student chooses, and we work with all diligence to guide and to prepare that student for a life of purposeful contribution to the society and the community in which they live.

## **DIVISION OF ACADEMIC AFFAIRS: GOALS AND OBJECTIVES**

### **Goal 1: To provide leadership in academic program and policy planning.**

- Objective 1: Review and update the policy manuals and handbooks for faculty, Department Chairs, Deans, and Academic Advisors.
- Objective 2: Review staffing in academic departments and bring staffing numbers up to appropriate levels based on enrollment.
- Objective 3: Increase the efficiency of the Academic Affairs Committee review of program and course changes.

### **Goal 2: To foster and maintain an environment that encourages faculty and staff to improve their instructional and advisory skills.**

- Objective 1: Academic Affairs will seek and obtain funding to support development experiences for faculty and staff to increase their effectiveness in teaching.
- Objective 2: Academic Affairs will seek and obtain funding to support development experiences for faculty and staff to increase their effectiveness in academic advising.
- Objective 3: Academic Affairs will plan and present regular on-campus development programs to increase faculty effectiveness in teaching and in academic advising.

### **Goal 3: To implement an annual measurement of faculty and departmental success in achieving mission plan as defined in each area and department.**

- Objective 1: Review and improve the assessment instrument for annual evaluations of faculty so that it accurately measures improvement.
- Objective 2: Develop a more effective calendar for implementation of annual assessment in order to increase effectiveness of the use of results.
- Objective 3: Increase participation of students in course evaluation process in order to improve the dataset for annual assessment of faculty.

## **SCHOOL OF ARTS AND SCIENCES**

The School of Arts and Sciences consists of six departments: Psychology, Religion and Theology, Natural Sciences, Math, English, and Social Sciences. Students can major in English, journalism, studio art, music, mathematics, biology, psychology, religion, theology, and history. In addition, the School of Arts and Sciences provides instruction in interdisciplinary and introductory courses that comprise the General Education Curriculum, which all students are required to complete.

The goal of the school is to provide a well-rounded liberal arts education that prepares students for graduate and professional schools or for careers specifically related to their areas of study. Our talented faculty are experienced professionals who are committed to helping students reach

their personal and career goals. Faculty within the School of Arts and Sciences are recognized as excellent teachers and superb mentors who challenge and motivate their students always to do the best, be the best, and have the best.

## **DEPARTMENT OF PSYCHOLOGY**

### *MISSION STATEMENT*

The mission of the Department of Psychology is to offer quality, student-centered instruction to a diverse body of students; emphasizing critical thinking skills, research, writing, and presentation skills; providing practical opportunities for connecting academic knowledge with application and community service; improving the quality of life for our students and our community via teaching, research, and community service; cultivating character and self-understanding by fulfilling students' psychological needs to "know thyself" and by providing scholarly correction of historical, cultural, and social myths; supporting student preparation for graduate studies, professional careers, and leadership roles in the global community; and generating proactive and revisionist research to address classic and contemporary psychological and social issues.

Furthering the Stillman mission, The Department of Psychology encourages students to demonstrate competence in their discipline; strengthens students' ability to perform independent research, demonstrate objective scholarship, and exhibit creativity in production/performance that is appropriate to the field of psychology; emphasizes qualification for admission to and achievement in graduate and professional schools or success in a selected career; motivates students to help them think critically and logically and help them to express with clarity their observations, experiences, and findings concerning the world we live in; promotes principles of faith, ethical integrity, and constructive compassion; and promotes a technologically-enriched, educational experience.

### **DEPARTMENT OF PSYCHOLOGY: RAMP DEFINITION**

#### **R [RETAIN]**

Keep students and alumni purposefully engaged academically, behaviorally, and mentally with the Department of Psychology.

#### **A [ADVANCE]**

Prepare students for the behavioral health workforce and to become effective, informed, and participatory global citizens. Lift up the good name and practices of the Department of Psychology and Stillman College.

#### **M [MEASURE]**

Collect and evaluate relevant data (from students, faculty, resources, curriculum, and instructional strategies) to make informed evidence-based decisions to determine whether or not the goals of the Department of Psychology have been met.

#### **P [PLACE]**

Create opportunities for students to experience various situations, develop positive relationships, and secure placements that lead to employment, study, and training.

## **DEPARTMENT OF PSYCHOLOGY: GOALS AND OBJECTIVES**

**Goal 1: Retain: Increase the number of current students and retain the number of current students to reach the ultimate goal of maintaining a population of at least 80 psychology majors.**

Objective 1: Request and receive a list of psychology majors by September 15 and February 15 annually so that we can communicate with students and monitor them with the intention of retaining and increasing our majors.

Objective 2: Create an instrument to explore matriculation and attrition.

Objective 3: Increase departmental cohesiveness through Psi Chi, Psychology Club, Psychology Edge, and social media; maximize use of classroom management software.

Objective 4: Create learning environments and create high expectations for all students appealing to a wide-range of learning styles, backgrounds, and skill levels.

Objective 5: Identify at risk students based on grades and engagement as early in the course as possible.

Objective 6: Increase the number of online psychology courses each academic year by five percent (5%) to eventually offer an online degree in psychology.

**Goal 2: Advance: In all required psychology courses, support student preparation for graduate study and career advancement.**

Objective 1: Require students to complete curriculum vitae as a Psychology Edge assignment to document experiences that will assist students in finding employment or being admitted to graduate school.

Objective 2: Provide opportunities for exploring graduate school by creating an elective course that focuses on graduate school preparation.

**Goal 3: Measure: Continue to use formative assessments (i.e., monitoring which helps identify students' strengths and weaknesses and adjust instructional approach) and summative assessments (i.e., midterm exam, final exam, senior exit exam, and thesis) to evaluate learning outcomes and develop a timeline for all assessments (i.e., learning outcomes will be monitored twice per semester).**

Objective 1: Develop entrance and exit interviews and use Feedback February, student evaluations, faculty evaluations, and classroom observations to assess overall teaching and learning.

Objective 2: Refine Senior Thesis guidelines and rubrics and develop Junior Thesis guidelines-make certain that students have clear, concise guidelines for the thesis requirement that connects the three thesis courses that range from students selecting a topic to students completing an oral presentation.

**Goal 4: Place: Seek more opportunities for practicum or internship experiences for psychology students.**



- Objective 1: Locate potential placements for diverse internships and community service opportunities that require students to reflect values that are the basis for the discipline of psychology.
- Objective 2: Access graduate school entrance exams, practice tests, and other resources and require students to complete the practice tests.

## **DEPARTMENT OF RELIGION AND THEOLOGY**

### *MISSION STATEMENT*

The Department of Religion and Theology seeks to graduate students who are knowledgeable in the scriptures and develop students who pursue and embrace a vocation of ministry and learning for the common good. The department provides two majors: religion and theology. The religion major is designed to prepare students for further academic studies in graduate and/or professional schools. The theology major combines practical experience with professional and academic courses to prepare students for entry into a ministry vocation immediately upon graduation.

### **DEPARTMENT OF RELIGION AND THEOLOGY: RAMP DEFINITION**

#### **R [RETAIN]**

In the Department of Religion and Theology, the programs and actions define RETAIN in order to have a positive and direct impact upon the willingness and the ability of students to persist in their academic program and to make choices and take action that will enhance their ability to graduate in four years.

#### **A [ADVANCE]**

In the Department of Religion and Theology, the skills and confidence our students acquire through team learning define ADVANCE, for students participate in the planning and delivery of specific programing provided by department faculty for the college. These skills, confidence, and knowledge will help our students advance when they graduate and proceed to seminary, professional school, or vocational employment.

#### **M [MEASURE]**

In the Department of Religion and Theology, the process we develop to assess and evaluate our effectiveness as an academic department defines MEASURE in order to achieve the mission we have set forth. The rate of success our students achieve in their studies, in their applications to graduate or professional schools, and in their vocational employment after graduation measure the effectiveness of this department.

#### **P [PLACE]**

In the Department of Religion and Theology, PLACE is defined by the programmatic way that the department identifies practical field experiences in specific vocational ministry settings with supervision by faculty and ministers to provide students with guided experiences necessary for success after graduation from the program.

### **DEPARTMENT OF RELIGION AND THEOLOGY: GOALS AND OBJECTIVES**

**Goal 1: To increase by thirty percent (30%) the number of students in religion or theology courses who succeed in their first attempt.**

Objective 1: Increase religion and theology majors.

Objective 2: Increase the number of religion or theology minors.

Objective 3: Increase by thirty percent (30%) the number of students, majors, and non-majors, who succeed in religion and theology courses in their first attempt.

Objective 4: Create a certificate program for ministers already in vocational employment who seek to advance their learning and earn credentials for experience-based learning as well.

**Goal 2 : To include student majors and minors in planning discussions and to give students planning authority for programs that are the responsibility of the Department of Religion and Theology, with oversight by department faculty.**

Objective 1: Identify student majors and minors who will lead planning teams for programs.

Objective 2: Provide student majors and minors with a program for which they have full responsibility with faculty guidance and support.

**Goal 3: Majors and minors in religion and theology will maintain a 2.5 or better grade point average in their courses in the discipline, will complete their programs in four years, and will be accepted into graduate or professional school or be employed in the vocation of their choosing after graduation.**

Objective 1: Identify early, those students who have challenges in maintaining 2.5 GPA in the discipline courses.

Objective 2: Plan a regimen of study sessions and individual attention by department faculty to improve student performance.

Objective 3: Maintain correct and up-to-date files for advising students and for planning course offerings.

Objective 4: Compile a list of possible graduate or professional schools for majors and assist students in gathering and completing application materials, including financial aid information.

Objective 5: Work with students seeking immediate employment to identify and locate vocational employment opportunities.

**Goal 4: Theology majors will be placed in practical field experiences that prepare them for the professional challenges in their vocation.**

Objective 1: Identify local ministers or vocational professionals who are willing to supervise a student in a field practicum position.

Objective 2: Consult with students regarding vocational interest and a research plan that could be implemented in a professional environment for study and reporting.

Objective 3: Compose a plan of study and agreement with minister/supervisor that delineates the professional and research experience desired for the student and stipulates all responsibilities for student, for supervising ministry professional, and for the consulting faculty.

## DEPARTMENT OF NATURAL SCIENCES

### *MISSION STATEMENT*

The Department of Natural Sciences offers challenging curricula in biology and chemistry that lead to Bachelor of Science degrees. Also, in cooperation with the Department of Education, the Department of Natural Sciences offers a major in general science education which certifies graduates to teach science in secondary schools. All programs in the department provide classes and support activities that prepare students for standardized tests required for successful program completion and entry into graduate and professional schools. Classes are also offered in the department for non-majors to complete general physical and life science requirements.

### DEPARTMENT OF NATURAL SCIENCES: RAMP DEFINITION

#### **R [RETAIN]**

Students admitted to the Department of Natural Sciences will remain until graduation.

#### **A [ADVANCE]**

Students will be trained to improve their knowledge and skills in the field of natural sciences.

#### **M [MEASURE]**

Students must pass the Senior Exit Exam and Senior Thesis Presentation/Research Paper.

#### **P [PLACE]**

Students will be accepted into graduate/professional school or enter the workforce in their field of study upon graduation.

### DEPARTMENT OF NATURAL SCIENCES: GOALS AND OBJECTIVES

**Goal 1: To increase the number of biology/chemistry majors retained by ten percent (10%) each year.**

Objective 1: To increase the percentage of students entering and graduating from the Department of Natural Sciences.

Objective 2: To increase the number of minority students in the field of STEM (Science, Technology, Engineering, and Mathematics) research.

Objective 3: To increase the number of minority students entering the field of health science and health related professions.

**Goal 2: To increase the number of students entering summer research programs and improve written and oral skills that will enhance their academic development.**

Objective 1: To increase student participation in summer research programs by twenty percent (20%).

Objective 2: To encourage students to participate in research symposiums and conferences to improve their knowledge of the sciences and improve their oral communication skills.

Objective 3: To increase student participation in on-campus research projects.

**Goal 3: To have a ninety percent (90%) first time pass rate on the Senior Exit Exam and the Senior Thesis Presentation/Research Paper.**

Objective 1: To ensure that each student gains the necessary knowledge to pass the Senior Exit Exam and be successful in the field of natural science.

Objective 2: To gain the necessary written and oral skills in the classroom that will allow successful completion of the Senior Thesis Presentation/Research Paper.

**Goal 4: To increase the number of graduates entering graduate/professional school.**

Objective 1: To expose students to successful professionals in various fields as models to follow.

Objective 2: To set up shadowing opportunities, so students gain experience in their career of choice.

Objective 3: To increase standardized test scores, so students will be more competitive to gain admittance into graduate/professional schools.

## **DEPARTMENT OF MATHEMATICS**

### *MISSION STATEMENT*

The Department of Mathematics offers a baccalaureate degree in mathematics and seeks to provide background requisites for employment and/or advanced study. The department provides to all students the mathematics and computer science courses required to satisfy the general education standards appropriate for a four-year, liberal arts college. The department offers courses at a variety of introductory levels to accommodate students of varying backgrounds and abilities. A major in mathematics combines pure and applied studies, allowing for some concentration in each and may lead to careers in teaching, industry, and government.

### **DEPARTMENT OF MATHEMATICS: RAMP DEFINITION**

#### **R [RETAIN]**

Create a welcoming, supportive, and challenging environment for students of all backgrounds to learn mathematics and complete their program of study in a reasonable time.

#### **A [ADVANCE]**

Deliver a relevant mathematics program that develops analytical thinking and problem solving skills for a technology and data-driven economy. Relate mathematical concepts to real-world applications in other disciplines; foster collaboration, teamwork, and self-confidence by engaging students in challenging and meaningful projects.

#### **M [MEASURE]**

Using well-designed student assessments and faculty teaching evaluations to collect data on student learning and faculty effectiveness in imparting knowledge to students; analyze the data and use the results to improve instruction and the mathematics curriculum.

#### **P [PLACE]**

Through mentoring and academic advising, discuss career and graduate/professional study opportunities in the mathematical sciences; assist students with internship applications.

## **DEPARTMENT OF MATHEMATICS: GOALS AND OBJECTIVES**

**Goal 1: To increase the number of qualified and diverse mathematics majors recruited and retained by ten percent (10%) each year.**

Objective 1: Enroll a qualified and diverse pool of mathematics majors.

Objective 2: Retain a diverse pool of mathematics majors to graduation.

Objective 3: Make mathematics interesting.

