

UNLEASH YOUR POTENTIAL

**Strategic Goals, Operational Goals,
Expected Outcomes, and Evaluation Criteria
2009-2014**

**An Institutional Plan
for
Clarendon College
Clarendon, Texas**

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FOREWARD: A Message from the President

“Opening Doors, Changing Lives”, was the institutional plan of Clarendon College from 2003-2007. During that time a significant number of developments and changes occurred. The following are simply a few of the accomplishments:

- New Library was completed – The Vera Dial Dickey Library
- Revised programs were developed and expanded
- New programs such as (Desktop publishing & HVAC) were added to the curriculum
- Contact hours taught by fulltime faculty were expanded
- The old library area of the Administration Building was converted to administrative offices
- Cafeteria was remodeled with new kitchen equipment and dining room table and chairs
- Landscaping was enhanced
- Handicapped accessibility was greatly improved on campus
- Endowment Scholarship was established (R.C. and Agnes Johnson)
- Enrollment increased each year
- Bookstore moved to Bairfield Activity Center and was expanded
- New Buses were purchased (Vans no longer used for student transportation)

While we are proud of our past accomplishments, it is important that we continue to look toward the future. The goals presented in this document “Unleash Your Potential” will be the Master Plan of Clarendon College for the next five years.

With the help of Dr. Bud Joyner, Board of Regents, entire faculty, administration, and staff, along with many invited guests from the community, we have assembled the goals found in this document. We are very grateful to all who assisted. These are our goals and are worthy of our best efforts.

William R. Auvenshine
President

PHILOSOPHY OF CLARENDON COLLEGE

The faculty, Board of Regents, and administrators at Clarendon College are committed to the concept that our College be an open door to learning. With this goal in mind, we extend an educational opportunity to students of all ages who can profit from instruction. Every effort is made to provide equal access to the educational opportunities offered at Clarendon College without regard to race, creed, color, age, sex, national origin, or disability.

In keeping with this philosophy, Clarendon College recognizes and accepts the responsibility for providing curricula for university-bound students, for students seeking career opportunities in a variety of occupations, and for persons of the community seeking cultural enrichment, short-term skill training, or personal improvement opportunities. The College will seek to achieve these goals within the limits of its legal responsibilities and available fiscal resources.

MISSION STATEMENT: The People We Serve

Clarendon College is a comprehensive community college committed to providing equal access to opportunities that assist in the holistic development of its constituents and community. In pursuit of that mission, the College provides academic transfer programs, workforce education programs, student services, developmental education courses, continuing education/community service courses, and diverse cultural enrichment opportunities.

PURPOSES OF CLARENDON COLLEGE

The purposes of Clarendon College are defined in the Texas Education Code, Section 130.003, and shall be to provide:

- (1) technical programs up to two years in length leading to associate degrees or certificates;
- (2) occupational programs leading directly to employment in semi-skilled and skilled occupations;
- (3) freshman and sophomore courses in arts and sciences;
- (4) continuing adult education programs for occupational or cultural upgrading;
- (5) compensatory education programs designed to fulfill the commitment of an admissions policy allowing the enrollment of disadvantaged students;
- (6) a continuing program of counseling and guidance designed to assist students in achieving their individual educational goals;
- (7) workforce development programs designed to meet local and statewide needs;
- (8) adult literacy programs and other basic skills programs; and,
- (9) such other purposes as may be prescribed by the Texas Higher Education Coordinating Board or local governing boards, in the best interest of postsecondary education in Texas.

Clarendon College exists to serve these purposes as they relate first to the local service areas, then to the State of Texas, and finally, to the nation. It has accepted the challenge of providing the resources, curricula, instructional support, and personnel required to best serve the many educational needs of its students.

THE GOALS PROCESS

The goals process at Clarendon College is a three-phase approach to institutional planning involving a goal setting phase, a phase for developing plans and achieving the goals, and a monitoring and evaluation phase.

Dr. Bud Joyner, retired President from Amarillo College, was Clarendon College's facilitator for our one-day workshop. Dr. Joyner is very experienced and has conducted many goal-setting workshops with other institutions throughout the state.

Board of Regents, administration, faculty and staff, and several members of the surrounding communities took part in the one-day (brainstorming) session. Goals were formulated in seven different areas; curriculum development; facilities development; financial development; institutional development; management development; personnel development; and student services development. Breakout sessions were conducted in the seven areas and each committee compiled goals for their individual area and presented their individual goals during the afternoon session. The goals were then brought to the President's Advisory Council and were condensed to avoid duplication of goals and categories. The finalized goals were then presented to the Board of Regents to be adopted as Clarendon College's Institutional Plan for 2009-2014. The goals adopted in this booklet will be the challenges and opportunities for the institution the next five years.

The President's Advisory Council along with the Institutional Effectiveness Committee will monitor and evaluate the progress. Annual status reports will be prepared showing the progress made toward achieving each goal identified. The plans developed to achieve each goal will be evaluated periodically and modified as needed. This information will be fed into the overall planning of the College.

STRATEGIC GOALS

CLARENDON COLLEGE

2009 - 2014

- STRATEGIC GOAL 1: Clarendon College will provide quality educational programs and improve literacy in the workplace so that constituents will possess the knowledge to compete in a global economy, function as wise consumers, and be responsible citizens.
- STRATEGIC GOAL 2: Clarendon College will promote strategies that improve the teaching-learning environment and the teaching-learning process, and Clarendon College will work to respond to student needs by monitoring the economic and social patterns of the community, state, and nation and adjusting the learning environment accordingly.
- STRATEGIC GOAL 3: Clarendon College, in order to help create the appropriate teaching-learning environment, will provide facilities that are adequate, attractive, and secure, and a well-disciplined environment conducive to learning, free of drugs and violence to fulfill the educational purposes of the college.
- STRATEGIC GOAL 4: Clarendon College will improve student achievement, student success, success rates, and graduation rates for students in academic and technical programs.

CURRICULUM DEVELOPMENT GOALS

GOAL 1: All Clarendon College course and program offerings will be evaluated, updated, revised, and expanded as appropriate.

Related to Strategic Goals: 1, 2 and 4

Expected Outcomes:

- Programs and classes will be scheduled based on current and historical needs for each campus and to meet the needs of the majority of students.
- The number of academic, technical and continuing education course offerings via distance learning including but not limited to ITV, hybrid, and online classes will be expanded.
- Programs and classes will be offered and scheduled to meet the needs of the students and community.
- New courses, classes, and/or programs will be offered based on identified needs, demands, and on the availability of funds.

