CRITICAL SUCCESS FACTORS

Calhoun will become a world-class, entrepreneurial educational institution by achieving excellence in six critical areas.

Comprehensive Quality Programs

▼ Create College-wide involvement in academic program and instructional excellence through the identification, development, and incentivization of Master Teachers.

▼ Build recognition as the #1 source for workforce development in economic development initiatives.

▼ Provide opportunities to develop web-based and other distance education courses through the establishment of a “Venture Capital Fund” for use by faculty and appropriate staff.

▼ Enhance the faculty understanding of and involvement in the role of the community college as a provider of a comprehensive curriculum to serve both the academic and technological needs in industry.

▼ Enhance Calhoun’s curriculum to reflect the need for an increased emphasis in the area of workforce development.

Satisfaction & Retention of Students

▼ Ensure the satisfaction and retention of students in all market segments through an integrated system of consistent assessment, innovation, and improvement in student support services.

▼ Create and implement a student recruitment strategy based on continuous market analysis.

▼ Establish stronger constituent relationships through programs such as SGA, student I.D. cards, faculty involvement in student programs, and other appropriate means.

▼ Develop a comprehensive facilities management system to upgrade student athletic housing.

▼ Enhance capability for delivery of food service.
Post Education Satisfaction and Success

- Develop and implement an integrated student information system for educational planning, monitoring, and prescription of intervention strategies including: automated records, centralized advisement, program study and degree audits, early warning systems, and minimum academic progress checks.

- Establish a stronger alignment between student services and the instructional component of the College.

Community/Regional/National/International/Reputation

- Establish strong strategic profile as the comprehensive integrator for regional growth plans in community, social and cultural, and economic development.

- Strengthen national consortia involvement, particularly with nationally recognized colleges which reflect our unique programs in innovative technology transfer.

- Establish an Institutional Marketing System to ensure marketing planning through market research, product and service marketing analysis, product and service publicity and literature, institutional image building, identification and development of delivery mechanisms, client satisfaction monitoring, recruiting staff development, and recommendations for changes in market segments, price changes, products and services, and competitive strategies.

- Develop clear and distinct geographical mission statements for the existing market segment mission statements.

- Conduct quarterly meetings of the Executive Steering Committee to implement its Opportunities Search and Selection System to ensure the most appropriate External and Internal initiatives.

Sound, Effective Resource Development/Management

- Ensure a comprehensive Institutional Agenda through the development of an integrated Annual Planning Process to identify, create, select and implement marketplace and capability improvement initiatives.

- Champion equity funding for two-year colleges based on performance.
CRITICAL SUCCESS FACTORS

▼ Increase direct federal funding (grants & appropriations) by 100% by 9/30/01.

▼ Increase private and corporate giving to the College and Foundation by 50% by 9/30/01.

▼ Limit tuition increases to 3% over the next two years (9/30/2000).

▼ Develop a Strategic Reserve Fund of $3 million by 9/30/2002.

▼ Establish a systematic method to “manage management” through the setting of a clear strategic agenda, achievable FY2000 operational objectives, scheduled and resourced action plans, oversight of work activity, and holding staff accountable for using resources and achieving goals and objectives.

▼ Develop a multi-year plan, based largely on Marketing System outputs, for Institutional Advancement which ensures the aggressive pursuit of targeted partnerships for private, corporate, and public funding.

▼ Develop a comprehensive system for the needs assessment, purchase, maintenance, and replacement of College facilities and equipment, including computer and electronic technology equipment.

▼ Develop and implement an integrated management system for the collection, storage, retrieval, analysis, and reporting of data for decision-making and accountability in the use and misuse of resources.

▼ Achieve our FY2000 revenue and budget projections.

▼ Optimize operating expenditures in FY2000 through the implementation of unit budget development against unit program objectives within the Annual Planning Process and with budget hearings when necessary to consider and/or accommodate justified needs which may arise on a contingent basis.

▼ Develop a plan for volume purchasing.

▼ Create expanded and more comprehensive governance systems and documents to set strategic direction and protect the assets of the College.
Dynamic Organizational Involvement and Development

- Establish a comprehensive program to recruit and retain a diverse, committed and innovative faculty to provide state-of-the-art teaching and learning.

- Increase the breadth and depth of federal and international educational partnerships with such interests as the World Bank, Bermuda government, the National Science Foundation, NASA, TVA, the U.S. Army, and other agencies through the initiation of at least one new international partnership annually.

- Develop and implement a comprehensive Human Resource System to ensure that we have the most effective and efficient:
  - Organizational Design (functional unit descriptions, job evaluations, job descriptions)
  - Manpower Planning (recruitment, selection, hiring)
  - Employment, Affiliation, and Development (orientation, becoming “part of the family,” personal and professional training and development programs)
  - Compensation & Benefits
  - Safe & Secure Environment

- Identify and define the Institutional functions which develop, sell, make and deliver the College products and services in order to structure the College for optimal utilization of resources.

- Create a comprehensive plan (provided by the Executive Steering Committee) of attack for the Institutional Self-Study, beginning with clarification and broadening of the mission and scope of the Office of Institutional Effectiveness and appropriate use of Institutional Research.

- Continuously improve all internal and external communication systems to ensure the comprehensive communication of key institutional messages.

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