**Goal 2: To deliver a mathematics program that prepares students for careers in highly technological and data-driven 21<sup>st</sup> century economy.**

Objective 1: Integrate computing into mathematics courses for majors.

Objective 2: Add data science to mathematics curriculum.

Objective 3: Develop alternative general education mathematics course.

Objective 4: Develop Center for Bioinformatics and Computational Biology.

**Goal 3: To improve data collection and analysis process for measuring student learning and faculty teaching.**

Objective 1: Develop an effective departmental process to measure student learning.

Objective 2: Develop effective departmental faculty teaching evaluations.

**Goal 4: To increase number of students applying for internships and graduate and/or professional studies by ten percent (10%) each year.**

Objective 1: Promote application to REU/internship programs.

Objective 2: Provide high quality academic advising/mentoring.

Objective 3: Expose students to graduate/professional school entrance exam questions.

## **DEPARTMENT OF ENGLISH**

### *MISSION STATEMENT*

The Department of English, Journalism, and Communications supports the core curriculum with student-centered instruction in languages, literature, composition, speech, and journalism, and prepares students for graduate study and varied professional careers. The department also supports the mission of the college by helping to produce graduates who express themselves clearly through writing and speaking, use technology skillfully, demonstrate the ability to do independent research, and exhibit a strong commitment to service.

## **DEPARTMENT OF ENGLISH: RAMP DEFINITION**

### **R [RETAIN]**

To maintain a learning environment that welcomes students to engage with course materials.

### **A [ADVANCE]**

To increase students' knowledge-base in order to get them to think "beyond" their major field of study.

**M [MEASURE]**

To evaluate the number of years students take to complete the degree in English and/or journalism.

**P [PLACE]**

To position student's closer to career opportunities and/or graduate studies in preparation for "life after Stillman."

**DEPARTMENT OF ENGLISH: GOALS AND OBJECTIVES**

**Goal 1: The department will transition to more technology-based instruction to retain the attention of students.**

Objective 1: To increase to one hundred percent (100%) faculty involvement with supplemental course material that is electronic.

Objective 2: To develop and implement interactive PowerPoint or Keynote Presentations (designed for student engagement).

Objective 3: To implement student-created electronic presentations for all 200, 300, and 400 level courses.

**Goal 2: The department will collaborate with other disciplines on the campus to advance the intellect of students and advance the students into graduate study and/or professional careers.**

Objective 1: To increase students minoring in other disciplines outside of the department.

Objective 2: To increase students to combine topics from students' discipline with topics from other disciplines as students develop their senior thesis.

Objective 3: To implement a "visitation program" that enables the student majors to visit another department's 4<sup>th</sup> Tuesday Academic Advising Session.

Objective 4: To increase the percentage to ten percent (10%) of graduating seniors creating publishable senior thesis.

**Goal 3: The department will graduate ten percent (10%) more student majors within four years of students entering a program (English and/or Journalism).**

Objective 1: To increase to fifty percent (50%) the faculty's use of each student's respective degree audit during academic advising.

Objective 2: To develop and implement a schedule that requires student majors to visit Student Support Services for tutoring.

Objective 3: To implement a program that requires students to attend study sessions before taking the departmental senior exit examination.

**Goal 4: The department will place students in internships, engage them in activities and/or events associated with students' majors and minors/concentrations, and develop students' research experiences.**

Objective 1: To offer an internship course every academic year to increase students'

networking opportunities with businesses in the surrounding community of the college.

- Objective 2: To increase the number of juniors and seniors engaged in submitting research proposals at nearby research conferences.
- Objective 3: To develop and implement a system for students to attend career and graduate school fairs.
- Objective 4: To implement a schedule of guest speakers to visit the department to talk with student majors about career opportunities and research opportunities.

## **DEPARTMENT OF SOCIAL SCIENCES**

### *MISSION STATEMENT*

The Department of Social Sciences provides the most effective instruction possible in its courses by the two disciplines that comprise the Department of Social Sciences - history and criminal justice. The department also offers general education courses to the college – courses that are designed to meet the breath of other general education requirements for graduation. The Department of Social Sciences will continue to foster and affirm the department’s long-standing dedication to excellence in teaching, scholarship, and service. The department also serves as the source of information to the college and community as the host home of three student groups - the Stillman Prelaw Association, the Stillman Historical Association, and the Honda Campus All-Star Challenge team. The department provides students with appropriate curricula to help students explore and further their educational, vocational, and personal goals by championing a student-centered environment, scholarly research, and professional engagement.

### **DEPARTMENT OF SOCIAL SCIENCES: RAMP DEFINITION**

#### **R [RETAIN]**

Denotes creating a learning environment that attracts students to complete their courses and reduces “dropping out” and “stopping out” of college.

#### **A [ADVANCE]**

Denotes that for each year over the next five years the department will increase online courses in history and criminal justice. The department will advance student success by encouraging the use of technology in submission of assignments through the college’s learning management system.

#### **M [MEASURE]**

Denotes the evaluation of strategic goals and objectives of the department in order to make adjustments where needed. In creating a dynamic atmosphere, the department welcomes careful assessment – trial-and-error approach.

#### **P [PLACE]**

Denotes supporting and ensuring that graduating social sciences students are positioned to acquire gainful employment in the workforce or positioned to apply to graduate school/law school by May of each year.

## **DEPARTMENT OF SOCIAL SCIENCES: GOALS AND OBJECTIVES**

**Goal 1:** To recruit qualified majors with a growth rate of five percent (5%) a year. Once in the program, seventy percent (70%) of the first-semester juniors should graduate within another five semesters.

Objective 1: To increase enrollment in the number of majors by five percent (5%) each year with a target number between fifty and seventy-five history and criminal justice majors.

Objective 2: To assist in ways to improve student grade point averages.

Objective 3: To assist seven percent (7%) of the first-semester juniors to graduate within five semesters (including the summer session as one semester).

Objective 4: To provide opportunities for student engagement outside of the classroom.

Objective 5: To provide all majors with departmental audits.

Objective 6: To increase faculty visibility and availability to students.

**Goal 2:** The faculty will develop and offer at least one online course taught by the department to support online teaching.

Objective 1: Construct online courses for all general education classes taught by the department (HIS 131; HUM 130; LOG 330).

Objective 2: With a goal of an online degree in the major within five years, the department is to place one history class online each semester.

Objective 3: With a goal of an online degree in the major within ten years, the department is to place one criminal justice course online each semester.

Objective 4: Be deliberate in improving teaching in the department.

**Goal 3:** The department will increase the number of majors who pass thesis research defense and presentations by five percent (5%) in year 1 and fifteen percent (15%) by 2022.

Objective 1: Measurement of goals for thesis research and presentation.

Objective 2: Measurement of improved grade point averages.

Objective 3: Measurement of improved visibility of the department.

**Goal 4:** The department will increase the number of students participating in internships by ten percent (10%) over the next five years.

Objective 1: Develop a list of internship opportunities to provide majors with the “hands on,” work experience necessary to maintain their competitiveness in the job market.

Objective 2: Advise students on the proper decorum for the professional arena.

Objective 3: Expose students to experts in history and criminal justice.

Objective 4: Faculty will demonstrate the professional skills taught in the classroom.

## **SCHOOL OF EDUCATION**

The School of Education supports the mission of the college by providing high quality educational experiences in a liberal arts environment. The School of Education is composed of the Departments of Elementary Education, Physical Education, Art Education, and Music Education. Rooted in theory and applied in practice, these academic areas are designed to



prepare students for graduate study or effective career paths. As part of the “RAMP”, The School of Education is committed to developing and offering a new Music Arts and Language Education program.

### *MISSION STATEMENT*

The Stillman School of Education is committed to providing our students with the tools necessary to be highly skilled and successful educators upon completion of their programs. Our mission is the training and development of professional, competent, content knowledgeable, technologically proficient, and skilled innovative teachers.

## **DEPARTMENT OF TEACHER EDUCATION**

### *MISSION STATEMENT*

The mission of the department is to prepare individuals who are committed to excellence and to becoming competent teachers. The mandate is to provide students with the knowledge, skills, dispositions, curriculum, technology, methods of teaching, assessing and evaluating, field experiences, and personal guidance to foster student interest and ability in educational settings. The primary focus of the department is to prepare teacher candidates to teach in elementary and/or secondary schools. This focus is aligned with the college’s mission to render quality leadership and service to society.

## **DEPARTMENT OF TEACHER EDUCATION: RAMP DEFINITION**

### **R [RETAIN]**

Supports recruiting and retaining students through program completion.

### **A [ADVANCE]**

Indicates moving forward in teaching, learning, technology, and research. It outlines advancing through test preparation, project building, and team-based learning.

### **M [MEASURE]**

Refers to the evaluation of student success and program improvement. It applies to documenting change, monitoring progress, and evaluating strengths and weaknesses.

### **P [PLACE]**

Provide students with a variety of job experiences so they become more marketable when seeking job placements. These experiences involve internships, research experiences, and graduate and professional school admissions.

## **DEPARTMENT OF TEACHER EDUCATION: GOALS AND OBJECTIVES**

**Goal 1: To increase the number of qualified and diverse education majors recruited and retained by eighty percent (80%) each year.**

Objective 1: Enroll a qualified and diverse pool of education majors.

Objective 2: Retain a diverse pool of education majors to graduation through test preparation.

Objective 3: Recruit community college students through the creation of an onsite Future

Teacher Council.  
Objective 4: Recruit high school students through the creation of an onsite Pre-Teaching Council.

Objective 5: Review the recruitment plan and retention process annually.

**Goal 2: To enhance prospective teacher candidates' exposure to the art of teaching during the second semester of the freshmen year.**

Objective 1: Use EDU 232 Foundation of Education as a recruitment course for evaluative purposes.

Objective 2: Visit freshmen orientation classes to discuss the benefits of choosing teaching as a career choice and to clarify the procedures for completing the STEP program of study.

Objective 3: Establish a database of potential candidates from the Office of Admissions.

Objective 4: Identify students who have a potential interest in the education department and send them printed materials describing the exciting careers available upon graduation from our outstanding program.

Objective 5: Invite and encourage potential students to visit our campus, to tour our facilities, to meet our faculty, staff, and students, and to become better informed about available opportunities.

**Goal 3 To improve student success in academic preparation and passage rate.**

Objective 1: Make students aware of the major requirements needed to become a teacher, such as state requirements, GPA requirements, background checks, testing, field experiences, and internship.

Objective 2: Recruit qualified faculty and staff to the School of Education.

Objective 3: Direct students to study guides and test-at-a-glance sponsored by ETS and integrate test concepts in all education courses.

Objective 4: Develop testing study sessions for student participation.

Objective 5: Maintain a database of students' passing rates on the Praxis Core tests and Praxis II tests. Maintain a database of students' passing rates on the edTPA assessment as it becomes consequential for all teacher education majors in Fall 2018.

Objective 6: Create a reference list of tests with cost.

**Goal 4: To implement/improve sources and systems that support quality educational programs and students' academic success.**

Objective 1: Encourage students to prepare in a timely manner for assessments within the program that must be completed prior to internship.

Objective 2: Ensure career readiness by annually monitoring and reviewing students' performance evaluations.

Objective 3: Maintain an accredited program.

## **DEPARTMENT OF PHYSICAL EDUCATION**

### *MISSION STATEMENT*

To prepare physical education professionals who can make a positive contribution to school systems and to society, and/or be admitted to and be successful in graduate school.

### **DEPARTMENT OF PHYSICAL EDUCATION: RAMP DEFINITION**

#### **R [RETAIN]**

To prepare students to matriculate through the physical education curriculum to graduation. To provide a physical education curriculum that will attract a diverse population.

#### **A [ADVANCE]**

To ensure that physical education majors systematically and successfully move through the curriculum.

#### **M [MEASURE]**

To evaluate the success rate of physical education majors who advance through the curriculum. To establish objectives and outcomes that can be quantified.

#### **P [PLACE]**

To ensure that physical education STEP majors are marketable in the public schools and non-teacher track physical education majors are successful in obtaining professional positions in the private sector or successfully get admitted to graduate school.

### **DEPARTMENT OF PHYSICAL EDUCATION: GOALS AND OBJECTIVES**

**Goal 1: To reduce the attrition of physical education majors who drop out of school or change majors.**

Objective 1: To attract a qualified and diverse group of physical education majors who can successfully matriculate through the curriculum.

**Goal 2: To increase the number of physical education majors who successfully matriculate through the program through graduation.**

Objective 1: To assist struggling physical education majors to successfully complete the program.

Objective 2: To develop an understanding of the principles and a working philosophy of physical education as a major field of study and interpret and apply the scientific base of knowledge as it relates to exercise, physical education, and athletics.

Objective 3: To develop physical education professionals who have an understanding of physical education and health as a profession and as a potential career.

**Goal 3: To keep track of the number of physical education majors who graduate, find teaching or professional positions and get accepted to graduate school.**

Objective 1: To develop a tracking system to track physical education majors following graduation.

**Goal 4: To assist physical education graduates in obtaining professional positions or graduate school admittance.**

Objective 1: To increase the number of physical education majors who successfully obtain professional positions and are accepted into graduate school.

Objective 2: To develop educational professionals who have a working knowledge of their specialty area, the physical skills, and physical conditioning to teach in a comprehensive public school physical education curriculum or municipal or private setting.

Objective 3: To graduate students who will be able to actively participate in the professional physical education community and within the broader educational field to enhance physical activity opportunities.

## **DEPARTMENT OF FINE ARTS EDUCATION**

### *MISSION STATEMENT*

The Department of Fine Arts provides the essential fine arts and music component of a liberal arts education in accordance with the mission and goals of the college. The mission of the Department of Fine Arts is to provide a nurturing educational environment in which students of all disciplines can explore and develop their natural talents; to prepare students for success in the fields of education, graduate studies, and other professional careers in their chosen discipline. To bring awareness of the intrinsic value of the arts to change the way in which we perceive ourselves, society, and the world as a whole.

### **DEPARTMENT OF FINE ARTS EDUCATION: RAMP DEFINITION**

#### **R [RETAIN]**

To offer vibrant programs of study in the arts that provide interdisciplinary opportunities so that students can actively participate in the fine and performing arts at the college.

#### **A [ADVANCE]**

To foster an open environment that supports and encourages students to successfully meet requirements for the completion of their degree in a timely matter.

#### **M [MEASURE]**

To periodically assess students' ability to demonstrate appropriate acquisition of knowledge and skills at regular intervals over the course of the degree program.

#### **P [PLACE]**

To prepare art and music majors to become more marketable by placing students in career seeking roles including education, internships, and graduate and professional school admissions.