Action Plans/Strategies:

- Programs and class offerings will be evaluated and updated or revised annually.
- Distance learning classes; including but not limited to Instructional Television (ITV), hybrid, and online classes will be evaluated for expansion.
- Relationships with local entities will be reviewed and examined to develop workforce programs and continuing education offerings.
- Summer semester remedial course offerings will be reviewed for feasibility.

Evaluation Criteria:

- Academic, technical and continuing education course and program evaluations.

Major Responsibility:

- Dean of Instruction
- Division Directors
- Curriculum Committee

Time Line:

- Annual evaluation of course and program offerings.
- Expansions or revisions to be implemented the subsequent academic year.

Budget:

- Normal Operating Budget (NOB)

GOAL 2: All Clarendon College classroom equipment and teaching resources will be evaluated, updated and/or expanded as appropriate.

Related to Strategic Goal: 1, 2, 3 and 4

Expected Outcomes:

- The ITV system will be updated and improved.
- The web platform for online course delivery will be updated and improved.
- Faculty with ITV teaching assignments will be fully trained to correctly use the ITV system.
- Faculty with hybrid and online class teaching assignments will be fully trained.

Action Plans:

- Establish an ITV system that is fully functional and operational at all times.
- Develop and implement a distance education training program for faculty.
- Establish a web platform for online and hybrid classes that is fully functional and operational at all times.

Evaluation Criteria:

- Annual student, faculty and library evaluations.

Major Responsibility:

- Dean of Instruction
- Director of IT
- Division Directors
- Director of Library
- Faculty

Time Line:

- Annually.
- Updates, improvements or training revisions will be implemented the subsequent academic year.

Budget:

- NOB

GOAL 3: Clarendon College will utilize the Quality Enhancement Plan (QEP) to improve teacher effectiveness and student achievement and success.

Related to Strategic Goal: 1, 2 and 4

Expected Outcomes:

- The results of the CCSSE survey will have been presented to the faculty and staff and used to improve teaching and learning.
- Students will make appropriate use of library resources and services.
- Student retention will increase as a result of freshman orientation.
- Student retention will increase as a result of a college-wide mentoring program.
- Student withdrawal and/or retention will improve as a result of a college-wide student intervention program.
- Students will be taught in a classroom where active and collaborative teaching styles are incorporated.
- Students will have opportunities to increase their critical thinking skills.
- Faculty will be fully trained to provide avenues to teach students critical thinking skills.

Action Plans:

- The college will utilize the guidelines of the QEP.
- The Library staff will include Library orientation in all orientation classes.

Evaluation Criteria:

- Results of the CCSSE survey.
- Results from the Library Survey.
- The QEP will be evaluated annually.

Major Responsibility:

- Dean of Instruction
- Dean of Students

Time Line:

- Annually.
- CCSSE results Bi-annually

Budget:

- NOB

GOAL4: Maintain an acceptable balance between full-time and part-time faculty.

Related to Strategic Goal: 1, 2 and 4

Expected Outcomes:

- The percentage of full-time faculty teaching at Clarendon College will exceed the state of Texas Community College average of full-time faculty teaching by at least 5%.

Action Plan:

- Employment of full-time faculty at levels sufficient to meet the expected outcome.

Evaluation Criteria:

- Performance Measure Report submitted to THECB annually.

Major Responsibility:

- Dean of Instruction

Time Line:

- Ongoing

Budget:

- NOB

FACILITIES DEVELOPMENT GOALS

GOAL 1: Clarendon College will expand and improve the Pampa Center.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- Clarendon College Pampa Center will increase the number of academic course offerings.
- Clarendon College Pampa Center will increase the number of technical programs offered.

Action Plans/Strategies:

- Development of a multi-year / phase growth plan for Clarendon College Pampa Center.
- Improvement and/or expansion of the facilities at the Clarendon College Pampa Center as necessary.
- Construct new facilities at the Clarendon College Pampa Center as necessary.

Evaluation Criteria:

- Increased contact hours for the Clarendon College Pampa Center as reported to THECB.
- Adoption of growth plan for Clarendon College Pampa Center.

Major Responsibility:

- Dean of Administrative Services and Pampa Center
- Pampa Center Foundation

Time Line:

- On going.

Budget:

- New Money

GOAL 2: Clarendon College will expand and improve the Childress Center.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- Clarendon College Childress Center will increase the number of academic course offerings.
- Clarendon College Childress Center will increase the number of technical programs offered.

Action Plans/Strategies:

- Development of a multi-year / phase growth plan for Clarendon College Childress Center.
- Improvement and/or expansion of the facilities at the Clarendon College Childress Center as necessary.
- Construct or lease of facilities at the Clarendon College Childress Center as necessary.

Evaluation Criteria:

- Increased contact hours for the Clarendon College Childress Center as reported to THECB.
- Adoption of growth plan for Clarendon College Childress Center.

Major Responsibility:

- Dean of Administrative Services and Pampa Center
- Director of Childress Center
- Childress Advisory Council

Time Line:

- On going

Budget:

- New Money

GOAL 3: Clarendon College will expand and improve the Clarendon Campus.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- Clarendon College will increase the number of academic course offerings.
- Clarendon College will improve the facilities for students, faculty, staff and service area constituents.

Action Plans/Strategies:

- Development of a multi-year / phase growth plan will be developed for the Clarendon Campus.
- Improve or expand the facilities at the Clarendon Campus as necessary.
- Build or renovate facilities at the Clarendon Campus as necessary.
- Implement a study to determine the feasibility of improving the track with cooperation of Clarendon Consolidated Independent School District (CCISD).
- Investigate the possibility of additional dorm space.

Evaluation Criteria:

- Increased contact hours for the Clarendon Campus as reported to THECB.
- Increased use of Clarendon College facilities by students, faculty, staff and service area constituents.
- Adoption of growth plan for the Clarendon Campus.
- Increased number of residential (on-campus) students.

Major Responsibility:

- Dean of Administrative Services and Pampa Center
- Clarendon College Foundation

Time Line:

- On going

Budget:

- New Money

GOAL 4: Clarendon College will maintain or improve all current facilities and structures.

Related to Strategic Goals: 2 and 3

Expected Outcomes:

- Clarendon College facilities will be maintained in a functional, efficient and attractive manner.

Action Plans/Strategies:

- A maintenance plan involving all structures will be developed and implemented.
- The development of an energy-wise plan will be evaluated.
- Clarendon College will review and evaluate custodial needs and make changes as appropriate.

Evaluation Criteria:

- Annual evaluations of student and faculty.
- Increased use of Clarendon College facilities by students, faculty, staff and service area constituents.

