

WILLIAM CAREY COLLEGE

Hattiesburg — Gulfport — New Orleans

Correlation of *Institutional Plan, 2004-2005*

with Academic Departments and

Administrative Units

November 22, 2004

Introduction

William Carey College engages continuously in evaluation of its academic programs and administrative units. In an effort to engage in an ongoing quest for quality, the College maintains a comprehensive system of planning and evaluation in all major aspects of the institution.

The Statement of Purpose for the College—adopted in 1997—is used as the foundation for this evaluation. A variety of assessment methods are used, and the results are implemented to improve both the education programs and support activities. Educational quality is determined by how effectively the institution achieves its established goals.

The mission of William Carey College is to provide liberal arts and professional education programs within a caring Christian academic community. The individual student is encouraged to develop his or her highest potential in scholarship, leadership, and service. The college collaborates with churches, organizations, and individuals to affirm its Baptist heritage and namesake—William Carey.

The results of the College's assessment procedures are incorporated annually into the College's planning process in order to achieve continual improvement in programs and services. Since 1997, the College has revised its institutional goals on an annual basis, and this annual process of evaluation and planning reflects broad-based campus-wide involvement of faculty, staff, students, administrators, and the board of trustees.

In addition, all of the College's academic programs and administrative units annually undergo a similar process of planning and evaluation. Every department or units develops an annual planning and evaluation model that finds its foundation in the College mission statement and the College-wide adopted goals and strategies (i.e., *Institutional Plan*) that issue from the mission statement.

The purposes of this document include:

- to show the College's Statement of Purpose, Goals, and Strategies within the annual *Institutional Plan*
- to correlate the College Statement of Purpose to the College's goals and strategies
- to correlate the College-wide adopted strategies to respective academic departments or administrative units.

—Bennie R. Crockett Jr.
Vice President, Institutional Effectiveness and Planning

WILLIAM CAREY COLLEGE

INSTITUTIONAL PLAN, 2004-2005

Statement of Purpose

The mission of William Carey College is to provide liberal arts and professional education programs within a caring Christian academic community. The individual student is encouraged to develop his or her highest potential in scholarship, leadership, and service. The college collaborates with churches, organizations, and individuals to affirm its Baptist heritage and namesake—William Carey.

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6	GOAL 7
Attain excellence in academic programs	Provide each student the opportunity to develop to his or her highest potential	Promote Christian development and social responsibility	Strengthen ties with Baptist churches, associations, and conventions	Provide an appropriate campus environment	Strengthen organizational and operational effectiveness	Strengthen financial resources
STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES
1.1 Evaluate and improve curriculum and instruction annually	2.1 Enhance student retention	3.1 Provide Christian Mission opportunities	4.1 Disseminate resource and informational materials to Baptist ministers and entities	5.1 Enhance and promote security for the perimeter of the campuses	6.1 Provide accountability in budget process	7.1 Increase annual giving to the College and corpus of the endowment
1.2 Provide quality faculty	2.2 Enhance recreational and residential education programs	3.2 Provide service opportunities	4.2 Provide learning opportunities for Baptist ministers	5.2 Construct new education facility in Hattiesburg and new nursing facility in New Orleans	6.2 Provide management controls for operational activities	7.2 Increase grant writing activities
1.3 Provide and maintain technology, library, and instructional resources	2.3 Support student organizations	3.3 Provide opportunities for Christian growth	4.3 Prepare future church and denominational leaders	5.3 Construct new exterior for McMillan Hall, Ross Hall, Johnson Hall, Wilkes Cafeteria, Fairchild Hall (Gulfport), and Clinton Gymnasium	6.3 Use Institutional Effectiveness Program to improve organizational and operational effectiveness	7.3 Seek external funding for the Center for the Study of the Life and Work of William Carey
1.4 Attract students with potential for academic success	2.4 Provide leadership development opportunities			5.4 Continue construction of new baseball field	6.4 Review and upgrade communication and information technology strategic plan	7.4 Continue to retire outstanding debt on College facilities
1.5 Enhance the Center for the Study of the Life and Work of William Carey				5.5 Provide facility for Center for the Study of the Life and Work of William Carey		

WCC Statement of Purpose and GOAL 1

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to provide liberal arts and professional education programs

to develop his or her highest potential in scholarship

to affirm its Baptist heritage and namesake—William Carey.