### **DEPARTMENT OF FINE ARTS EDUCATION: GOALS AND OBJECTIVES**

**Goal 1: The Department of Fine Arts will expedite the development and launching of newly created Arts and Music degree programs including education in response to student needs and demands.**

Objective 1: To increase the visibility of the arts programs to attract high school students and

- graduate programs recruiters.
- Objective 2: To Increase recruitment efforts specifically directed to students interested in the arts and education.
- Objective 3: Recruit and retain talented and knowledgeable faculty who are active in their field of expertise in the arts.

**Goal 2: The Department of Fine Arts will use the STEAM Center to increase the use of innovative technology in teaching, research, and creativity.**

- Objective 1: To introduce supplementary programming, such as lecture series, outside exhibitors, and performers.
- Objective 2: To improve access to the arts through arts-courses that innately cross disciplines by adding these courses to the general education requirements of a liberal arts education.
- Objective 3: To utilize the STEAM Center to introduce students to arts technology.

**Goal 3: Students readily meet or exceed the benchmarks established by the assessments administered by the Department of Fine Arts.**

- Objective 1: To create computer based assessment tools that will be administered through the STEAM Center.
- Objective 2: To administer group assessments making sure that students are both participating and contributing.
- Objective 3: To administer individual assessments that insure students are meeting defined benchmarks.

**Goal 4: Build relationships between the department and arts organizations in Tuscaloosa and surrounding communities.**

- Objective 1: Identify the students' career goals to direct placement in internships.
- Objective 2: To place students in internships that match their stated career goal.

## **SCHOOL OF BUSINESS**

### *MISSION STATEMENT*

The mission of the School of Business Administration is to prepare students of diverse levels of academic preparation for places of leadership and service in society by providing a high quality, in-depth, and stimulating education in business administration. The school supports the mission of Stillman College by providing an educational experience that is characterized by personal attention and guidance to students, a commitment to continuous curriculum development, utilization of technology to enhance instructional delivery with emphasis on extracurricular activities that promote student leadership and understanding of contemporary business practices in a global world society. The School of Business is composed of the following concentrations: accounting, management, marketing, and supply chain and logistics.

### **DEPARTMENT OF BUSINESS ADMINISTRATION**

The Department of Business Administration provides quality education to students who are committed to acquiring quality education and living productive lives. The department supports

the School of Business Placement Center and its mission to assist students in acquiring relevant internships, pursuing research endeavors, and successfully obtaining degree related career opportunities.

## **DEPARTMENT OF BUSINESS ADMINISTRATION: RAMP DEFINITION**

### **R [RETAIN]**

The measure of the proportion of students who remain enrolled in Stillman College and most specifically the School of Business Administration through graduation with an emphasis on first year students continuing to the next year.

### **A [ADVANCE]**

To provide students with the tutorial support and advisement needed to aid them in successful completion of certification testing, advance degree placement testing, admission testing, professional/graduate school admission, and job placement.

### **M [MEASURE]**

The ongoing systematic process of evaluating elements in the strategic plan for purposes of revising and adjusting where necessary to ensure its success.

### **P [PLACE]**

The development of a School of Business Administration placement center with a mission to assist students in acquiring relevant internships, pursuing research endeavors, and successfully obtaining degree related career opportunities.

## **DEPARTMENT OF BUSINESS ADMINISTRATION: GOALS AND OBJECTIVES**

**Goal 1: To create and maintain a learning environment that fosters academic excellence and ensures student success.**

Objective 1: To reduce the stop out rate by five percent (5%) and the dropout rate by five percent (5%) in the Department of Business Administration within two academic years.

Objective 2: To collaborate with colleagues, campus units, and academic programs on or before midterm to promote a “student –first” environment.

Objective 3: To have a “student- first policy” statement developed by 2017-18 academic year.

Objective 4: To provide programs and services that integrate new students into the academic community by 2018.

Objective 5: To foster students’ success in the academic environment.

**Goal 2: To develop certification programs.**

Objective 1: To develop certification programs (two years).

Objective 2: To offer standardized test preparation programs (one year).

Objective 3: To offer to students current business application programs (one year).

Objective 4: To offer career preparation workshops, career planning, and job readiness workshops (one year).

Objective 5: To create small business seminars that also are open to the community.

**Goal 3: To increase graduation rate.**

- Objective 1: To create a tracking system from freshman year (one year).
- Objective 2: To assess students each semester.
- Objective 3: To follow-up communication with students based on assessment.
- Objective 4: To coordinate with the retention officer on a semester basis.
- Objective 5: To increase the number of students entering graduate school by providing advisement, test taking prep, and a longitudinal tracking system.

**Goal 4: To increase the number of students in internship programs and job placement.**

- Objective 1: To develop benchmarks within one year; after benchmarks are established, the department will seek to improve attainment in each area listed below by five percent (5%).
- Objective 2: To increase the number of students in internship programs.
- Objective 3: To increase the number of students employed by the end of the academic program.
- Objective 4: To increase the participation in college and career fairs by twenty-five percent (25%).
- Objective 5: To increase the number of students enrolled in graduate programs and professional studies by ten percent (10%).

## **LIBRARY SERVICES**

### *MISSION STATEMENT*

The mission of the School of Library Services is to provide an enriched learning environment and resources that promote individual growth, foster academic inquiry, and support the educational and general programs of the college.

### **LIBRARY SERVICES: RAMP DEFINITION**

#### **R [RETAIN]**

The library encourages student retention by providing a comfortable and inviting atmosphere in which to study, by providing access to needed materials, by offering information literacy instruction, by facilitating research, by providing appropriate spaces for individual and group study, and by offering engaging programs of interest to students.

#### **A [ADVANCE]**

The library helps prepare students early in their academic studies in order to become better prepared for opportunities after college. The library does this by providing access to appropriate and wide-ranging resources to facilitate student learning. This includes physical space, information literacy instruction, physical resources, and online resources.

#### **M [MEASURE]**

There are several ways to measure outcomes in the library in order to quantify the effectiveness of our programs. They may include the number of students who use the library, the number of books checked out, number of online sessions utilizing *Ebrary*, number of students who utilize the iPads, number of students participating in information literacy sessions, number of archive requests, etc. It also would be useful to track student responses to surveys regarding understanding and awareness of library resources as well as utilization of those resources.

### **P [PLACE]**

Facilitating the placement of students after graduation is essential. The library can offer resources applicable to both job placement (such as resume-writing assistance) and graduate school placement (such as application assistance and information).

### **LIBRARY SERVICES: GOALS AND OBJECTIVES**

**Goal 1: The library will support student retention by providing an environment that is conducive to learning, supports intellectual inquiry, and facilitates learning and research through offering programs that promote student engagement.**

Objective 1: To develop methods to reduce levels of distraction that hinder students' abilities to concentrate and study.

Objective 2: To provide social spaces on first and second floors for students to interact with each other with additional cushioned seating that contribute to student comfort.

Objective 3: To provide information literacy instruction for each student during their freshman year.

Objective 4: To provide engaging programs of interest to students at least once per month.

Objective 5: To provide instruction on the history of Stillman College from its inception to the appointment of its 7th president, Dr. Cynthia Warrick through primary and secondary materials in the form of manuscripts, audio and video sources, books both traditional and electronic, diaries, and artifacts.

**Goal 2: The library will provide access to resources that support student learning and help prepare students for advancement in their major fields or fields of interest.**

Objective 1: The library will identify resources that will assist students in their test-taking preparation for admission to graduate and professional schools.

Objective 2: The library will obtain nine (hard/electronic) copies of specific admission tests for student practice.

Objective 3: The library will dedicate specific computers in the east/west reading rooms for student test preparation.

Objective 4: The library will provide information literacy instruction for each student during his or her freshman year.

**Goal 3: The library will provide continuous improvement of its resources and services to students through an ongoing process of assessment.**

Objective 1: The library will maintain an accurate count of items circulated and of *Ebrary* items accessed online.



- Objective 2: The library will conduct a user survey each year to determine user satisfaction among students and use the results to tailor a program of improvement in the areas of library holdings, staff assistance, and library space.
- Objective 3: The library will conduct a user satisfaction survey in information literacy instruction among students and use the results to improve the quality of instruction to specific aspects of information literacy.
- Objective 4: The library will use its daily gate count to determine the increase/decrease of student library use.
- Objective 5: The library will track attendance at library events.

**Goal 4: The library will provide resources to assist in student job and graduate school placement after graduation.**

- Objective 1: The library will provide access to nine software preparation tests: LSAT, GRE, GMAT, MCAT, MAT, DAT, PCAT, OAT, and Education Praxis tests.
- Objective 2: The library will provide assistance in locating computerized/electronic enhancement programs in resume-writing and job applications.
- Objective 3: The library will provide assistance in locating information about graduate schools and programs.
- Objective 4: The library will provide a listing of local professionals with contact information who could provide advice and assistance in preparation to graduate and professional schools.

## OFFICE OF STUDENT SUPPORT SERVICES

### *MISSION STATEMENT*

The mission of the Office of Student Support Services (SSS) is to increase retention and graduation rates among its participants, limited income and first generation college students, by providing a multiplicity of academic support services that enable them to persist and graduate from college. It is our ultimate goal to create an inclusive environment that provides quality academic, career, and personal support services to strengthen students' self-efficacy, resilience, and sense of belonging during their tenure on campus towards graduation. In order to be in good standing with Federal Program Guidelines, the program staff is committed to continuous improvement to establish and continue to offer quality resources that provide equal access and academic excellence to all students served.

The Office of SSS is responsible for strategic combination and implementation of educational resources necessary to manage a robust system of student services needed for our students to be successful in completing their college careers in a timely manner.

The primary purpose of the Educational Support Services (TRIO programs) is to prepare low-income/potential first-generation college students for successful entry into, retention in, and completion of postsecondary education. The TRIO Services are designed to improve academic performance, increase student motivation, and facilitate the transition from one level of education to the next.

## **OFFICE OF STUDENT SUPPORT SERVICES: RAMP DEFINITION**

### **R [RETAIN]**

To keep students who enroll in college to remain until completion.

The primary goal of TRIO SSS is to help transition, retain, and graduate students at Stillman College. Through its services, the program provides opportunities for academic development, assists with college requirements, and serves to motivate students toward the successful completion of their undergraduate degree program.

### **A [ADVANCE]**

To provide supportive services to move students forward. SSS assists students to progress by providing tutoring/instructional assistance in the following core areas:

- Reading (including basic reading, Nelson Denny Exams, social sciences, and others)
- Mathematics (including introduction to algebra, college algebra, and others)
- English (including English composition I and II, advanced composition, English proficiency exams, and more)

### **M [MEASURE]**

Using an instrument to determine an estimate of what is to be expected of the student. Measures used to determine eligibility for the program will be Skills Bank, GPAs, academic needs determination, etc.

### **P [PLACE]**

The position the student is in once he/she completes the program and graduate.

Participation in a TRIO program has a significant impact on the educational outcomes of low-income, first-generation students and students with disabilities. Once a student has been enrolled in a program and utilize the services, he/she will be in a positive place to become a productive and industrious tax-paying citizen.

## **STUDENT SUPPORT SERVICES: GOALS AND OBJECTIVES**

**Goal 1: Participants will persist from one academic year to the beginning of the next academic year or graduate.**

Objective 1: To offer supportive services to eligible students to increase retention and foster an institutional climate supportive of students' success.

Objective 2: To address student needs by providing services to assist them in securing adequate financial aid, developing academic skills, and acquiring other strategies to successfully persist in college.

Objective 3: To follow-up with each participant by monitoring grades, class performance, providing counseling services, and ultimately implementing an early alert system.

Objective 4: To provide and coordinate access to academic support programs, cultural activities, use of technology, and personal and career counseling along with financial literacy to ensure students enrolled in the program receive services that will assist them in proceeding to the next academic level.

**Goal 2: Participants will meet the performance level required to stay in good academic standing at the college.**

Objective 1: To offer supportive services to promote good academic standing and increase retention and graduation rates.

Objective 2: To document student progress and provide academic intervention.

Objective 3: To assess each student for his or her level of academic need after diagnostic evaluation.

Objective 4: To assess the need and provide academic monitoring and counseling along with an individual educational plan to evaluate and monitor the student progress.

**Goal 3: Thirty-five percent (35%) of the new participants enrolled in the program will graduate within six years and either find sustainable employment or enroll in graduate/professional school.**

Objective 1: To establish an environment for increasing the graduation rates of participants while preparing them for graduate school.

Objective 2: To conduct students tracking and monitoring system in an intensive and timely manner.

Objective 3: To report students' tracking for a two-year period after graduation.

**Goal 4: All students participating in the SSS program will be exposed to educational and cultural events and programs.**

Objective 1: To expose SSS participants to cultural events and enlighten them to various cultural nuances.

Objective 2: To encourage participants to attend seminars, career fairs, and workshops, and visit graduate schools to gain knowledge necessary to make informed decisions about attending schools and/or events.

## **DEPARTMENT OF ENROLLMENT MANAGEMENT**

### *MISSION STATEMENT*

The mission of the Department of Enrollment Management is to strategically plan, coordinate, implement, and evaluate services, programs, and offices, which facilitate student enrollment and success. The division is responsible for monitoring student enrollment, retention, graduation, marketing, merit scholarship, and need-based financial aid. The Division of Enrollment Management comprises of the following units: Registrar, Financial Aid, Student Support Services, International Students Program, and Scholarship.

### **DEPARTMENT OF ENROLLMENT MANAGEMENT: RAMP DEFINITION R [RETAIN]**

To provide supportive services and marketing platform that will enable the college to recruit, enroll, retain, and graduate a diverse student population. To create an ongoing systematically enrollment management plan for purposes of effectively identifying, targeting, recruiting, enrolling, and retaining students; and ensuring higher retention and graduation rates.

**A [ADVANCE]**

Redesign the recruitment initiatives to integrate emerging technologies to strategically identify, target, and enroll and retain Stillman students.

**M [MEASURE]**

To employ a diverse range of recruitment and retention tools and processes to evaluate the strengths and weaknesses of services provided by the Division of Enrollment Management.

**P [PLACE]**

In collaboration with the Office of Career Services, the college and Division of Enrollment Management will support the development of the college’s Service Learning Program to strengthen student knowledge, skills, and awareness in preparation for internship and job placement post-graduation.

**GOALS AND OBJECTIVES OF DEPARTMENT OF ENROLLMENT MANAGEMENT  
To be completed Summer 2018**

**OFFICE OF ADMISSIONS AND RECRUITMENT**

*MISSION STATEMENT*

The mission of the Stillman College Office of Admissions and Recruitment is to attract and enroll students who aspire to succeed, who are personally motivated to become active members and leaders within our campus community, and who contribute to the diversity of thought, background, and experiences of our student population.