Major Responsibility:

- Comptroller
- Director of Custodians
- Director of Maintenance

Time Line:

- On going

Budget:

- New Money

FINANCIAL DEVELOPMENT GOALS

GOAL 1: Clarendon College tuition and fees will be maintained at a competitive level.

Related to Strategic Goals: 1 and 3

Expected Outcomes:

- Clarendon College's In-District tuition and fees will be set at a level comparable to and competitive with other community college of similar size within the State of Texas.
- Clarendon College's Out-of-District (In-Taxing District) tuition and fees will be set at a level comparable to and competitive with other community college of similar size within the State of Texas.
- Clarendon College's Out-of-District tuition and fees will be set at a level comparable to and competitive with other community college of similar size within the State of Texas.
- Clarendon College's Out-of-State tuition and fees will be set at a level comparable to and competitive with other community college of similar size within the State of Texas.

Action Plans/Strategies:

- Identification of other community colleges of similar size within the State of Texas.
- Implement, monitor and review tuition and fees structures of other community colleges of similar size within the State of Texas.

Evaluation Criteria:

- Review of annual comparisons.

Major Responsibility:

- Comptroller
- Dean of Administrative Services and Pampa Center

Time Line:

- Annually

Budget:

- NOB

Goal 2: Clarendon College endowment and scholarship funds will be increased in an organized, planned and systematic manner.

Related to Strategic Goal: 3

Expected Outcomes:

- The endowment and scholarship funds will be increased by \$50,000 annually.
- Clarendon College constituents will be informed of giving opportunities in a timely manner.

Action Plans/Strategies:

- Development and expansion of multiple means of informing donors of giving opportunities at all Clarendon College locations.
- Evaluation and establishment of a donor recognition program.
- Development of multiple and variable fund raising methods.

Evaluation Criteria:

- Increase in endowment and scholarship funds.
- Portfolio of donor communication.
- Annual donor recognition.

Major Responsibility:

- Assistant to the President
- Comptroller
- Deans
- Director of Financial Aid
- Marketing Coordinator

Time Line:

- Annually

Budget:

- NOB

Goal 3: Clarendon College will actively seek and apply for suitable grants from a variety of appropriate funding sources.

Related to Strategic Goals: 3 and 4

Expected Outcomes:

- An increase in grant applications annually.
- An increase in grants funded.

Action Plans/Strategies:

- Development of a college-wide "Grants Team".
- Training for "Grants Team" to appropriately write and apply for grants.
- Development and dissemination of approved and acceptable grant sources.
- Study the feasibility of hiring a grant writer on a percentage basis.

Evaluation Criteria:

- Increase in grant applications.
- Increase in funded grants.

Major Responsibility:

- Deans
- Comptroller
- Directors

Time Line:

- Annually

Budget:

- NOB

Goal 4: The Clarendon College annual operating budgetary process will be evaluated and revised as appropriate.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- Clarendon College employee participation and understanding of the budgetary process will increase.
- Valid and reliable input from all participants in the budgetary process will allow the annual operating budget to more accurately forecast the revenues and expenses reducing the number of accounts short on funds.

Action Plans/Strategies:

- Evaluation of budgetary process to identify possible areas for improvement.
- Revision of the budgetary process based on identified areas for improvement.
- Provide monthly budget statements to appropriate personnel.
- Development of feedback process for budget adjustments.
- Develop budget training applicable to all staff involved in the budgetary process.

Evaluation Criteria:

- The number of staff involved in the budgetary development process will increase.
- The number of accounts which are short of funds will decrease annually.
- Completed budgetary process evaluation.

Major Responsibility:

- Comptroller
- Deans

Time Line:

- Annually

Budget:

- NOB

INSTITUTIONAL DEVELOPMENT GOALS

GOAL 1: Clarendon College will improve and expand the use of technology by its constituents.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- The use of technology will be evaluated.
- Information resources will be secure and reliable.
- Technological systems, which promote teamwork and information sharing, will be utilized.
- Technological improvements to the teaching-learning environment will be evaluated and reviewed.

Action Plans/Strategies:

- A technology plan, which evaluates and reviews the use of all current, new and innovative technologies will be developed and implemented.
- Clarendon College will review and evaluate technological needs for its constituents and make changes as appropriate.
- Faculty and staff will be trained for efficient use of technological resources.

Evaluation Criteria:

- Annual student, faculty and library evaluations.
- Adoption of a technology plan.

Major Responsibility:

- Director of IT
- Deans

Time Line:

- Annually

Budget:

- NOB

GOAL 2: Clarendon College will maintain and improve marketing and publicity.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- The number of potential new students contacted through marketing and publicity will be increased.
- College constituents will be informed of college offerings, events and news through a variety of mediums.

Action Plans/Strategies:

- A marketing plan will be developed and implemented.
- Maintain, expand and update program and informational brochures.
- Continue and expand informational releases to all media outlets.
- Identify and explore alternative avenues to market and publicize the College.

Evaluation Criteria:

- Adoption of a marketing plan.
- Production of brochures.
- Monthly media reports.

Major Responsibility:

- Dean of Students
- Marketing Coordinator

Time Line:

- Annually

Budget:

- NOB

GOAL 3: Clarendon College will develop and maintain unity of purpose among all members of the faculty, staff and the college constituency.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- The philosophy, mission and purpose of Clarendon College will be reinforced.
- The faculty and staff will be provided opportunities to learn about college programs outside of their area of expertise.
- The college constituency will be provided opportunities to discover the college is an open door to learning.

Action Plans/Strategies:

- Informative activities for faculty and staff will be implemented.
- Customer service training will be provided.
- Social activities for faculty and staff will be planned and implemented.
- Social activities for the college constituency will be planned and implemented.

Evaluation Criteria:

- Training evaluations.
- Social activities completed.

Major Responsibility:

- Dean of Instruction
- Dean of Students
- Dean of Administrative Services and Pampa Center
- Marketing Coordinator

Time Line:

- Annually

Budget:

- NOB

GOAL 4: Clarendon College will review and update college publications.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- The Policy Manual will be reviewed and updated as appropriate.
- The Procedures Manual will be reviewed and updated as appropriate.
- The College Catalog will be reviewed and updated as appropriate.
- The Student Handbook will be reviewed and updated as appropriate.
- Clarendon College employees will have a better understanding of policies and procedures.

Action Plans/Strategies:

- College Committees will review relevant portions of policy, procedures, catalog and/or student handbook and make recommendations for improvement.
- The President's advisory council will review college publications and make recommendations for improvement.
- The President will recommend to the Board of Regents updated college publications.

Evaluation Criteria:

- Annual adoption of college publications.