GOAL 1 — Attain excellence in academic programs	Responsible Academic Program or Administrative Unit	Evaluative Procedure and Documentation
STRATEGIES		
1.1 Evaluate and improve curriculum and instruction annually →	Academic Affairs and All academic programs →	<ul style="list-style-type: none"> • Academic Affairs 5-column model • Academic Majors' 5-column models
1.2 Provide quality faculty →	Board of Trustees, Administration, and Deans →	<ul style="list-style-type: none"> • Faculty Roster by Area with Credentials List
1.3 Provide and maintain technology, library, and instructional resources →	Board of Trustees, Administration, Academic Affairs, and Network Services →	<ul style="list-style-type: none"> • Library 5-column model • Academic Affairs Budget • Budget Director Expenditure Sheet • Network Services 5-column model
1.4 Attract students with potential for academic success →	Admissions →	<ul style="list-style-type: none"> • Admissions 5-column model
1.5 Enhance the Center for the Study of the Life and Work of William Carey →	Board of Trustees, Administration, and Academic Affairs →	<ul style="list-style-type: none"> • Budget Director Expenditure Sheet • Carey Center Budget

WCC Statement of Purpose and GOAL 2

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The individual student is encouraged to develop his or her highest potential in scholarship, leadership, and service.

GOAL 2 — Provide each student the opportunity to develop to his or her highest potential	Responsible Academic Program or Administrative Unit	Evaluative Procedure and Documentation
STRATEGIES		
2.1 Enhance student retention →	VP of Student Services, Financial Aid, and Student Support Services →	<ul style="list-style-type: none"> • 5-Column Models—VP of Student Services, Financial Aid, and Student Support Services
2.2 Enhance recreational and residential education programs →	VP of Student Services, Student Development, and Student Activities →	<ul style="list-style-type: none"> • 5-Column Models of Student Activities and Student Development
2.3 Support student organizations →	VP of Student Services, Student Development, Student Activities →	<ul style="list-style-type: none"> • Student Services Budgets • Budget Director Expenditure Sheet
2.4 Provide leadership development opportunities →	Academic Programs, Student Development, Student Activities →	<ul style="list-style-type: none"> • 5-Column Models of Varied Academic Programs • 5-Column Models of Student Activities and Student Development

WCC Statement of Purpose and GOAL 3

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to provide . . . programs within a caring Christian academic community

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to affirm its . . . namesake—William Carey

GOAL 3 — Promote Christian development and social responsibility	Responsible Academic Program or Administrative Unit	Evaluative Procedure and Documentation
STRATEGIES		
3.1 Provide Christian Mission opportunities →	Baptist Student Union and Missions Coordinator, Selected Academic Programs →	<ul style="list-style-type: none"> 5-Column Models—Baptist Student Union, Missions Coordination Office, and Selected Academic Programs
3.2 Provide service opportunities →	Selected Academic Programs, Baptist Student Union, Financial Aid, Student Development, and Student Activities →	<ul style="list-style-type: none"> 5-Column Models—Selected Academic Programs, Baptist Student Union, Financial Aid, Student Development, and Student Activities
3.3 Provide opportunities for Christian growth →	VP of Church Relations, Baptist Student Union, and Missions Coordinator →	<ul style="list-style-type: none"> 5-Column Models—Denominational, Baptist Student Union, and Missions Coordination Office

WCC Statement of Purpose and GOAL 4

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GOAL 4 — Strengthen ties with Baptist churches, associations, and conventions	Responsible Academic Program or Administrative Unit	Evaluative Procedure and Documentation
STRATEGIES ↓	↓	↓
4.1 Disseminate resource and informational materials to Baptist ministers and entities →	VP of Church Relations, Baptist Student Union, and Carey Center →	<ul style="list-style-type: none"> • 5-Column Models—Denominational, Baptist Student Union, and Carey Center
4.2 Provide learning opportunities for Baptist ministers →	VP of Church Relations →	<ul style="list-style-type: none"> • 5-Column Models—Denominational and Baptist Student Union
4.3 Prepare future church and denominational leaders →	Cooper School, VP of Church Relations, and Baptist Student Union →	<ul style="list-style-type: none"> • 5-Column Models—Cooper School, Religion Major; Denominational, Baptist Student Union