**OFFICE OF ADMISSIONS AND RECRUITMENT: GOALS AND OBJECTIVES**

**Goal:** To increase the quality and quantity of students in the enrollment mix for all relevant subpopulations.

- Objective 1: Increase overall application pool by twenty percent (20%).
- Objective 2: Increase enrollment of first-time, full-time freshmen by seventy percent (70%).
- Objective 3: Increase enrollment of transfer students by twenty-five percent (25%).
- Objective 4: Increase international student population by ten percent (10%).

**Goal 2:** To increase the retention and graduation rate of first-time, full-time students over the next five years by twenty over the 2016 rates.

- Objective 1: Decrease cohort transfer, stop-out, and withdrawal rate.
- Objective 2: Increase the first-time, full-time graduation class of 2021 by fifteen percent (15%) over 2017 class.

**OFFICE OF FINANCIAL AID**

*MISSION STATEMENT*

The Stillman College Office of Financial Aid is dedicated to ensuring the proper stewardship of all resources used in the financing of a student's education. The Office of Financial Aid is committed to increasing the financial literacy of its students and parents to control educational indebtedness. The Stillman College Office of Financial Aid is committed to providing the highest level of customer service to support students in achieving their academic goals.

## **OFFICE OF FINANCIAL AID: GOALS AND OBJECTIVES**

### **Goal 1: Reduce loan default rate.**

Objective 1: Use data and financial counseling to reduce student loan default by twenty percent (20%) over five years.

### **Goal 2: Improve customer services to all stakeholders of Stillman College.**

Objective 1: Process financial aid packages efficiently, accurately, and timely.

Objective 2: Improve communications to all institutional stakeholders.

Objective 3: Increase student financial literacy by conducting financial counseling sessions/workshops.

## **MILLITARY AND VETERANS RESOURCE CENTER**

### *MISSION STATEMENT*

Stillman College Millary and Veterans Resource Center offers a "military-friendly" education support program that assist veterans, service members, and their families with the transition from military service into a positive academic community in pursuit of professional and personal development. The Center connects students to expert support services and tools essential to enhance academic and professional success at Stillman College.

### **MILLARY AND VETERANS RESOURCE CENTER: RAMP DEFINITION**

#### **R [RETAIN]**

Through collaboration and technical support from Veteran Affairs Offices and Organizations, Stillman College will establish and maintain a Veterans Resource Center designed to foster the professional growth and personal development of veterans recruited and enrolled at the College.

#### **A [ADVANCE]**

Stillman through the Veterans Resource Center will advance the college's efforts to be recognized as a military-friendly community. The college will work and collaborate with Veterans Service Organizations (VSOs) – VFW, American Legion, and others to achieve the recognition and designation.

#### **M [MEASURE]**

Stillman will assess and improve upon the services, guidance, and support provided through the Veterans Resource Center in recruiting, enrolling, retaining, and graduating veteran and/or dependent students.

#### **P [PLACE]**

The Veterans Resource Center will make the placement of veterans and dependents into jobs they are trained for and/or assist them to enter professional schools and graduate programs.

## **MILLITARY AND VETERANS RESOURCES CENTER: GOALS AND OBJECTIVES**

**Goal 1: Provide professional counsel, guidance, and administrative support that meet the needs and interests of our veterans and our active-duty service members along with their families and survivors.**

- Objective 1: Provide admissions and financial aid counseling.
- Objective 2: Facilitate targeted recruitment of veterans by working with VSOs.
- Objective 3: Provide academic and personal advice to veterans.
- Objective 4: Establish liaison with VA Disability Services.
- Objective 5: Provide specialized tutoring services for veterans.

**Goal 2: Promote Stillman College for designation as a nationally recognized "military-friendly" college.**

- Objective 1: Identify, make application for, and secure related transition assistance from federal, state, and/or private funding.
- Objective 2: Conduct workshops and provide training on GI Bill Benefits and information.
- Objective 3: Coordinate with VA departments and offices to acquire designation.

**Goal 3: Synchronize and expand existing veteran-student support functions.**

- Objective 1: Assess and update current and ongoing programs to adequately serve veterans and dependents.
- Objective 2: Assess marketing programs towards military veterans and families.
- Objective 3: Coordinate with federal Student Veterans Organizations for membership, scholarships, and other resources available to support the Veterans Resource Center.

**Goal 4: Develop a Stillman College Veterans Student Service Center to accommodate and provide applicable support opportunities.**

- Objective 1: Establish active multi-media "Inform and Influence" Programming to increase overall awareness of the Stillman College veterans "military-friendly" program.
- Objective 2: Collaborate with faculty and staff to enhance the veteran students' experiences.
- Objective 3: Establish a Veteran Advisory Committee designed to provide creative thought, professional advice, and overall mentorship.
- Objective 4: Provide faculty and staff training in how to effectively support veterans and dependents.

**Goal 5: Establish a Veterans Resource Center webpage linked to the college's Website.**

- Objective 1: Create a one-stop site for information on military, veterans, and family members enrolled at Stillman College.
- Objective 2: Publicize the accomplishments and successes of veterans and veteran, dependent students on the college's Website.

# **DIVISION OF INSTITUTIONAL EFFECTIVENESS**

## *MISSION STATEMENT*

The Division of Institutional Effectiveness (IE) provides leadership to develop, integrate, and support initiatives and projects related to improving strategic planning, assessment, and reporting while monitoring institutional compliance with federal regulations and accrediting agencies. The office promotes a commitment to excellence and continuous improvement through assessment, analysis of data, accreditation, academic quality, accountability, and student success. The Office of IE consists of the following offices: Dean, Assessment/Data Coordinator, Institutional Researcher, Information Technology, and Institutional Partnerships.

Specific functions of the Office of IE include the following:

- Supporting college-wide strategic planning and coordinating systematic monitoring of progress on strategic and operational goals.
- Coordinating a system of college-wide assessment and supporting the assessment and evaluation activities of college assessment committees and academic and administrative units.
- Coordinating a systematic process of new program evaluation and approval.
- Coordinating a systematic process of assuring the quality of academic programs through the oversight and support of accreditation activities and academic program review.
- Providing objective information that supports transparency and a culture of evidence.
- Collecting, analyzing, and disseminating institutional data systematically to support stakeholders in planning, management, operation, and making informed data-driven decisions that lead to continuous organizational improvement.

## **DIVISION OF INSTITUTIONAL EFFECTIVENESS: RAMP DEFINITION R [RETAIN]**

Institutional Effectiveness provides institutional research that will inform the college as to the characteristics of students who are most likely to re-enroll and complete graduation requirements and those who will need early intervention to achieve success.

## **A [ADVANCE]**

Institutional Effectiveness provides resources and support to internal and external partners to develop and implement new programs at the college.

## **M [MEASURE]**

Institutional Effectiveness will create a campus-wide culture of assessment that will result in enhanced academic and administrative units and continuous organizational improvement.

## **P [PLACE]**

Institutional Effectiveness will produce an institution that utilizes strategic planning to advance to a new level of excellence, which in turn will enhance the rank of Stillman College and the placement of its graduates.

## **OFFICE OF INSTITUTIONAL EFFECTIVENESS: GOALS AND OBJECTIVES**

**Goal 1:**       **The Office of IE will implement an ongoing college-wide assessment system that ensures continuous improvement in both academic and administrative areas.**

Objective 1: To receive training in Xitracs software that will facilitate the input of Strategic, Operational, and Academic Plans.

Objective 2: To create a college-wide assessment schedule for submission of reports from both academic and administrative units.

Objective 3: To provide effective communication between IE personnel and all other college personnel on how to document evidence of ongoing assessment.

Objective 4: To provide constructive feedback to academic and administrative units on the effectiveness of their units.

**Goal 2:**       **The Office of IE will provide support to academic departments as new programs/majors are developed and implemented.**

Objective 1: To conduct research on the need for and interest in new programs at the college.

Objective 2: To develop a routinized process for the submission of new programs through Academic Affairs, Board of Trustees, and SACSCOC.

Objective 3: To provide accurate and timely data that will enhance the success of new programs submitted.

**Goal 3:**       **The Office of IE will provide accurate and timely data that will inform the college's decision-making process.**

Objective 1: To create a college-wide schedule for both internal and external data reports.

Objective 2: To develop a written protocol for the generation of each data report.

Objective 3: To proactively communicate data to the campus community that will enhance student success.

**Goal 4:**       **The Office of IE will provide support to all accreditation efforts at the college.**

Objective 1: To develop and submit a successful ten-year reaffirmation document to the SACSCOC.

Objective 2: To develop and implement a successful Quality Enhancement Plan that will lead to greater student success.

Objective 3: To assist all academic units with discipline specific accreditation efforts.

## **DEPARTMENT OF INFORMATION TECHNOLOGY**

### *MISSION STATEMENT*

The Department of Information Technology (IT) provides support to learning, teaching, research, service, and the day-to-day business operations of Stillman College consistent with the college's mission. The Department of IT is committed to promoting the use of innovative and effective



technologies across the campus while delivering high-quality services that enhance student success.

Specific functions of the IT Department are as follow:

- Develop and maintain information technology resources, including *Colleague*, *Canvas*, Email, *Xitrac*s, and other systems that enhance the effectiveness of the academic and administrative units.
- Provide training for information technology resources that improve the skills of its customers (faculty, staff, students, and administrators).
- Provide comprehensive, responsive, and reliable customer service to all college constituents.
- Research leading-edge technology and form collaborative partnerships with customers and vendors to provide stable, cost effective, and fully functional solutions.

### **DEPARTMENT OF INFORMATION TECHNOLOGY: RAMP DEFINITION R [RETAIN]**

The Department of Information Technology provides exceptional customer service to Stillman students by streamlining technological processes essential to student success and thereby assists in retaining students.

### **A [ADVANCE]**

The Department of Information Technology provides resources and support to both academic and administrative units that enhance the image and viability of the institution thus advancing the college.

### **M [MEASURE]**

The Department of Informational Technology provides support to academic units as they assess students' success in courses, students' satisfaction with instruction, and students' achievement in meeting graduation requirements.

### **P [PLACE]**

The Department of Informational Technology will produce an institution that utilizes its technological resources to advance to a new level of excellence, which in turn will enhance the rank of the college and the placement of its graduates.

### **DEPARTMENT OF INFO. TECHNOLOGY: GOALS AND OBJECTIVES**

**Goal 1: The Department of IT will develop and maintain information technology resources that enhance the effectiveness of academic and administrative units.**

Objective 1: To provide fully functional technological resources, such as *Canvas*, *Zoom*, email, and *WebAdvisor* to the academic units to facilitate student success.

Objective 2: To provide fully functional technological resources, such as *Colleague*, *National Student Clearing House*, email, and *Xitrac*s to administrative units to enhance institutional effectiveness.

**Goal 2: The Department of IT will provide training for information technology resources that enhance the skill set of the college's constituents.**

Objective 1: To develop and implement a series of training workshops to enhance the effectiveness of faculty use of *Canvas*.

Objective 2: To work collaboratively with the Division of Academic Affairs to develop and implement a certification process for faculty teaching online courses.

Objective 3: To develop and implement a series of training workshops to enhance the effectiveness of staff use of *Colleague*.

**Goal 3: The Department of IT will provide superior customer service to college constituents using information technology.**

Objective 1: To develop and implement a survey to administer to faculty, staff, and students to determine their satisfaction with services provided by IT.

Objective 2: To analyze survey data and create a prioritized list of ways to improve service.

Objective 3: To develop a system for handling work requests for technology support.

**Goal 4: The Department of IT will remain up to date with technological resources by conducting ongoing research and collaborating with vendors.**

Objective 1: To create an environment that fosters IT personnel to remain current in their field and knowledgeable of leading-edge technologies.

Objective 2: To develop a proactive approach to solving IT challenges.

Objective 3: To develop ongoing professional relationships with vendors who are invested in assisting with Stillman's success.

## **OFFICE OF THE REGISTRAR**

### *MISSION STATEMENT*

The Office of the Registrar is the official keeper of records at Stillman College which assures the accuracy and preserves the privacy of student academic records. The Office of the Registrar coordinates registration and graduation, helps to maintain academic records, verify transcripts, and assist with course catalog maintenance and class scheduling.

### **OFFICE OF THE REGISTRAR: GOALS AND OBJECTIVES**

**Goal 1: Increase the efficiency of the registration process to deliver the college's curriculum in accordance with its policies and regulations.**

Objective 1: Work with the academic divisions, departments, faculty committees, and the Provost's Office to effectively build, manage, and maintain the curriculum and related records.

Objective 2: Process all student course registrations and monitor enrollment activity, including withdrawals and changes made before, during, and after the Drop/Add period.

**Goal 2: Provide timely, precise guidance and support to students as they work toward degree completion, as well as faculty and staff involved in registration, transcript evaluation services, and graduation processes.**

Objective 1: Support the role of the faculty advisors by providing accurate degree completion

audits and effective tracking of students' progress toward graduation throughout his or her academic career, including declaration of majors and minors and processing other student or faculty-driven requests as needed.

Objective 2: Enhance student transcript services to include evaluation electronic processing.

## **DIVISION OF STUDENT AFFAIRS**

### *MISSION STATEMENT*

The Division of Students Affairs supports and challenges students to achieve their full potential by providing comprehensive co-curricular opportunities and services.

The Division of Student Affairs provides a comprehensive system of support for students to accomplish the mission of Stillman College. The division is comprised of the Vice President of Student Affairs, the Dean of Student Life, the Director of Housing, the Director of Student Activities, the Director of Student Services, the Director of Career Services, the Director of Athletics, and the Chief of Campus Police. These leaders and their departments contribute to campus vitality by providing academic supports, counseling, career planning, health services, student leadership, activities, programming, housing, food service, and safety. In pursuit of educational excellence, the Division of Student Affairs at Stillman College will be recognized locally, regionally, and nationally for model services and programs that enhance personal and professional development.

### **DIVISION OF STUDENT AFFAIRS: RAMP DEFINITION**

#### **R [RETAIN]**

Retain students by demonstrating a consistent regard for them as persons of worth. This regard will be conveyed by the programs offered, the professional respect shown, and by a generous spirit in every interaction. Students will return to an institution where they are treated with dignity; they will value an experience where the Golden Rule undergirds every service offered.