Major Responsibility:

- College Committees
- President's Advisory Council

Time Line:

- Annually

Budget:

- NOB

MANAGEMENT DEVELOPMENT GOALS

GOAL 1: Work to improve testing center facilities and procedures at Clarendon College.

Related to Strategic Goals: 2, 3 and 4

Expected Outcomes:

- The College will improve and expand the existing testing center.

Action Plan/Strategies

- The testing center will be evaluated and reviewed to identify where improvements need to be made.

Evaluation Criteria:

- Student and employee evaluations will be conducted to determine satisfaction of changes in the testing center.

Major Responsibility:

- Dean of Students
- Dean of Administrative Services and Pampa Center Dean
- Director Childress Center

Time Line:

- Evaluation and review of the testing center will be completed by Fall 2010.
- Implementation of changes, if any—Fall 2010.

Budget:

- NOB

GOAL 2: Work to improve the bookstore operations.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- The College will establish an online textbook ordering system and textbook information.
- Explore the possibility of establishing a textbook policy to include the use of e-books.

Action Plan/Strategies:

- Evaluate and review annually the online textbook ordering system and textbook information for the bookstore.
- Gather data for a textbook policy that could possibility include the use of e-books.

Evaluation Criteria:

- Student and employee evaluations will be conducted to determine satisfaction with the online textbook ordering system and textbook information.

Major Responsibility:

- Dean of Administrative Services and Pampa Center
- Comptroller
- Bookstore Manager

Time Line:

- Evaluation and review of the online textbook order system for the bookstore will be completed by Fall 2009.
- Implementation of changes, if any—Fall 2009

Budget:

- New Money

GOAL3: Work to provide childcare services to students at Clarendon College.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- The College will evaluate the feasibility of offering childcare services for students at Clarendon College.

Action Plan/Strategies:

- Implementation of a feasibility study concerning establishment of childcare services for students.

Evaluation Criteria:

- Completion of feasibility study.

Major Responsibility:

- Dean of Administrative Services and Pampa Center
- Dean of Students

Time Line:

- Feasibility study will be completed by Fall 2009.
- Implementation of changes, if any—Fall 2011

Budget:

- NOB

GOAL 4: Improve internal communications at Clarendon College.

Related to Strategic Goals: 3 and 4

Expected Outcomes:

- The college community will be informed about the proceedings of college committees.
- Actions of the President and Board of Regents will be communicated to staff and faculty.

Action Plans/Strategies:

- The Dean of Instruction will ensure that committee meeting minutes are placed, in a timely manner, in the public folders for all employees to review.
- The President will update the faculty and staff monthly on decisions made by the Board of Regents and actions taken by the President.

Evaluation Criteria:

- Documentation of minutes in public folders.
- Documentation of Administrative Briefings.

Major Responsibility:

- Dean of Instruction

Timeline:

- Spring 2009: Public folders will be created
- Spring 2009: Resume the Administrative Brief meetings

Budget:

- NOB

GOAL 5: Continue modernization of Clarendon College's student records by implementing electronic storage of student records.

Related to Strategic Goal: 4

Expected Outcomes:

- The College will evaluate the feasibility of converting paper records into electronic storage of student records.

Action Plans/Strategies:

- A feasibility study will be implemented for implementing electronic storage of documents.

Evaluation Criteria:

- Completion of feasibility study.

Major Responsibility:

- Dean of Administrative Services and Pampa Center
- Comptroller
- Registrar
- Director of Financial Aid
- Director of Admissions
- Dean of Instruction
- Dean of Students

Time Line:

- Feasibility study will be completed by Fall 2009.
- Implementation of changes, if any—Fall 2011

Budget:

- New Money

PERSONNEL DEVELOPMENT GOALS

GOAL 1: The College will recruit and retain competent and qualified personnel.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- Recruitment and retention of competent and qualified personnel.

Action Plan/Strategies:

- Evaluate the feasibility of establishing monetary incentives for the motivation of faculty to increase their faculty rank and education as funds are available.
- Offer competitive salaries consistent with other Texas institutions of similar size.
- Keep benefit packages competitive with other Texas institutions of similar size.
- Explore the possibility of partnering with businesses and industry to start new programs and possibly assist in the funding of those positions.

Evaluation Criteria:

- Annually compare salary ranges and benefit packages with other Texas institutions of similar size.
- Annual documentation of faculty and administrative qualifications.

Major Responsibility:

- Dean of Instruction
- Assistant to the President
- Comptroller

Timeline:

- Ongoing

Budget:

- NOB

GOAL 2: Improve and increase opportunities for training and professional development for faculty and staff.

Related to Strategic Goals: 1, 2, 3 and 4

Expected Outcomes:

- The quantity and quality of professional development opportunities will increase.
- The number of faculty and staff using technology efficiently will increase.
- The number of trouble shooting calls to the Director of IT will decrease.
- Improved instruction in the classroom through the efficient and practical use of technology.

Action Plan/Strategies:

- Professional Development Committee will conduct a study to determine areas of need and opportunities for quality professional development including in-house, outside, and online.
- Faculty and staff training provided in areas identified by Professional Development Committee.
- Implementation of a "Train the Trainer" model for all personnel attending offsite professional development.

Evaluation Criteria:

- Documentation / evaluation of professional development opportunities.
- Professional Development Committee Minutes.
- Student and faculty evaluations.
- Documentation/evaluation of IT service log.

Major Responsibilities:

- Professional Development Committee.
- Dean of Instruction.

Timeline:

- Annually.

Budget:

- NOB

GOAL 3: Increase new employee retention through orientation and mentoring.

Related to Strategic Goals: 3 and 4

Expected Outcomes:

- Retention of new employees will increase.
- New employees will be better trained on college policy and procedures.
- New employees will be mentored.

Action Plan/Strategies:

- Development, publication and distribution of a New Employee Handbook.
- Development and implementation of new employee orientation.
- Development and implementation of new employee mentorship program.

Evaluation Criteria:

- Increased annual retention of new employees.
- Documentation of development, implementation and distribution of new employee handbook.
- Agenda from new employee orientation meetings.
- Documentation of development and implementation of new employee mentorship program.

Major Responsibilities:

- Dean of Instruction
- Dean of Students
- Dean of Administrative Services and Pampa Center

Timeline:

- Ongoing

Budget:

- NOB

STUDENT SERVICES DEVELOPMENT GOALS

GOAL 1: Clarendon College will offer an open door to learning.

Related to Strategic Goals: 2 and 4

Expected Outcomes

- Appropriate and practical recruiting goals will be established.
- Recruiting goals will be achieved.
- The Office of Student Services will develop, submit and publish an Enrollment Management Plan.
- Student Services will implement and/or expand recruiting efforts to traditional, non-traditional and international students.