WCC Statement of Purpose and GOAL 5

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GOAL 5 — Provide an appropriate campus environment	Responsible Academic Program or Administrative Unit	Evaluative Procedure and Documentation
	STRATEGIES	
5.1 Enhance and promote security for the perimeter of the campuses →	Administration and Facilities →	<ul style="list-style-type: none"> • 5-Column Model—President's Office • Construction Contract • <u>Master Plan</u>
5.2 Construct new education facility in Hattiesburg and new nursing facility in New Orleans →	Board of Trustees and Administration →	<ul style="list-style-type: none"> • Board of Trustees Minutes • 5-Column Model—President's Office • Construction Contracts • <u>Master Plan</u>
5.3 Construct new exterior for McMillan Hall, Ross Hall, Johnson Hall, Wilkes Cafeteria, Fairchild Hall (Gulfport), and Clinton Gymnasium →	Board of Trustees and Administration →	<ul style="list-style-type: none"> • Board of Trustees Minutes • 5-Column Model—President's Office • Construction Contracts • <u>Master Plan</u>
5.4 Continue construction of new baseball field →	Board of Trustees and Administration →	<ul style="list-style-type: none"> • Board of Trustees Minutes • 5-Column Model—President's Office • Construction Contract • <u>Master Plan</u>
5.5 Provide facility for Center for the Study of the Life and Work of William Carey →	Board of Trustees and Administration →	<ul style="list-style-type: none"> • Board of Trustees Minutes • 5-Column Models—President's Office and Carey Center • Construction Contract • <u>Master Plan</u>

WCC Statement of Purpose and GOAL 6

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GOAL 6 — Strengthen organizational and operational effectiveness	Responsible Academic Program or Administrative Unit	Evaluative Procedure and Documentation
STRATEGIES		
6.1 Provide accountability in budget process →	College Auditor, VP of Business Affairs and Budget Director, → VP of Academic Affairs, and VP of Student Services	<ul style="list-style-type: none"> • Annual Audit • 5-Column Model—Financial Affairs
6.2 Provide management controls for operational activities →	VP of Business Affairs and Budget Director, → VP of Academic Affairs, and VP of Student Services	<ul style="list-style-type: none"> • 5-Column Models—Financial Affairs, Budget Director, Academic Affairs, and Student Services
6.3 Use Institutional Effectiveness Program to improve organizational and operational effectiveness →	VP of Institutional Effectiveness and Planning, → All Academic Programs and Administrative Units	<ul style="list-style-type: none"> • 5-Column Models—All Academic Programs and Administrative Units • <i>Institutional Plan</i> • Institutional Effectiveness and Planning Program
6.4 <u>Review and upgrade communication and information technology strategic plan</u> →	Administration and Technology Committee →	<ul style="list-style-type: none"> • <u>Technology Committee Minutes</u> • <u>Technology Strategic Plan</u> • Technology Contracts

WCC Statement of Purpose and GOAL 7

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GOAL 7— Strengthen financial resources	Responsible Academic Program or Administrative Unit	Evaluative Procedure and Documentation
STRATEGIES ↓	↓	↓
7.1 Increase annual giving to the College and corpus of the endowment →	President, VP for Development, Assistant Director of Development, Alumni Director →	<ul style="list-style-type: none"> • Annual Budgets • 5-Column Models— President, Financial Development, and Alumni
7.2 Increase grant writing activities →	President, Executive Assistant to the President and Grant Writer, VP for Development, → Assistant Director of Development	<ul style="list-style-type: none"> • Annual Budget • 5-Column Models— President, <u>Grant Writer</u>, Financial Development
7.3 Seek external funding for the Center for the Study of the Life and Work of William Carey →	President, VP for Development, Co-Directors, Carey Center →	<ul style="list-style-type: none"> • 5-Column Models— President, VP for Development, Carey Center
7.4 Continue to retire outstanding debt on College facilities →	Board of Trustees, President →	<ul style="list-style-type: none"> • Board of Trustees Minutes • Annual Budget • 5-Column Model—President