#### **A [ADVANCE]**

Advance the College's mission by consistent attention to the professional development of the division's staff through every available means, such as webinars, workshops, and conferences. Likewise, the students' intellectual, spiritual, social, and physical development will be advanced through relevant programming from each department.

#### **M [MEASURE]**

Measure the division's effectiveness by internal and external assessment, such as staff review, program evaluation, staff and student surveys, and collaboration with the Office of Institutional Effectiveness. Particular attention will be paid to assessing outcomes for programs and activities for and by students.

#### **P [PLACE]**

Place staff in situations and opportunities where they can develop and succeed. Support staff in their development of professional projects and in their pursuit of expanded expertise. Similarly,

place students on a trajectory for full development as persons and professionals. Provide learning programs, internship possibilities, and recreational opportunities and so they can explore their potential as individuals, citizens, and future employees.

## **DIVISION OF STUDENT AFFAIRS: GOALS AND OBJECTIVES**

**Goal 1: Develop programs that convey the College's religious mission.**

Objective 1: Improve quality of religious services through Chapel and the Religious Emphasis Series.

Objective 2: Expand chapel offerings on Thursdays and Sunday morning services.

Objective 3: Offer additional religious programs, through the Dean of Chapel, the Presbyterian Church, and other religious entities.

**Goal 2: Emphasize conflict resolution as integral to personal and professional development.**

Objective 1: Create programs to educate students on conflict resolution in their relationships with fellow students, in their interactions with faculty, and in their development as employees.

Objective 2: Require training in conflict resolution for staff to improve workplace interactions among staff members and with students.

**Goal 3: Assess effectiveness of student programs, student activities, and student services.**

Objective 1: Develop quantifiable measures of student activities and their outcomes.

Objective 2: Track student complaints, conflicts, and the division's responses.

Objective 3: Survey student attitude regarding services offered by the division.

## **OFFICE OF STUDENT LIFE**

### *MISSION STATEMENT*

To prepare students for a different world by providing programs, activities, and services that advance the development of students intellectually, socially, academically, professionally, and physically.

### **OFFICE OF STUDENT LIFE: RAMP DEFINITION**

#### **R [RETAIN]**

Providing an engaging, enriching experience will increase student retention, especially from the first semester to the second and from the first year to the second year.

#### **A [ADVANCE]**

Advancing the mission of student preparation by continuing our best HBCU traditions while incorporating innovative, nontraditional exercises, so those traditions shape our students and are reshaped by our students for the next generation.

#### **M [MEASURE]**

Assess student turnout and student satisfaction to effectively measure the strengths and weaknesses of the Office of Student Life.

### **P [PLACE]**

Students will be prepared for placement in a full array of callings and careers because of a full sense of self inculcated through program and activities facilitated by the Office of Student Life.

## **OFFICE OF STUDENT LIFE: GOALS AND OBJECTIVES**

### **Goal 1: To enrich the student experience through collaborative planning.**

Objective 1: Expand the reach of student life services and program offerings.

Objective 2: Lead in student life programming for students.

Objective 3: Celebrate existing Stillman College traditions and create new traditions appropriate to the college's culture.

### **Goal 2: To cultivate leadership, service learning, and civic engagement.**

Objective 1: Develop student leadership and create opportunities for student to engage the campus and community as leaders.

Objective 2: Provide support to students, student organizations, community service projects and community activities that may enhance the quality of educational life for students.

Objective 3: Display responsibility to/for student organizations and relationships built on campus.

### **Goal 3: To promote life-long learning on campus.**

Objective 1: Provide innovative programs that promote healthy behaviors.

Objective 2: Assist students in developing positive campus and community relationships.

Objective 3: Create a welcoming accessible and affirming environment where students feel safe to share all aspects of their identity.

### **Goal 4: To provide quality housing for students.**

Objective 1: Change occupancy from double to single.

Objective 2: Offer off-campus living options.

Objective 3: Provide safe and well-maintained facilities.

Objective 4: Assist students in making a decision about living options.

### **Goal 5: To provide living and learning opportunities beyond the classroom.**

Objective 1: Develop educational and social programs.

Objective 2: Encourage faculty and staff involvement.

Objective 3: Cultivate special interest environments.

### **Goal 6: Develop community.**

Objective 1: Recruit, select, and train staff committed to student development.

Objective 2: Challenge students through empowerment, development, and leadership.

Objective 3: To create an interpersonal environment which encourages self-responsibility, advocacy for individual differences, and the opportunity to live together

cooperatively, and communicate meaningfully to facilitate the process of community development.

## **OFFICE OF STUDENT DEVELOPMENT**

### *MISSION STATEMENT*

The Office of Student Development is committed to the concept that students who are admitted to Stillman College can succeed and that these students are committed to obtaining a quality education. College years are a pivotal time in the lives of students and offer a myriad of opportunities for students to maximize their personal and academic potential. The Office of Student Development's role, therefore, is to support the college in maintaining an environment that maximizes academic, personal, and career potential. The office also helps students to take full advantage of the opportunities offered by the Stillman educational experience.

### **OFFICE OF STUDENT DEVELOPMENT: RAMP DEFINITION**

#### **R [RETAIN]**

Retain students by providing the opportunity to engage in activities that enhance critical thinking, career exploration, and provide opportunities for personal growth.

#### **A [ADVANCE]**

Advance the institution among a variety of supporters and constituencies with an eye toward creating interest and support.

#### **M [MEASURE]**

Employ a diverse range of assessment tools to evaluate the strengths and weaknesses of services provided by the Office of Student Development.

#### **P [PLACE]**

Stillman will serve as a "home," a place, that grounds its students and serves as their moral compass, reinforcing their sense of self. This sense of self will enable diverse learners to connect the classroom with their various communities through physical, emotional, spiritual, and intellectual engagement.

### **OFFICE OF STUDENT DEVELOPMENT: GOALS AND OBJECTIVES**

**Goal 1: To increase the persistence of all classes by ten percent (10%).**

Objective 1: To create mechanisms that support the enrollment and persistence of qualified students who apply for admission during the junior year of high school.

Objective 2: To create an early alert system that will generate a warning that identifies students who may face academic or personal issues that will negatively impact college performance.

Objective 3: To implement training for the Office of Student Life staff and student employees that will support institutional retention efforts.

**Goal 2: To utilize a wellness wheel model (emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual) to enhance student, employee, and external constituent interactions.**

Objective 1: To develop a Student Life Entrepreneurship Project that promotes connection between Stillman, its students, and the other constituents.

Objective 2: To seek funding for activities that will generate positive local, regional, and national community connections.

Objective 3: To develop/revitalize an online publication targeting parents and other constituencies that publicizes and celebrates the best of Stillman.

**Goal 3: To evaluate student development programs and interventions using measures related to attendance, costs, satisfaction, and effectiveness.**

Objective 1: To utilize institutional evaluation results in the development of programming.

Objective 2: To utilize data from Higher Education Research Institute (HERI) CIRP Survey to inform program planning and development.

**Goal 4: To provide intensive consultation and counseling for juniors and seniors regarding what comes next.**

Objective 1: To update institutional Senior Survey to address connection to college and/or local community.

Objective 2: To develop modules for life after Stillman (completion of graduate school tests and surveys) that will be incorporated into junior and senior level classes.

Objective 3: To develop activities that build positive relationships and sense of community for students, adults, and external constituencies.

Objective 4: To create space and opportunities for the documentation and archiving of accomplishments of alumni, current students, and friends of the college.

## **OFFICE OF CAREER SERVICES**

### *MISSION STATEMENT*

The mission of Stillman College's Office of Career Services seeks to educate and empower students and alumni to make a well-informed career decision in a global society. The Office of Career Services will help by actively engaging students in internship and externships and summer research opportunities. In addition, the office seeks to provide high-quality employment and graduate opportunities to students and alumni.

### **OFFICE OF CAREER SERVICES: RAMP DEFINITION**

#### **R [RETAIN]**

Defining career goals increases student commitment to educational goals that are among the strongest factors associated with student persistence and degree completion.

#### **A [ADVANCE]**

Purposely moving forward to assist our students in seeking out career opportunities that not only meet the goals of our students but also meet the specific needs of our employers.

## **M [MEASURE]**

Implement the full range of metrics designed to evaluate student and programmatic progress toward and achievement of career services success.

## **P [PLACE]**

Assist students with identifying graduate or professional school programs that match their career goals. Provide students with employment search competencies and the tools to present themselves effectively as candidates for employment in their respective fields/area. Alumni also can seek assistance in utilizing online learning tools to assist with career changes.

## **OFFICE OF CAREER SERVICES: GOALS AND OBJECTIVES**

**Goal 1: To provide consultation to students and/or alumni on job-search tools and strategies, including resume writing, cover letter writing, job-campaign correspondence, interviewing, and networking.**

Objective 1: Develop focused initiatives targeting the career development needs of student and alumni by major or degree.

Objective 2: Develop focused initiatives and strengthen outreach to transfer students and athletes.

Objective 3: Secure technology to deliver innovative virtual programs and improve employer recruitment.

Objective 4: Develop strategy to expand experiential learning opportunities for undergraduate students to explore career options, gain experience, and network professionally.

Objective 5: Develop focused initiative targeting freshmen and sophomore students and developing life after Stillman modules for upperclassmen.

**Goal 2: To enhance relationships and foster partnerships with external constituencies and ensure that collaborations are established and developed that support the mission of Stillman College and the Office of Career Services.**

Objective 1: Provide students/alumni with a variety of meaningful learning and interaction opportunities with employers by conducting specific outreach to diverse industries and organizations.

Objective 2: Enhance Virtual Career Services Center, including improving Website, expanding social media and mobile presence, and developing more online programs.

Objective 3: Provide education, training, and reflection opportunities for experiential education initiatives.

Objective 4: Develop career services advisory boards.

**Goal 3: The Office of Career Services will utilize activity and engage in ongoing assessment programs and activities. Outcomes, as well as performance levels, are measured by objective data, including external stakeholder surveys and student surveys.**



- Objective 1: Capture for student, alumni, and employers use of career services, resources, events, and facilities. The data will help to determine effectiveness of marketing and the demand for services and audience.
- Objective 2: Participants in career advising, workshops, trainings, career fairs, and all other career-related events are provided with opportunities to provide timely and useful feedback.
- Objective 3: Graduating Student Survey will be conducted in December and May each year.

**Goal 4: The Office of Career Services will enhance its character as a place where people are passionate about learning, discovery, and growth.**

- Objective 1: Create an inviting learning space that creates a climate inductive to career development.
- Objective 2: Increase the number of sites for externship and volunteered experiences.
- Objective 3: Develop a sense of community among students, alumni, partners, faculty, and external constituents.

## **DEPARTMENT OF ATHLETICS**

### *MISSION STATEMENT*

Stillman College’s Department of Intercollegiate Athletics recognizes a commitment to serve both our student-athletes and the college. Our primary commitment is to provide an opportunity for student-athletes to fully develop their academic and athletic potential.

The mission of the Department of Intercollegiate Athletics at Stillman is to provide athletic programs that contribute in an effective and meaningful manner to the achievement of the broader goals of the college. Guided by the bylaws and rules of the NAIA, the athletics programs should enhance the total educational experience of students, promote the matriculation and retention of students, advance the reputation of Stillman, and cultivate trust, loyalty, and support of students, alumni, and the community at large. Stillman Department of Intercollegiate Athletics will also uphold the NAIA five core values of the Champions of Character, which are integrity, respect, responsibility, sportsmanship, and servant leadership by graduating student athletes, striving for excellence, and competing with integrity.

### **DEPARTMENT OF ATHLETICS: RAMP DEFINITION**

#### **R [RETAIN]**

To provide an atmosphere and experience that student athletes can engage in that results in successful outcomes in the classroom and on the playing field while providing resources that inspire students to continue their education at Stillman.

#### **A [ADVANCE]**

To accelerate the increase of enrollment through the Department of Athletics by adding programs and staffing while improving community relationships.

## **M [MEASURE]**

To have a positive perception of the athletics program by the general public and the alumni base while receiving recognition by the conference office and the NAIA national office for academic and athletic success.

## **P [PLACE]**

To place Stillman's student athletes in the world as ambassadors – ambassadors for the college, their generation, and for the broader HBCU community. To mold students for the formation of character, work ethic, and a commitment to citizenship, so they contribute to their communities in countless ways.

## **DEPARTMENT OF ATHLETICS: GOALS AND OBJECTIVES**

**Goal 1: To establish a ninety percent (90%) retention rate for current student-athletes who are attending Stillman College.**

- Objective 1: Adequate financial resources.
- Objective 2: Wise allocation of resources.
- Objective 3: Enhancement of athletic facilities.
- Objective 4: Increase the total student-athlete experience.

**Goal 2: To increase athletic programs in men and women sports each year and staffing for the newly created programs.**

- Objective 1: Target and identify new programs.
- Objective 2: Create operational budget from programs.
- Objective 3: Employment of superior coaches.
- Objective 4: Provide equipment of the highest quality to ensure safety and maximum performance at highest level for student-athletes.

**Goal 3: To achieve conference and national rankings on a yearly basis while creating a positive perception by the general public and graduating one hundred percent (100%) of student-athletes.**

- Objective 1: Increase the student-athlete graduation rate to the national average.
- Objective 2: Actively pursue student-athlete recognition at the national level.
- Objective 3: Ensure academic progress towards degree and eligibility requirements.
- Objective 4: Develop an academic structure for degree completion.

**Goal 4: To build community relationships through athletics by being recognized locally, regionally, and nationally through media exposure.**

- Objective 1: Implement a community engagement program for the athletic department.
- Objective 2: Develop and promote a speaker's bureau composed of athletic personnel.
- Objective 3: Develop youth sporting camps for ages six to eighteen to promote Stillman College.

## **CAMPUS POLICE**

### *MISSION STATEMENT*

The Campus Police of Stillman College work to ensure safety throughout the campus by serving and protecting life and property of students, staff, faculty, and visitors.

## **CAMPUS POLICE: RAMP DEFINITION**

### **R [RETAIN]**

Providing a safe environment for student learning and activities will enhance the student experience, increasing the probability of their return.

### **A [ADVANCE]**

Advancing the mission of student self-awareness and maturation by engaging them as growing young adults, resisting the temptation to view them in the negative way they are often portrayed.

### **M [MEASURE]**

Assess safety and protection with consistent record keeping of incidents and repeated evaluation of best practices.

### **P [PLACE]**

Prepare students for their future place of life and employment by showing them how to enjoy life within proper parameters.