Action Plan/Strategies

- Recruitment and Retention Committee will establish recruiting goals in a timely manner.
- A review of recruiting goals will be conducted and submitted to the Recruitment and Retention Committee.
- Development of an enrollment management plan by the Admissions Committee and the Recruitment and Retention Committee.
- Student Services will evaluate appropriate staffing needs.
- A review of all recruitment programs will be conducted annually.

Evaluation Criteria

- Approval of recruitment goals by President's office.
- Development of enrollment management plan.
- Completed annual review of recruitment programs.

Major Responsibility

- Dean of Students
- Director of Admissions
- Admissions Committee
- Recruitment and Retention Committee
- Director of Childress Center
- Dean of Administrative Services and Pampa Center Dean

Timeline

- Annually

Budget

- NOB

GOAL 2: Clarendon College will offer programs and services to our students in order to retain and maintain a student's enrollment thru to completion of their educational goals.

Related to Strategic Goals: 2 and 4

Expected Outcomes

- Appropriate and practical retention goals will be established.
- Retention goals will be achieved.
- The Office of Student Services will develop, submit and publish an Enrollment Management Plan.
- Student Services will implement and/or expand retention efforts to traditional, non-traditional and international students.

Action Plan/Strategies

- Recruitment and Retention Committee will establish retention goals in a timely manner.
- A review of retention goals will be conducted and submitted to the Recruitment and Retention Committee.
- Development of an enrollment management plan by the Admissions Committee and the Recruitment and Retention Committee.
- A review of all retention programs will be conducted annually.

Evaluation Criteria

- Approval of recruitment goals by President's office.
- Development of enrollment management plan.
- Completed annual review of recruitment programs.

Major Responsibility

- Dean of Students
- Director of Admissions
- Admissions Committee
- Recruitment and Retention Committee

Timeline

- Annually

Budget

- NOB

GOAL 3: Student Services will provide services, which directly relate and benefit students and student life at the Clarendon Campus, Pampa Center and Childress Center.

Related to Strategic Goals: 2 and 4

Expected Outcomes:

- Where feasible a student government will be established.
- Where feasible student clubs and organizations will be established.
- The student advising process will be improved.
- The College will develop a housing plan.

Action Plan/Strategies

- Implementation of student government at Clarendon, Pampa and Childress.
- Student will be surveyed about clubs and organizations and appropriate clubs and organizations established.
- The Dean of Students will develop a plan to improve the student advising process.
- The Dean of Students and the Student Life Committee will evaluate the condition of the on-campus housing and examine the availability of off-campus housing.

Evaluation Criteria:

- Documentation of Student Government Charter.
- Documentation of interest surveys and club charters.
- Annual Evaluation of Enrollment Management Plan

Major Responsibility

- Dean of Students
- Dean of Administrative Services and Pampa Center
- Director of Childress Center
- Student Life Committee

Timeline

- Fall 2009 and annual review thereafter

Budget

- NOB

GOALS MATRIX

GOALS	RESPONSIBILITY												
			DEAN, INSTR.	DEAN, STUDENTS	DEAN, ADMN SERV	DEAN, PAMPA	DIR, LIBRARY	DIR, ATHLETICS	DIR, IT	DIVISION DIRECTORS	FACULTY		
GOALS FOR CURRICULUM DEVELOPMENT													
GOAL 1: All Clarendon College course and program offerings will be evaluated, updated, revised, and expanded as appropriate.			X							X			
GOAL 2: All Clarendon College classroom equipment and teaching resources will be evaluated, updated and/or expanded as appropriate.			X				X	X	X	X			
GOAL 3: Clarendon College will utilize the Quality Enhancement Plan (QEP) to improve teacher effectiveness and student achievement and success.			X	X									
GOAL 4: Maintain an acceptable balance between full-time and part-time faculty.			X										

GOALS MATRIX

GOALS	RESPONSIBILITY											
			DEAN, INSTR.	DEAN, STUDENTS	DEAN, ADMN SERV	DEAN, PAMPA	DIR, LIBRARY	DIR, CHILDRSS	CUST & MAINT			
GOALS FOR FACILITIES DEVELOPMENT												
GOAL 1: Clarendon College will expand and improve the Pampa Center.					X	X						
GOAL 2: Clarendon College will expand and improve the Childress Center.					X	X		X				
GOAL 3: Clarendon College will expand and improve the Clarendon Campus.					X	X						
GOAL 4: Clarendon College will maintain or improve all current facilities and structures.					X				X			

GOALS MATRIX												
GOALS	RESPONSIBILITY											
			DEAN, INSTR.	DEAN, STUDENTS	DEAN, ADMN SERV	DEAN, PAMPA	DIR, LIBRARY	DIR, ATHLETICS	DIR, DEVELOPMENT	ASSIST. TO PRESIDENT	DIR, FINANCIAL AID	COOR, MARKETING
GOALS FOR FINANCIAL DEVELOPMENT												
GOAL 1: Clarendon College tuition and fees will be maintained at a competitive level.					X							
GOAL 2: Clarendon College endowment and scholarship funds will be increased in an organized, planned and systematic manner.			X	X	X	X			X	X	X	
GOAL 3: Clarendon College will Actively seek and apply for suitable grants from a variety of appropriate funding Sources.			X	X	X	X	X	X				
GOAL 4: The Clarendon College annual operating budgetary process will be evaluated and revised as appropriate.			X	X	X	X						

GOALS MATRIX

GOALS	RESPONSIBILITY											
			DEAN, INSTR.	DEAN, STUDENTS	DEAN, ADMN SERV	DEAN, PAMPA	DIR, IT	COOR, MARKETING	PRES. ADVISORY COUNCIL	COMMITTEES		
GOALS FOR INSTITUTIONAL DEVELOPMENT												
GOAL 1: Clarendon College will improve and expand the use of technology by its constituents.			X	X	X	X	X					
GOAL 2: Clarendon College will Maintain and improve Marketing and publicity.				X				X				
GOAL 3: Clarendon College will develop and maintain unity of purpose among all members of the faculty, staff and the college constituency.			X	X	X			X				
GOAL 4: Clarendon College will review and update college publications.									X	X		

GOALS MATRIX											
GOALS		RESPONSIBILITY									
				DEAN, INSTR.	DEAN, STUDENTS	DEAN, ADMN SERV	DEAN, PAMPA	DIR, CHILDRSS	MANAGER, BOOKSTORE	REGISTRAR	DIR, FINANCIAL AID
GOALS FOR MANAGEMENT DEVELOPMENT											
GOAL 1:	Work to improve testing center facilities and procedures at Clarendon College.			X	X	X	X				
GOAL 2:	Work to improve the bookstore operations.					X		X			
GOAL 3:	Work to provide childcare services to students at Clarendon College.			X	X						
GOAL 4:	Work to improve internal communications at Clarendon College.		X								
GOAL 5:	Continue modernization of Clarendon College's student records by implementing electronic storage of student records.		X	X	X	X			X	X	X

GOALS MATRIX

GOALS	RESPONSIBILITY											
			DEAN, INSTR.	DEAN, STUDENTS	DEAN, ADMN SERV	DEAN, PAMPA	ASSIST. TO PRESIDENT					
GOALS FOR PERSONNEL DEVELOPMENT												
GOAL 1: The College will recruit and retain competent and qualified personnel			X		X		X					
GOAL 2: The College will improve and increase opportunities for training and professional development for faculty and staff.			X									
GOAL 3: The College will work to increase new employee retention through orientation and mentoring.			X	X	X	X						

GOALS MATRIX

GOALS	RESPONSIBILITY											
				DEAN, STUDENTS	DEAN, ADMN SERV	DEAN, PAMPA	DIR, ADMISSIONS	DIR, CHILDRESS				
GOALS FOR STUDENT SERVICES DEVELOPMENT												
GOAL 1: Clarendon College will offer an open door to learning.				X	X	X	X	X				
GOAL 2: Clarendon College will offer programs and services to our students in order to retain and maintain a student's enrollment thru to completion of their educational goals..				X			X					
GOAL 3: Student Services will provide services which directly relate and benefit students and student life at the Clarendon Campus, Pampa Center and Childress Center..				X	X	X		X				

**REVIEW & EVALUATION – UNLEASH YOUR POTENTIAL – GOALS
ACHIEVEMENT MATRIX – FALL 2010**

GOALS			COMPLETED	ONGOING	IN PROGRESS	PROPOSED	DELETED	COMMENTS
GOALS FOR CURRICULUM DEVELOPMENT								
GOAL 1:		All Clarendon College course and program offerings will be evaluated, updated, revised, and expanded as appropriate.		X	X			Comments listed below
GOAL 2:		All Clarendon College classroom equipment and teaching resources will be evaluated, updated and/or expanded as appropriate.		X	X			
GOAL 3:		Clarendon College will utilize the Quality Enhancement Plan (QEP) to improve teacher effectiveness and student achievement and success.		X	X			
GOAL 4:		Maintain an acceptable balance between full-time and part-time faculty.		X				

COMMENTS ON GOALS FOR CURRICULUM DEVELOPMENT – FALL 2010

GOAL 1:

Programs and class offerings are evaluated and updated or revised annually. The Curriculum Committee has as one of its purposes the goal of working to improve the teaching/learning process at Clarendon College by reviewing and monitoring the college's program of instructional evaluation. Further, the Committee seeks the best means available for assessing the quality of instruction and the teaching learning process, and shall make recommendations for improving all aspects of the evaluation process, including procedure, evaluation instruments, and the analysis and feedback of the results. Each fall semester, the Dean of Instruction requests that each program coordinator review their programs of study to determine if any changes are needed.

Distance learning classes; including but not limited to Instructional Television (ITV), hybrid, and online classes were evaluated for expansion. The largest expansion was with dual credit online, hybrid and online courses. This increase was done to meet the demand of our students. Each semester the Dean

of Instruction evaluates all course offerings to make sure the College meets the demands of their students and the community.

Relationships with local entities were reviewed and examined to develop workforce programs and continuing education offerings. In fall 2008, the following programs were added: Welding, Cosmetology, and Wind Energy. The fall 2010, the EMTP program was started. CNA classes are continuously offered to meet the growing demand in the Allied Health Field.

Summer semester remedial course offerings were reviewed for feasibility. The college now offers remedial math during the winter mini term and all remedial classes during the summer sessions.

GOAL 2:

Clarendon College's ITV's system was replaced in the fall 2009 with a new and more efficient system. This system is fully functional and operational at all times.

July 2010, the College purchased a new system CAMS, that has a web platform for online and hybrid classes that is fully functional and operational at all times. During the fall and spring of 2010-2011 faculty are being trained to use this new online system and rebuild their online classes. Faculty will no longer be allowed to teach online classes unless they attend the training provided to faculty.

All chalk boards have been replaced with new whiteboards on campus. Tables, chairs, and desks are replaced as needed. Projectors, computer stations and whiteboards were purchased in fall 2010 for new classrooms added in Childress and Pampa.

GOAL 3:

Each semester professional development is provided to improve teacher effectiveness and student achievement and success during semester in-service. Since fall 2009, in-service training for the faculty has focused on active and collaborative learning. In order to evaluate the effectiveness of this training the college uses student surveys, peer observation, and self evaluation. The CCSSE survey indicates that Clarendon College faculty are more interactive and engaging in classes than in prior years.

The college students are using the library resources and services more, especially with the addition of more online reference sources.

Student retention has increased as a result of freshman orientation. Data is still being evaluated.

The college has not been successful in implementing a college-wide mentoring program but we are still trying various means of implementation.

Each semester professional development is provided to faculty with avenues to teach students critical thinking skills. The college has utilized the guidelines of the QEP to provide students with opportunities to increase their critical thinking skills. The results of the fall 2010 CCSSE survey indicate that our students are able to use critical thinking skills.

A Library orientation component has been added to all orientation classes.

GOAL 4:

The percentage of full-time faculty teaching at Clarendon College will exceed the state of Texas Community College average of full-time faculty teaching by at least 5%. For fall 2010, full-time faculty taught 70.85% of all classes taught at Clarendon College. This is higher than the state average.

**REVIEW & EVALUATION – UNLEASH YOUR POTENTIAL – GOALS
ACHIEVEMENT MATRIX – FALL 2010**

GOALS	COMPLETED	ONGOING	IN PROGRESS	PROPOSED	DELETED	COMMENTS
<p>GOALS FOR FACILITIES DEVELOPMENT</p> <p>GOAL 1: Clarendon College will expand and improve the Pampa Center.</p> <p>GOAL 2: Clarendon College will expand and improve the Childress Center.</p> <p>GOAL 3: Clarendon College will expand and improve the Clarendon campus.</p> <p>GOAL 4: Clarendon College will maintain or improve all current facilities and structures.</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>			<p>Comments listed below.</p>

COMMENTS ON GOALS FOR FACILITIES DEVELOPMENT FALL 2010:

GOAL 1:

During 2008-2009 The Pampa Center Foundation gifted to Clarendon College the current classroom center and the 13 acres the center currently sets on. The college also purchases the adjoining 55 acres to allow for future growth.