## **CAMPUS POLICE: GOALS AND OBJECTIVES**

### **Goal 1: Increase community engagement.**

Objective 1: Partner with other campus departments, such as Facilities Management, Housing, and Student Life to use all available resources to lower crime and improve the collegiate quality of life.

### **Goal 2: To learn and implement best police practices.**

Objective 1: Employ training and in-service learning for officers.

Objective 2: Engage training to develop skills for de-escalation of incidents.

Objective 3: Develop a parking decal policy that works well for everyone involved: the students, the police department, and the business office.

Objective 4: Educate officers and students about best practices for reducing drug-related crimes.

### **Goal 3: To increase positive police presence on campus.**

Objective 1: Hire one additional officer for each of the three shifts.

Objective 2: Obtain cars and cameras from other departments and through grants.

Objective 3: Develop cordial relationships with students so that the department is respected, trusted, and seen as a partner on campus.

### **Goal 4: Maximize resources for quality public service to Stillman community.**

Objective 1: Ensure services are provided efficiently and effectively.

Objective 2: Provide quality services that match community needs.

Objective 3: Ensure the safety and security of our campus community to support a high quality experience for faculty, staff, students, and visitors.

Objective 4: Facilitate an operational active shooter exercise in conjunction with the Tuscaloosa County Sheriff's Department SWAT Team.

**Goal 5: Enhance organizational development to support officer safety and professional development.**

Objective 1: Support officers through a variety of internal and external training opportunities.

Objective 2: Provide training in high liability areas beyond state mandates through in-service training as well as external collaboration.

Objective 3: Facilitate several capital improvement needs over the next 5 years to include the replacement of patrol vehicles and expansion of training and tactical facilities.

Objective 4: Continue operational response trainings with area public safety partners.

Objective 5: Identify any new staffing requirements.

## **DIVISION OF FINANCE AND FACILITIES**

### *MISSION STATEMENT*

The Division of Finance and Administration is responsible for establishing, enhancing, and preserving the college's financial, physical, and human resources. The division has the challenge of maintaining procedures for accounting, budgetary control, internal checks and audits, inventory controls, and business practices – all of which are designed to safeguard the resources of the college. The Division of Finance and Administration comprises of the following units: Accounting and Business, Facilities/Plant, Human Resources, Procurement, and Auxiliary Services (cafeteria and bookstore).

### **DIVISION OF FINANCE AND FACILITIES: RAMP DEFINITION**

#### **R [RETAIN]**

Manage and retain the college's financial assets and liabilities prudently and professionally in accordance with the policies and governance.

#### **A [ADVANCE]**

Advance the mission of the Division of Finance and Administration.

#### **M [MEASURE]**

Align expenditure priorities with the strategic plan in order to maintain financial stability and accountability.

#### **P [PLACE]**

Promote visibility and success.

### **DIVISION OF FINANCE AND FACILITIES: GOALS AND OBJECTIVES**

**Goal 1: The college will have annual operations that will yield \$1 million in net unrestricted assets by developing a realistic and accurate institutional budget.**

- Objective 1: To increase revenues through analysis of real estate property, contract, and agreement best practices.
- Objective 2: To reduce interest and late fees from annual operations by one hundred percent (100%).
- Objective 3: To establish sources of revenue through partnership programs.
- Objective 4: To continue to monitor contract and grant budgets for accurate calculations of expenditures.
- Objective 5: Revamp the college's annual budgetary process.
- Objective 6: To develop a schedule of programs and institutional fees that generate sufficient operating revenues to fulfill the college's strategic plan.

**Goal 2: To establish a positive environment to support sustainability of services**

- Objective 1: To advance the institution by becoming more accessible, enhancing services, adding more services to reach student body, faculty, staff, and alumni.
- Objective 2: To move forward in monitoring budgets frequently and to become familiar with the college's budget software system.

**Goal 3: The college will complete annual audits by September 1 of each year.**

- Objective 1: Measure customer service rates. Fast, friendly, and effective check out in all areas.
- Objective 2: To network and seek best business practices from higher education institutions' Accounting and Grants and Contracts Departments.
- Objective 3: Conduct audit planning meeting with key institutional personnel to fulfill the auditor's documentation requirements without delay.
- Objective 4: Hold weekly conference call with auditor to track progress towards completion and to mitigate issues (if any) as they arise.

**Goal 4: The college will enhance its public image and prominence in the community through the cultivation of effective partnerships and collaboration with business, industry, education, governmental, and service organizations.**

- Objective 1: Increase accessibility, acceptability, availability, transparency, and quality of the common place.
- Objective 2: To be well-informed of the changes in policies, procedures, regulations. and standards of all contracts and grants of the college.

## **OFFICE OF ACCOUNTS PAYABLE**

### *MISSION STATEMENT*

The primary mission of the Office of Accounts Payable is to provide timely and accurate processing of all payments and reimbursements in accordance to the college's guidelines.

### **OFFICE OF ACCOUNTS PAYABLE: RAMP DEFINITION R [RETAIN]**

Maintain favorable relations with suppliers.

**A [ADVANCE]**

Working to ensure faculty and staff making requests have a reasonable set of expectations of their paperwork when inquiries are made.

**M [MEASURE]**

Setting the foundation to develop and alter current operations to drive improved efficiency and accuracy.

**P [PLACE]**

Working to ensure the establishment of a strong customer service infrastructure

**OFFICE OF ACCOUNTS PAYABLE: GOALS AND OBJECTIVES**

**Goal 1: Improve customer service and satisfaction by being persistent about starting student invoicing process early.**

Objective 1: Invoice documentation will be ready and approved by the appropriate department heads before running/processing any check.

Objective 2: Seek training and professional development opportunities to improve the knowledge base and overall effectiveness of personnel.

**Goal 2: Build all areas of the AP process to ensure full communication and effective service delivery.**

Objective 1: Restructure daily operations to better meet the needs of internal and external stakeholders.

Objective 2. Eliminate delays and miscommunication regarding paperwork in the various stages of the AP process from the Finance Department end to the department making the request.

**Goal 3: Be helpful with our services and honest with our efforts and strive to meet customer expectation and act as mediator between college departments and the vendors, accept responsibility for the quality and quantity of our efforts.**

Objective 1: Manage the AP Aging Report in a timely manner to ensure that it is known how much the college owes suppliers and that payments are made on time and toward correct invoices.

Objective 2: Work with the Information Technology Department to ensure functionality of work order modules in *Datatel*.

**OFFICE OF STUDENT RECEIVABLES: RAMP DEFINITION**

**R [RELATE]**

Be able to relate to students' requests in a professional manner.

**A [ASSIST]**

To assist the students in understanding how the Business Office functions.

**M [MAINTAIN]**

To maintain a good relationship with our students.

## **P [POSITIVE]**

To always show a positive attitude toward servicing students.

### **OFFICE OF STUDENT RECEIVABLES: GOALS AND OBJECTIVES**

**Goal 1: To be able to increase the number of students serviced.**

Objective 1: Provide answers by using examples.

Objective 2: Emphasize to the student the importance of following up.

Objective 3: Demonstrate to the students what happens when they follow required and suggested steps.

**Goal 2: To answer client questions and also give references for expert advice.**

Objective 1: Advise the students as to what steps to take to get issue resolved.

Objective 2: Advise students to consult other students.

Objective 3: Give students' contact and reference information to solve issue.

**Goal 3: To reduce the number of times a student will have to come back and ask the same question.**

Objective 1: Always show a positive attitude.

Objective 2: Always service the student regardless of the conflict of the last visit.

Objective 3: Always get the student serviced even if it is by someone else in the office.

**Goal 4: To reduce the number of students that we send to another office to get their question(s) answered.**

Objective 1: Avoid negative solutions with students.

Objective 2: Have patience, repeat answers if the student does not understand.

Objective 3: Never talk down to students.

### **OFFICE OF AUXILIARY SERVICES**

#### **OFFICE OF AUXILIARY SERVICES: GOALS AND OBJECTIVES**

**Goal 1: Increase sales and revenue.**

Objective 1: Access desired stock items.

Objective 2: Find vendors with affordable items.

Objective 3: Contact students, faculty, staff, and alumni to make sales through mail, social media, and flyers.

**Goal 2: Precure inventory systems to handle department and campus-wide inventory**

Objective 1: Research what inventory system will fit needs of campus.

Objective 2: Purchase inventory system.

Objective 3: Implement inventory system.

**Goal 3: Provide quality and sustainable customer service**

Objective 1: Enhance ID services with updated system

Objective 2: Enhance customer service with availability of new services such as mini

convenience store.

Objective 3: Customer service satisfaction on a continuous basis with services provided.

## **OFFICE OF HUMAN RESOURCES**

### *MISSION STATEMENT*

It is the mission of the Human Resources (HR) and Payroll department to provide the following quality services to the employees of Stillman College: Recruitment of qualified individuals. Retention of valuable employees. Training, development and education to promote individual success and increase overall value to the organization.

The office of HR values quality service. Excellence is the standard for measuring the quality, timeliness, and consistency of our service. Integrity is at the core of all we do to provide service that is trustworthy, reliable, and fair. Compassion in our service to faculty, staff, and students who have committed to building a better world. We aspire to build partnerships with management at all levels of the organization to create a campus culture that values all employees.

### **OFFICE OF HUMAN RESOURCES: RAMP DEFINITION**

#### **R [RETAIN]**

Establish and/or retain a one-on-one relationship with all employees on campus.

#### **A [ADVANCE]**

Advance the college by assistance and providing vital information to employees in a timely manner.

#### **M [MEASURE]**

Assess and maintain the confidentiality of employees' personnel matters.

#### **P [PLACE]**

Support and provide professional development opportunities to employees of the college.

### **OFFICE OF HUMAN RESOURCES: GOALS AND OBJECTIVES**

**Goal 1: Recruit and retain a diverse workforce to meet the needs of the organization.**

Objective 1: Increase the percentage of active open positions filled within the targeted deadline.

Objective 2: Maintain the employee retention rate above seventy-five percent (75%).

**Goal 2: Manage Office of HR's policy and programs effectively and efficiently, while maintaining internal customer satisfaction and meeting budget constraints.**

Objective 1: Increase the percent of Office of HR's annual initiatives completed on time and within budget.

Objective 2: Achieve internal customer satisfaction levels with the Office of HR's services at above ninety percent (90%) as measured by annual survey.



**Goal 3: Maintain a positive, values-based work environment.**

Objective 1: Increase the percentage of employees who indicate that we have a positive work environment, as measured by survey.

Objective 2: Increase the percentage of employees who indicate that the majority of our employees live the values of our organization most of the time as measured by survey.

**Goal 4: Ensure all student workers are enrolled in direct deposit.**

Objective 1: Increase the percentage of students enrolled in direct deposit by twenty percent (20%) annually.

Objective 2: Enhance student workers' experience and satisfaction.

## **PLANT MANAGEMENT/FACILITIES**

### *MISSION STATEMENT*

To provide responsible and quality stewardship for the long-term preservation and growth of the college's physical assets through the unified delivery of planned work while remaining cost effective and embracing green energy culture.

### **PLANT MANAGEMENT/FACILITIES: RAMP DEFINITION**

#### **R [RETAIN]**

Retain the college's physical assets and appearance in a safe and aesthetically pleasing manner through planned work and capital improvement projects.

#### **A [ADVANCE]**

Advance the college's mission by creating a safe and well-maintained environment conducive to learning.

#### **M [MEASURE]**

Measure the quality of service, efficiency, and progression of operations through data tracking of work orders, deferred maintenance needs, and resource allocation.

#### **P [PLACE]**

Place the needs of the campus community as our primary focus as we complete our day-to-day operations.

### **PLANT MANAGEMENT/FACILITIES: GOALS AND OBJECTIVES**

**Goal 1: Ensure health and safety of the property.**

Objective 1: To meet local and state zoning laws and building codes to guarantee a safe physical structure.

Objective 2: Facilities Management will be good stewards of all resources entrusted to their care and will utilize them in the most efficient and economic manner possible.

**Goal 2: Provide for a safe, energy efficient, clean, and well maintained interior environment contributing to the success of the faculty, students, staff, and visitors in conduction various educational activities.**

Objective 1: Identify remediation and renovation needs.

Objective 2: Address deterred maintenance concerns.

Objective 3: Implement approved capital improvements.

**Goal 3: Provide for and continuously improve the process for the delivery of building maintenance and utility services to meet the facility needs of Stillman College programs.**

Objective 1: Continue to increase planned and preventive maintenance in order to maximize the useful life of existing equipment, effectively slowing the growth of deferred maintenance.

Objective 2: To ensure the availability of sufficient funding and other resources to support projected facility maintenance requirements.

**Goal 4: Provide a safe, well-maintained, and visually pleasing campus grounds and exterior campus environment.**

Objective 1: To maintain all campus grounds at a level that ensures facilities are visually pleasing, clean, sanitary, and safe.

Objective 2: To maintain exterior campus environment at a level that ensures buildings are visually pleasing, clean, and safe.

## **DIVISION OF INSTITUTIONAL ADVANCEMENT**

### *MISSION STATEMENT*

The Division of Institutional Advancement will develop, provide, and implement an array of programs, processes, relationships, and strategies that will support and propel the overall advancement of the academic enterprise.

### **DIVISION OF INSTITUTIONAL ADVANCEMENT: RAMP DEFINITION**

#### **R [RETAIN]**

To keep and improve current levels of donor contributions, acknowledgments, recognitions, records, and communications across constituencies (individuals—students, alumni, parents/guardians, faculty, staff, and friends--, churches, corporations, foundations, community organizations, affinity groups, and local/state/federal agencies).

#### **A [ADVANCE]**

To improve donor relations, contributions, cultivation, stewardship, and progression across constituencies.

#### **M [MEASURE]**

To reference by specific quantitative comparisons the standard, capacity, and progression of activity generated in relation to stated goals and objectives regarding donor relations by specific categories.

### **P [PLACE]**

To target, identify, and position the desired outcomes in respect to donor relations, cultivation, stewardship and progression by category across constituencies.

## **DIVISION OF INSTITUTIONAL ADVANCEMENT: GOALS AND OBJECTIVES**

**Goal 1: To retain and increase the number and amount of contributions received from donors across all constituencies by an average of twenty percent (20%) each year.**

Objective 1: Retain and maintain accurate current and prospective donor records within the donor database management system.

Objective 2: Segment, target, and solicit contributions from current and prospective donors.

Objective 3: Develop communication strategies and tools to foster better relationships with current and prospective donors.

Objective 4: Develop and implement recognition programs designed to increase donor contributions by stated categories.