Gray County passed a \$ 0.05 maintenance tax that went into effect 2008-2009. This additional revenue allowed the college to complete Phase 1 of the Pampa Center facilities improvement plan. With the start up of new technical programs additional facilities were needed. Two new buildings housing welding, wind energy, cosmetology, nursing and EMT training programs were completed and placed into service Jan 2011. Prior to this time the college rented local facilities to use until the new buildings could be completed.

GOAL 2:

During 2010-2011 the Clarendon College Childress Center moved into a newly remodeled 11,000 sq ft. facility. This space is provided to the College by the Childress EDC. The classroom area can accommodate approximately 150 students. There is a lab room for the wind energy training program, an

ITV class room, a testing and general student lab, and administrative offices.

GOAL 3:

During 2009-2010 Clarendon College completed some improvements to the LEC. Screens and overhead doors, and fans were placed around the facility. An announcer's booth and concession stand was added as well. The addition of restrooms still needs to be done.

GOAL 4:

During 2009-2010 Clarendon College completed several facility improvement projects. All of the dorms were painted both inside and outside. New lettering was placed on all of the buildings. All parking lots, (with the exception of the BAC lot) was resurfaced. Old carpet was replaced with tile in the girls dorm and the Courson Bldg instruction classrooms. New beds were purchased for the Phelan and Vaughan Hall. The old beds were pulled out and new tile was put down in the rooms. All the shower floors were redone in Phelan in Vaughan Hall.

**REVIEW & EVALUATION – UNLEASH YOUR POTENTIAL – GOALS
ACHIEVEMENT MATRIX – FALL 2010**

GOALS	COMPLETED	ONGOING	IN PROGRESS	PROPOSED	DELETED	COMMENTS
<p>GOALS FOR FINANCIAL DEVELOPMENT</p> <p>GOAL 1: Clarendon College tuition and fees will be maintained at a competitive level.</p> <p>GOAL 2: Clarendon College endowment and scholarship funds will be increased in an organized, planned and systematic manner.</p> <p>GOAL 3: Clarendon College will actively seek and apply for suitable grants from a variety of appropriate funding sources..</p> <p>GOAL 4: The Clarendon College annual operating budgetary process will be evaluated and revised as appropriate.</p>	<p>X</p>	<p>X</p> <p>X</p> <p>X</p>				<p>Comments listed below.</p>

COMMENTS ON GOALS FOR FINANCIAL DEVELOPMENT FALL 2010:

GOAL 1:

Tuition and fee rate are reviewed each year and compared to other Community colleges in our area to ensure we remain competitive. Rates were increased in 2010-2011.

GOAL 2:

Clarendon College invests all endowed funds in CD's. The money earned on each investment is split, 10% of the earnings are re-invested in the CD and the other 90% is used to pay for student scholarships. The College was also received a new endowment for student scholarships totaling over \$179,000.

GOAL 3:

Clarendon College has applied for 4 state and federal grants of which we were awarded two. Each of the

grants awarded were \$300,000 for a total of \$600,000. These grant monies will be used to purchase wind energy training equipment.

Clarendon College has also received several local grants. The Payne foundation in Pampa awarded the College \$250,000 for the construction of the new buildings. The Pampa EDC awarded the College \$203,000 to purchase wind energy training equipments, and another \$150,000 to purchase EMT training equipment. The WRCA, Working Ranch Cowboy Association, awarded the College \$50,000 to be used by the RFO (Ranch & Feedlot Operations) program.

GOAL 4:

Each year prior to the budgetary process the advisory council will evaluate & discuss the process, set the schedule, and evaluate any changes that may need to be made. We will continue this process.

**REVIEW & EVALUATION – UNLEASH YOUR POTENTIAL – GOALS
ACHIEVEMENT MATRIX – FALL 2010**

GOALS	COMPLETED	ONGOING	IN PROGRESS	PROPOSED	DELETED	COMMENTS
<p>GOALS FOR INSTITUTIONAL DEVELOPMENT</p> <p>GOAL 1: Clarendon College will improve and expand the use of technology by its constituents.</p> <p>GOAL 2: Clarendon College will maintain and improve marketing and publicity.</p> <p>GOAL 3: Clarendon College will develop and maintain unity of purpose among all members of the faculty, staff and the college constituency.</p> <p>GOAL 4: Clarendon College will review and update college publications.</p>	<p>X</p> <p>X</p> <p></p> <p>X</p>	<p></p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p>	<p>Comments listed below.</p>

COMMENTS ON GOALS FOR INSTITUTIONAL DEVELOPMENT:

GOAL 1:

Clarendon College will improve and expand the use of technology by its constituents.

We have converted over to a more user friendly software. We transitioned from POISE to CAMS. CAMS software has capability to run our information system, but also paperless Purchase orders, degree audits, and staff portal. As part of the transition to CAMS, we have contracted with a third party IT servicer, Run Biz, who is in charge of the day to day oversight of our IT System. Technology, however, is an ongoing project as it continues to evolve.

GOAL 2:

Clarendon College will maintain and improve marketing and publicity.

We advertise on three radio stations and newspapers in Clarendon, Childress, and Pampa. We constantly change and update our ads as the programs change. Advertising is also an ongoing project as we change and implement new programs and curriculum. Below are some things that have been implemented and are in process:

- A marketing plan has been developed and implemented. Brochures have been updated and re-published as necessary.
- Informational releases to media outlets have been maintained and expanded.
- Facebook targeted marketing
- Facebook and Twitter has been utilized to expand marketing and publicity for the College. A Facebook page has been established for Clarendon College (over 1,000 friends), and Sluggo the Bulldog (45 friends).
- A Youtube channel has been established and is in use for the College.
- The Bulldog Alert system has been used to provide marketing as well as emergency notifications.
- Electronic signage has been improved at Clarendon Campus.
- The GED CAN (Cooperative Access Network) has been implemented to market the College to students attempting to earn a GED.

GOAL 3:

Clarendon College will develop and maintain unity of purpose among all members of the faculty, staff and the college constituency.

We involve the community, faculty, and staff in many aspects of the college. In searching for a President, we created a committee consisting of faculty, staff, administration, and community members from Clarendon, Childress, and Pampa. Committee gave input to the Board of Regents, whom ultimately made the final decision. We also host Community workshops seeking vision from the community, faculty, staff, and administration as to where the college should focus attention. College had Veterans Day celebration for the community to participate.

GOAL 4:

Clarendon College will review and update college publications.