**Goal 2: To advance and improve the progression of donors using the moves management system with current and prospective donors by ten percent (10%) each year.**

Objective 1: To develop a strategy for each prospect.

Objective 2: To track each prospect's relationship with the College.

Objective 3: To plan, execute, assess, evaluate, reconfigure, and re-execute contacts or moves for each prospect.

**Goal 3: To evaluate and assess through accurate segmentation and cultivation, the "closing rate" of current and prospective donors across constituencies by targeted campaign, activity, and/or event.**

Objective 1: Maintain, update, and retain accurate donor data.

Objective 2: Develop a clearly defined fundraising strategy for each campaign, activity, and/or event.

Objective 3: Monitor, track, assess, evaluate, segment, recognize, and move donors within established categories by campaign, activity, and/or event.

**Goal 4: To provide increased financial resources in order to enhance the academic quality, student services, institutional management, and fiscal stability of the College.**

Objective 1: Create, develop, and implement strategic initiatives, methods, and approaches designed to cultivate, steward, recognize and increase donor contributions by ten percent (10%) each year across constituencies.

Objective 2: Identify and target current and prospective donors segmented by campaign, activity, and/or event by constituency.

Objective 3: Assess and evaluate success within each campaign, activity, and/or event within each constituency.

## **OFFICE OF DATA MANAGEMENT**

### *MISSION STATEMENT*

Administrative process by which the required data is acquired, validated, stored, protected, and processed and by which its accessibility, reliability, and timelines is ensured to satisfy the needs of the data users.

### **OFFICE OF DATA MANAGEMENT: RAMP DEFINITION**

#### **R [RETAIN]**

Retain fund-raising software for donor relations.

#### **A [ADVANCE]**

Advance fund-raising in special events.

#### **M [MEASURE]**

Measure fund-raising in attracting major donors.

#### **P [PLACE]**

Place fundraising as a top priority to enhance major donors.

### **OFFICE OF DATA MANAGEMENT: GOALS AND OBJECTIVES**

**Goal 1: To increase and retain accurate database files by five percent (5%) each year.**

Objective 1: To develop donor relations and to achieve ninety-five percent (95%) accuracy of records.

**Goal 2: To improve the generating and donor recognition process and stewardship of donor engagement.**

Objective 1: To effectively manage the donor management system in order to better cultivate donor relations and fund-raising efforts.

**Goal 3: To effectively utilize data processes with the donor management system.**

Objective 1: To access data regarding giving history, campaign/event support, and the relationship with the college.

**Goal 4: To place current and prospective donors in the proper segmentation in the donor database.**

Objective 1: To enhance the college's fund-raising efforts in numbers and size of gifts.

# OFFICE OF GRANTS AND CONTRACTS

## *MISSION STATEMENT*

The Office of Grants and Contracts is to facilitate and enhance the college's internal capability to generate external funding. The office does this by providing members of the college community, especially Principal Investigators (PIs), with a variety of supportive services and assistance. These supportive services and assistance include, but may not be limited to the following:

- Researching prospective funders.
- Assisting PI in writing, budget development, attendance at meetings, and required technical assistance sessions.
- Assisting in obtaining supportive documents, obtaining necessary college approvals, serving as the liaison to other college offices during the development of grant proposals, and assisting in submitting all proposals.
- Providing periodic workshops and technical assistance sessions to faculty and staff on issues of interest, such as the grant development process, budget development, and finding funding sources.

## **OFFICE OF GRANTS AND CONTRACTS: RAMP DEFINITION**

### **R [RETAIN]**

To continue to monitor contract and grant budgets for correct calculations of expenditures.

### **A [ADVANCE]**

To move forward in monitoring budgets frequently and to become familiar with the college's budget software system.

### **M [MEASURE]**

To network with other HBCU's Grants and Contracts Departments.

### **P [PLACE]**

To be knowledgeable of the changes in regulations and standards of all contracts and grants of the college.

## **OFFICE OF GRANTS AND CONTRACTS: GOALS AND OBJECTIVES**

**Goal 1: To report the status of each budget at least twice a month to the appropriate directors and PIs.**

Objective 1: Make sure all grants and contracts budgets are inputted in the Datatel/Colleague System in a timely manner, meeting all due dates.

Objective 2: Meet with all directors, deans, and PIs to be sure all of their grants and contracts are accounted for.

Objective 3: Make sure all previous year funds are closed out or rolled over by the due date.

**Goal 2: To become more organized with supporting documentation of each grant and contract. Organization allows the office to give accurate reporting for each budget.**

- Objective 1: Make sure the office has all budget narratives and signature forms in my files.  
Objective 2: Make sure the office has all reimbursement invoices on file.

**Goal 3: To reach out to fellow HBCUs in regards to networking.**

- Objective 1: Introduce myself to fellow HBCU's grants and contract administrators and accountants.  
Objective 2: Reach out by phone, email, workshops and/or conferences.

**Goal 4: To become knowledgeable and savvy with all grants and contracts of the college.**

- Objective 1: Attend workshops and conferences.  
Objective 2: Check with federal or state departments of each grant/contract to be aware of any changes in regulations or standards.  
Objective 3: Check in with directors, deans, and PIs frequently.

## **OFFICE OF SCHOLARSHIP PROGRAMS**

The mission of Stillman College's Office of Scholarship Program is created to encourage pursuit of post-secondary education. The program is dedicated to helping deserving students achieve their career goals and objectives which has the added benefit of bettering the community at large. The program benefits students who have exhibited scholarship, leadership, work ethic, and community engagement during their collegiate experience at Stillman.

To achieve the mission of the college, Stillman's Office of Scholarship Program will adhere to the following:

- Promote and provide financial support for postsecondary education to deserving students;
- Assure that students have the information necessary to make sound financial decisions; and
- Facilitate a collaborative network of Stillman College's stakeholders and partners aligned to support student preparation, development, and persistence to degree completion.

### **OFFICE OF SCHOLARSHIP PROGRAMS: RAMP DEFINITION**

#### **R [RETAIN]**

To attract, recruit, and award the needed financial assistance to the brightest and deserving students.

#### **A [ADVANCE]**

To advance the educational opportunity of students who exhibits the values of honors scholars: scholarship, leadership, ethical behavior, and service to the community.

#### **M [MEASURE]**

To generate annual reports to showcase program impact, student achievement, fundraising, and donor/partner initiatives.

#### **P [PLACE]**

Develop and implement selection criteria for awarding scholarship dollars to qualified and deserving students.

## **OFFICE OF SCHOLARSHIP PROGRAMS: GOALS AND OBJECTIVES**

### **Goal 1: To increase students' educational awareness and engagement throughout their collegiate experience.**

- Objective 1: Develop and implement a comprehensive scholarship and incentive plan for attracting and retaining Honors students.
- Objective 2: Collaborate and coordinate with the division of Enrollment Management to create scholarship plans that will make it easy to identify and attract scholar students.
- Objective 3: Create the environment that support, document, and publish scholarship recipient's successes and experiences including GPAs through graduation, internships, community service, and job placement and transition to graduate/professional schools.

### **Goal 2: Secure and increase funding of the Office of Scholarship Programs to ensure sustainability.**

- Objective 1: Conduct annual presidential scholarship gala to support the Office of Scholarship Program.
- Objective 2: Develop, maintain, and publicize the requirements for awarding and receiving scholarships.
- Objective 3: Create a plan for attracting donors to give to the scholarships program.
- Objective 4: Establish database with contact information of potential donors.

### **Goal 3: Maintain the Office of Scholarship Programs' effectiveness.**

- Objective 1: Establish a scholarship advisory committee with the responsibility of reviewing applications and awarding scholarships to students and advising the program director.
- Objective 2: Develop and maintain relationships with local businesses and industry necessary to strengthening the scholarship funding opportunities.
- Objective 3: Retain and cultivate relationships with current scholarship donors by establishing new relationships with the community, local businesses, corporations, and alumni to generate new scholarships.
- Objective 4: Establish and sponsor between five and ten new academic specific scholarships each year until 2022.

### **Goal 4: Establish the appropriate funding and infrastructure to support the scholarship programs.**

- Objective 1: Develop a plan to improve operational efficiency and effectiveness for growth and sustainability of the scholarship program.
- Objective 2: Coordinate strategies with the departments of admission and financial aid on how best to serve the students and present regular reports and updates to the president.
- Objective 3: To ensure that one hundred percent (100%) of available scholarship funds are awarded per semester an annual basis.

**Goal 5: Establish Lettie Pate Whitehead, Coca Cola Foundation, and Harte Honors Scholars cohorts and support them from undergrad to workforce.**

Objective 1: Annually assess identified Lettie Pate Whitehead, Coca-Cola Foundation, and Harte Honors Scholar cohorts.

Objective 2: Organize and conduct semester-based activities that will enhance intellectual curiosity and prepare scholarship recipients to serve as ambassadors of the college.

Objective 3: To develop and implement a comprehensive marketing plan that highlights student successes and build institutional expectations.

## **OFFICE OF ALUMNI AFFAIRS**

### *MISSION STATEMENT*

Stillman College's Office of Alumni Affairs is to promote the interests of Stillman College, connect alumni to the college and to each other, and support the work of the college now and in the future by creating a lifelong and worldwide community of alumni through increased opportunities for meaningful engagement in order to increase awareness, pride, participation, and charitable commitment to the college.

The duty of the Office of Alumni Affairs is to enrich the lives and opportunities of its alumni as well as its students and faculty, and in so doing, fulfill the mission of the college.

The strategic priorities are as follow:

- establish a lifelong relationship with its alumni;
- strengthen communication between alumni and the college;
- encourage participation in Alumni Relations Programs;
- enhance alumni connections with faculty, students and college leadership;
- highlight the achievements of its alumni; and
- promote interaction with and among alumni.

The quality of alumni relations is a criterion by which success of the institute is measured.

### **OFFICE OF ALUMNI AFFAIRS: RAMP DEFINITION**

#### **R [RETAIN]**

To create and maintain a worldwide database of Stillman alumni as well as to increase the participation from the community, Board of Trustees, and Stillman family.

#### **A [ADVANCE]**

To move the Office of Alumni Affairs forward through active engagement of the alumni base and to keep the lines of communication open between the college and the alumni.

#### **M [MEASURE]**

To report the level of engagement and support received by the Office of Alumni Affairs.

#### **P [PLACE]**



To develop and maintain a productive Office of Alumni Affairs that provides information to the alumni and community that heightens awareness about Stillman and promote increased revenue for the college.

## **OFFICE OF ALUMNI AFFAIRS: GOALS AND OBJECTIVES**

### **Goal 1: To increase alumni recruitment by twenty-five percent (25%) in five years.**

- Objective 1: Cultivate current students as our future in order to facilitate their lifelong relationships with the National Alumni Association and the college.
- Objective 2: Partner with Admissions/Recruitment to participate in college fairs and school visits to increase awareness about Stillman and to encourage students through personal alumni experiences.
- Objective 3: Create strong partnerships with internal and external entities in order to best serve Stillman's growth.
- Objective 4: Segment the market, select, and train alumni volunteers to recruit students.

### **Goal 2: To increase contributions from alumni twenty percent (20%) annually.**

- Objective 1: Retain the personal, professional, emotional, intellectual, and spiritual growth of alumni by providing programs and volunteer opportunities that enrich their lives and encourage their lifelong engagement with Stillman through increased giving.
- Objective 2: Offer all alumni, regardless of geography, the information and tools they need to stay connected, engaged and involved-identifying and supporting the current student's needs.
- Objective 3: Develop Razor's Edge reports and annual reports that show the levels and number of alumni donors and add incentives for alumni to give more.
- Objective 4: To ensure that the college's Website is user-friendly for making donations.

### **Goal 3: To increase contributions from alumni supported scholarships.**

- Objective 1: Receive reports from the Office of Career Services on placement of graduating seniors and the success rate of alumni within the last five to ten years.
- Objective 2: Prepare reports from Razor's Edge Reports and annual reports to show the levels and number of alumni and friends who have donated.
- Objective 3: Segment alumni in order to solicit funds for various scholarships: Legacy Scholarship, Endowed Scholarships, and other Students Targeted Sponsorship (Athletics, Band, and Choir).

### **Goal 4: To increase the number of internships/ job placements through alumni supported partnerships.**

- Objective 1: Partner with the Office of Career Services to increase the number of graduates going into professional jobs in corporate America.
- Objective 2: Support alumni networking where chapters engage young graduates in their demographic areas to become active alumni immediately.
- Objective 3: Enhance mentoring partnerships between students and alumni in their professions to cultivate and prepare students for graduate and/or professional studies.

# DIVISION OF STRATEGIC INITIATIVES

## *MISSION STATEMENT*

The Division of Research and Strategic Initiatives will develop, provide, facilitate, and implement an array of unique initiatives, programs, relationships, and strategies that support and operationalize the over arching goals of the college. The division is to promote the interest of the college by building sustainable partnerships that will expand the growth and development of the Stillman community. In furthering the mission of the college, the division will encourage and motivate faculty and staff to pursue and secure sponsored research funding that supports the college's credo of teaching, research, and service. Among the duties of this division is to increase the awareness of strategic partnerships and providing leadership to the Stillman College Foundation. The division consists of six focal areas: Community Relations, Workforce Development, Online Education, Dual Enrollment, the Stillman Foundation, and Sponsored Research.

## **DIVISIONS OF STRATEGIC INITIATIVES: RAMP DEFINITION**

### **R [RETAIN]**

Denotes strategies to create and maintain a culture that fosters the establishment and implementation of programs and services that grow the college and ensures student success.

### **A [ADVANCE]**

Denotes efforts to facilitate and advance sponsored research, community outreach, and the development of the Stillman College Foundation.

### **M [MEASURE]**

Denotes the application of data analytics to assess the quality and impact of the division's goals, objectives, and activities.

### **P [POSITION]**

Denotes using data, outreach, and partnerships to position and place the College among premier liberal arts institutions in the nation.

## **DIVISION OF STRATEGIC INITIATIVES: GOALS AND OBJECTIVES**

**Goal 1: Provide leadership in the identification, development, launching, management, and maintenance of strategic initiatives and programs that have significant impact on one or more units or functions of the college.**

Objectives 1: Work closely with the president to refine the focus and outcome expectations of special projects.

Objectives 2: Research and summarize relevant legislation and other background information to identify potential impact on current and planned activities.

Objectives 3: Represent the president at various community or other external events and meetings

Objective 4: Work closely with senior leadership (VPs, directors and managers) and friend of the College (alumni, donors, community leaders) to effectively

implement the goals and objectives of the College as outlined in the strategic plan.

**Goal 2: Establish and support an environment that encourages and incentivizes faculty and staff to pursue sponsored research and collaborative partnerships.**

- Objective 1: Facilitate meetings with interested faculty and staff about new initiatives - grant opportunities and collaborative research partnerships with area universities.
- Objective 2: Conduct bi-annual workshops on sponsored research and the importance of developing innovative technical narratives and cost proposals.
- Objective 3: Provide technical assistance to faculty and staff interested in writing grants proposals.

**Goal 3: Assist the president in advancing institutional goals through collaborative initiatives. Interpret conceptual plans, alternatives, present strategies, and innovative approaches for development.**

- Objective 1: Facilitate the development of dual enrollment and online education plans.
- Objective 2: Coordinate the development and submission of the proposal/application to launch a Stillman College Charter School on campus.
- Objective 3: Supervise the development of the Stillman College Charter High School Application.
- Objective 4: Represent the president at various community or other external events and meetings.
- Objective 5: Spearhead initiatives and priorities established by the president.

**Goal 4: Leads and directs the management of the Stillman Foundation in a manner that supports and guides the organization's mission as defined by the Board of Directors**

- Objective 1: Facilitate the development and approval of the Stillman College Foundation by-laws.
- Objective 2: Work closely with the Foundation Board and the Office of the President to increase the overall visibility of the foundation throughout the college community, region, state, and nation.
- Objective 3: Explain the college's plans, initiatives, and/or functions to various partners and constituents – community leaders, education officials, businesses and industries, and local associations.
- Objective 4: In collaboration with the executive team, establish, manage and assess the goals and outcomes for the Stillman College Foundation.

**Goal 5: Lead and direct the establishment of the Office of Sponsored Programs.**

- Objective 1: Work closely with administrators and faculty to increase awareness of sponsored program and opportunities for sponsored research.
- Objective 2: Facilitate the development of Sgillman College Indirect cost rate.
- Objective 3: Attend workshops, conferences and other professional training to enhance sponsored programs activities at Stillman College.

# **OFFICE OF COMMUNITY RELATIONS AND WORKFORCE DEVELOPMENT**

## *MISSION STATEMENT*

The mission of the Office Community Relations and Workforce Development is to extend the college's services outside of the campus with on-campus and off campus activities. These activities should improve the quality of life for the students, prepare them for career-changing opportunities, and increase the visibility of the college while demonstrating our efforts to be good neighbors.

The goals of the Office Community Relations and Workforce Development are as follow:

- improve the local community's understanding of Stillman College, its mission, and capabilities by increasing public exposure;
- increase collaboration with Stillman College's Community partners;
- maintain understanding and awareness of activities, services, and programs; and
- report its findings and recommendations to the President or designee.

Through Office Community Relations and Workforce Development, we will serve and advance the interest of Stillman's mission of academic excellence, opportunity, and outreach to the community as envisioned in RAMP up Stillman. In pursuit of our mission, we endeavor to conduct ourselves in a most highly visible and ethical manner.

## **COMMUNITY RELATIONS AND WORKFORCE DEV.: RAMP DEFINITION** **R [RETAIN]**

Office Community Relations and Workforce Development will engage students in community and college activities that will increase student retention by developing relationships that encourages and motivates students to complete their college career and move to employment where they can make a difference in the life of those they serve.

## **A [ADVANCE]**

Office Community Relations and Workforce Development will advance the visibility and the spirit of the college through off-campus and on-campus program development activities that provide tangible benefits to underemployed and unemployed residents and adds value to the individuals and the community.

## **M [MEASURE]**

Office Community Relations and Workforce Development will measure the student progress from career-readiness and ACT Work Keys training activities with the goal to increase the number of ACT National Career-Readiness Workforce Certificates issued from Stillman College and to increase the ability of individuals to receive job placements.

## **P [PLACE]**

Students will be prepared and encouraged to pursue pre-apprentice programs in high wage and high demand employment areas that will lead to apprenticeship work with local Business and Industries.

## **COMMUNITY RELATIONS AND WORKFORCE DEV.: GOALS AND OBJECTIVES**

**Goal 1: Office Community Relations and Workforce Development will implement a Youth Leadership Speaker's Bureau with selected students to speak at local schools and churches events in the community as well as serve as host to campus events for youth groups. Fifty events each year with a total of 250 events by 2022.**

Objective 1: To develop a training program for selected enrolled students for the Leadership Speaker's Bureau's Outreach Program.

Objective 2: To prepare the Leadership Speaker's Bureau participants to conduct required leadership training workshops for campus organizations on hierarchy as well as organizational protocol and processes.

**Goal 2: Office Community Relations and Workforce Development will develop 25 spiritual partnerships to strengthen the Christian mission of the college by 2022. This effort will advance the college's traditional mission to serve this community with a Christian faith and a welcome spirit.**

Objective 1: To host campus events sponsored by the Boy Scouts, Girl Scouts, Chamber of Commerce Forerunner Leadership program, Youth for Christ organization, Christian youth conferences, PRIDE Talent show, and Tuscaloosa County Park and Recreation Authority youth Christian events.

Objective 2: To develop and strengthen relationships with the Tuscaloosa Ministerial Alliance, Tuscaloosa Prayer Network, Baptist District Association, Hope Initiative, Youth For Christ, Denominational organizations, the Presbyterian Church, the Christian Backpack Coalition, and other area Christian organizations.

**Goal 3: Office Community Relations and Workforce Development will increase the employability skills of twenty-five unemployed or underemployed residents including students each year for five years for a total of 125 by year 2022. We will measure the success of participants by their involvement in program activities and efforts to prepare and seek employment.**

Objective 1: To offer ACT Work Keys Key train training workshops and preparation to assist community residents in qualifying for a National Career-Readiness Certificate.

Objective 2: To offer short-term career ready programs such as Certified Nursing Assistant (CNA), Marketing, and Office Administration for easy entry into the job market.

Objective 3: To partner with the Chamber of Commerce and West Alabama Works Region 3 Workforce Development district for training program opportunities for students and community residents by developing pre-apprentice programs that provide a seamless transition to apprentice programs with Business & Industry.

Objective 4: To develop an ACT Work Keys test center with e-service to the seven county region residents for test preparation prior to the test date.

Objective 5: To offer entrepreneurship training that will lead to economic development as an option for the business-minded students and members of the community.

**Goal 4: Office of Community Relations and Workforce Development will establish partnerships with Sports Academies, Community Works Tuscaloosa, the Chamber of Commerce, Shelton State Community College, University of Alabama, K-12, private, city, and county school principals to offer Stillman as the Place to showcase your town and your event in a historical setting dating back to 1876.**

Objective 1: To establish a formal agreement with the Tuscaloosa Career Technical Academy and Tuscaloosa City Schools for an evening community and technical course offering for residents and students for short-term programs for specific employment opportunities.

Objective 2: To assist with the Sport's Academy football program in the planning and administering programs.

Objective 3: To strengthen the relationship with middle school students and their parents to connect them to a school counselor. This is the PACT program (Parents and Counselors Together) to begin the planning process for high school enrollment and then to college.

Objective 4: To market the dual enrollment programs, concurrent enrollment programs and articulation programs to the area residents.

Objective 5: To develop a partnership with Community Works Tuscaloosa to organize a Community Development Loan Fund that will teach Financial Literacy with budgeting, managing your credit, and becoming credit-worthy for home ownership as the major topics.

## **INSTITUTIONAL EFFECTIVENESS AT STILLMAN IMPLEMENTATION OF ADDITIONAL PHASES OF PLANNING FOR: DIVISION, DEPARTMENT, UNITS, AND PROGRAMS**

With the completion of the initial phase of strategic planning, it is required that additional phases be implemented, specifically, campus-wide planning. It is vital that all planning units conduct their strategic plans and that the subcomponents align with the institutional Strategic Plan. The annual planning process will consist of the following four phases:

**Phase I:** Each functional division, department/unit, establishes a vision statement about its role at the college.

**Phase II:** Each functional unit maps out its objectives; and, then, each unit lays out the strategies and activities to accomplish these objectives. In this phase, each department/unit writes measurable objective statements that are tied to the department's vision statement and how it would meet its expected outcome. This phase will be incorporated into the strategic planning effort.

**Phase III:** Involves the evaluation of objective statements for functional areas. Each functional unit is to evaluate the accomplishments of its objectives. In this phase, data will be collected to evaluate whether the objectives are being satisfied.

**Phase IV:** Each functional unit is to document what was learned and how the institution can use this information to improve its services. In this phase, each department will use the information gained to review and revise its purpose statements and document the use of information gathered to improve the different areas of the college and subsequently the college itself.

The unit goals and objectives will be solidified and activities to accomplish them mapped out for implementation, evaluation, and budgeting. Each spring these planning units will evaluate the current year's plan (close the loop) and develop a plan of action and budget for the upcoming year as follows:

**Planning:** Each unit or educational program of the college clarifies its role within the context of the college's mission and specifies the results that it should achieve. Academic programs emphasize the attainment of Student Learning Outcomes (SLOs) while administrative and support departments emphasize the achievement of operational goals and objectives as well as emphasize the performance of quality services.

**Evaluation:** Assessment plans are developed and documented for each educational program outcome or administrative/educational service objective. Units identify criteria for success and select or develop assessment methods. Assessment results are documented for review and analysis.

**Use of Evaluation Results:** College departments/units improve their effectiveness when recommendations lead to action. Most improvements are made at the program or unit level to change how instruction or services are provided. Other improvements are made at the institutional level, such as through changes in college policies and procedures. Improvements also take place in division, department, or program plans. The analysis of evaluation findings could result in new ways of setting goals, designing services, or even assessing outcomes.

**Closing the Loop:** Unit fully completes its effectiveness cycle when evaluation-based action has been implemented and the operational changes have been recognized in the next planning phase. College effectiveness improves when the assessment-based change has made the desired impact. For some major changes, the impact may require years to be observed and documented.

**Beyond Closing the Loop:** The principles and processes of institutional effectiveness can strengthen the college in remediating weaknesses as well as in creating new capabilities. Through integrating planning, budgeting, evaluating, and monitoring processes, the college can focus its efforts on long-range development as well as immediate improvements.

## **SUMMARY**

The theme of the college's 2017-2022 Strategic Planning is RAMP (RETAIN, ADVANCE, MEASURE, AND PLACE) STILLMAN college students into jobs of their training and/or send them into graduate and professional schools of their choice. The plan designed and produced one overarching goal and the implementation of which will produce eight (8) institutional outcomes, which accomplishes every letter and spirit of the RAMP. RAMP is selected to capture the sense of what the college believes to be of utmost importance in the present and in the next five years just ahead. The theme and the strategic outcomes are undergirded by more than eighty divisional and departmental goals, 230 objectives and or targets, and hundreds of specific tasks. Tasks, if effectively implemented, will transition/place Stillman College into the center of transformational liberal arts institutions. The college's dedication to full implementation of this plan reflects the shifting landscape in higher education and the mounting regime of regulations and compliance emanating from the state and federal government as well as emanating from external entities (i.e., accreditation agencies).

## **STRATEGIC PLANNING STEERING COMMITTEE**

Many thanks are due to the strategic planning team. These individuals and offices represent the brain trust behind the development and implementation of the president's vision of RAMP, a five-year comprehensive plan designed to fulfill the mission of the college.

[Picture of SP Steering Committee]



<b>Members</b>	<b>Area Represented</b>
<i>Dr. Cynthia Warrick</i>	President (Ex-Officio)
<i>Mr. Ken Alston</i>	Athletics Director
<i>Ms. Luanne Baker</i>	Institutional Advancement/Title III/Grants and Contracts, Director
<i>Dr. Josiah Sampson</i>	Arts and Sciences, Dean
<i>Dr. Cassandra Blackburn</i>	Liaison to Stillman Board of Trustees
<i>Mr. Mason Bonner</i>	Community Relations, Director
<i>Dr. Meta Harris</i>	School of Education, Dean
<i>Mr. Reginald Nelson</i>	Finance and Facilities, Vice President/Chief Business Officer
<i>Chief Cassandra Cooper</i>	Campus Police/Public Safety, Chief
<i>Dr. Lamin E. Drammeh</i>	Strategic Initiatives/Stillman Foundation, Vice President/Chair
<i>Ms. Lekeya Goins</i>	Human Resources, Manager
<i>Mr. Robert Heath</i>	School of Library Services, Dean
<i>Dr. Mary Jane Krotzer</i>	Institutional Effectiveness, Vice President
<i>Ms. Tamara Marshall</i>	Enrollment Management/Information Technology, Director
<i>Dr. Mark McCormick</i>	Academic Affairs, Provost/Vice President
<i>Georanda Jackson-Richardson</i>	Institutional Research/Information Technology, Specialist
<i>Dr. Joseph Scrivner</i>	Student Affairs, Vice President
<i>Mr. Edward Ward</i>	Plant Management/Facilities, Manager
<i>Mr. Isaac McCoy</i>	School of Business, Dean

## STILLMAN COLLEGE BOARD OF TRUSTEES

<b>Members</b>	<b>Title</b>	<b>Business/Profession</b>
<i>Mr. Dennis O. Driver</i>	Chairman	VP, Chief HR Officer, Theravance Biopharmaceuticals
<i>Mrs. Sarah Harte</i>	Vice Chairman	Civic Volunteer
<i>Mrs. Melissia Davis</i>	Secretary	Retired, Government Representative
<i>Judge Eligah D. Clark</i>	Trustee	Retired Judge
<i>Ms. Devarieste Curry, J. D.</i>	Trustee	Founder of Curry Law Firm, PLLC
<i>Mr. Alfonso Denson</i>	Trustee	CEO/President, Birmingham Airport Authority
<i>Dr. Leonard Duff</i>	Trustee	Retired Superintendent Board of Education Pickens
<i>Dr. Charles Durham</i>	Trustee	Retired Pastor, First Presbyterian
<i>Gerry L. Hargrove, J.D</i>	Trustee	Retired General Counsel and Senior Business Executive for General Motors
<i>Mr. Joe Rufus Hughes</i>	Trustee	Manager for Michelin Tire Group
<i>Dr. Eddie R. Johnson</i>	Trustee	Retired Deputy State Superintendent, State of Alabama
<i>Mr. Floyd Phillips</i>	Trustee	Retired/Investor
<i>Dr. Samory Pruitt</i>	Trustee	VP for Community Affairs, The University of Alabama
<i>Dr. Jack Thomas</i>	Trustee	President Western Illinois University
<i>Lt. General Willie Williams (Retired)</i>	Trustee	Business Consultant