College reviews and updates all college publications on an annual basis. Some publications are reviewed more frequently, based on timeliness. College publications are an ongoing project that will continue to evolve as updates and changes occur.

**REVIEW & EVALUATION – UNLEASH YOUR POTENTIAL – GOALS
ACHIEVEMENT MATRIX – FALL 2010**

GOALS	COMPLETED	ONGOING	IN PROGRESS	PROPOSED	DELETED	COMMENTS
<p>GOALS FOR MANAGEMENT DEVELOPMENT</p> <p>GOAL 1: Work to improve testing center facilities and procedures at Clarendon College.</p> <p>GOAL 2: Work to improve bookstore operations.</p> <p>GOAL 3: Work to provide childcare services to students at Clarendon College.</p> <p>GOAL 4: Work to improve internal communications at Clarendon College.</p> <p>GOAL 5: Continue modernization of Clarendon College’s student records by implementing electronic storage of student records.</p>	<p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p>		<p>Comments listed below.</p>

COMMENTS ON GOALS FOR MANAGEMENT DEVELOPMENT:

GOAL 1:

Work to improve testing center facilities and procedures at Clarendon College.

Clarendon College has assigned the testing oversight to Student Services. They travel to any of the three locations to proctor exams. We saw an increase in testing revenue due to scheduling all exams. We have also allocated certain computers to the testing department.

GOAL 2:

Work to improve the bookstore operations.

Bookstore operations are an ongoing project simply because we are seeking more efficient ways to operate. We have been in contact with Texas Book Company in an effort to allow them to run our Bookstore operations. We have an adoption schedule that should allow us to work with Texas Book Company moving

forward. This process is still ongoing and in progress.

GOAL 3:

Work to provide childcare services to students at Clarendon College.

This is still being discussed. As it would be beneficial, based on the budgetary constraints we currently do not have the facility or funds to implement this goal.

GOAL 4:

Work to improve internal communications at Clarendon College.

Clarendon College has an open door policy to the President's office. Also, Board meetings are open to the public, including faculty, staff, and administration. Currently, the Faculty Senate has a rep attend all Board Meetings and they report back to the faculty. This process is ongoing and in process as we continue to strive to make communication more effective. Bulldog Alert has been used to provide current and emergency information to college faculty, staff and administration – School Closings. Internal communications to faculty and staff has been improved with publication of a weekly newsletter.

GOAL 5:

Continue modernization of Clarendon College's student records by implementing electronic storage of student records.

Currently we have CAMS backups stored off campus for emergencies. We have 2 new policies to support our backup processes. CAMS will also allow us to scan documents to the system to be viewed by appropriate staff to complete a student's file. It is still in progress, but also ongoing as we find more efficient ways to accomplish this goal.

**REVIEW & EVALUATION – UNLEASH YOUR POTENTIAL – GOALS
ACHIEVEMENT MATRIX – FALL 2010**

GOALS	COMPLETED	ONGOING	IN PROGRESS	PROPOSED	DELETED	COMMENTS
<p>GOALS FOR PERSONNEL DEVELOPMENT</p> <p>GOAL 1: The College will recruit and retain competent and qualified personnel.</p> <p>GOAL 2: The College will improve and increase opportunities for training and professional development for faculty and staff.</p> <p>GOAL 3: The College will work to increase new employee retention through orientation and mentoring.</p>		<p>X</p> <p>X</p> <p>X</p>	<p></p> <p>X</p> <p></p>			<p>Comments listed below.</p>

COMMENTS ON GOALS FOR PERSONNEL DEVELOPMENT:

GOAL 1:

The College will recruit and retain competent and qualified personnel.

We are very careful to only hire candidates with the credentials to support their positions. Credentials are examined before an offer of employment is offered. We had several sitting presidents apply for our President's position. We advertised in several national publications as we are recruiting for great qualified candidates. This is an ongoing progress to continue to get better.

GOAL 2:

The College will improve and increase opportunities for training and professional development for faculty and staff.

Clarendon College encourages employees that have not completed their degrees to continue taking courses. We have implemented and Employee Waiver where an employee can take classes with us and college pays for tuition and fees. We also offer extensive CAMS training to be sure our employees understand and fully utilize our system. We encourage our employees to attend professional development so they may stay current in their discipline of study.

GOAL 3:

The College will work to increase new employee retention through orientation and mentoring.

We have developed a new faculty orientation packet that we hand out to all new faculty. We also have employee orientation each Fall and Spring semesters. New faculty are now assigned a mentor to assist in becoming comfortable with our systems and feel as though they are a part of the Clarendon College team. This has been completed, but is also an ongoing project to continue to improve.

**REVIEW & EVALUATION – UNLEASH YOUR POTENTIAL – GOALS
ACHIEVEMENT MATRIX – FALL 2010**

GOALS	COMPLETED	ONGOING	IN PROGRESS	PROPOSED	DELETED	COMMENTS
<p>GOALS FOR STUDENT SERVICES DEVELOPMENT</p> <p>GOAL 1: Clarendon College will offer an open door to learning.</p> <p>GOAL 2: Clarendon College will offer programs and services to our student in order to retain and maintain a student’s enrollment thru to completion of their educational goals.</p> <p>GOAL 3: Student Services will provide services which directly relate and benefit students and student life at Clarendon Campus, Pampa Center, and Childress Center.</p>		<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>			<p>Comments listed below.</p>

COMMENTS ON GOALS FOR STUDENT SERVICES DEVELOPMENT FALL 2010:

GOAL 1:

Clarendon College will offer an open door to learning.

Recruiting goals have been established for each program.

Facebook and Twitter accounts have been established to expand recruiting efforts to traditional , non-traditional and international students.

Recruiting databases for college search companies: Collegebound.net, Collegesearch/collegebound.com have been updated to expand recruiting efforts to traditional , non-traditional and international students.

GOAL 2:

Clarendon College will offer programs and services to our students in order to retain and maintain a student’s enrollments thru to completion of their educational goals.

During the 2009 school year an Enrollment Services Counselor was hired on the Clarendon Campus.

Recruiting and retention goals have been established.

GOAL 3:

Student Services will provide services, which directly relate and benefit students and student life at the Clarendon Campus, Pampa Center and Childress Center.

Clarendon Campus Student Government was revised and updated in the 2008 school year. The club has been active in both 2009 and 2010. During the Fall 2010 election campaign the Student Government conducted a mock general election.

A new student club at the Clarendon Campus was chartered during the fall 2010 semester, College Republicans.

The Community College Survey of Student Engagement (CCSSE) administered spring 2010 has a benchmark score of 50. Clarendon College student support for learners was 59.6.