

# STRATEGIC PLAN

## Mission:

Hiwassee College, founded in 1849 and associated with the United Methodist Church, is a **baccalaureate** liberal arts, residential institution of higher education, providing quality education for all students in an atmosphere that promotes intellectual pursuit, spiritual growth, and social and personal responsibility.

## Value

1. Collegial relationships among and between faculty, students, staff and community.
2. Dedication to the advancement of knowledge, academic integrity and appreciation of the heritage of our faith-based tradition.
3. Legacy of our contributions to a learned society since our great beginnings in 1849.

**Vision** – Thriving higher education institution where faculty engage students and community in learning for a lifetime.

**Goal 1** – We will recruit and **retain** students who have academic and leadership potential.

**Outcome** – Increased **number** of students who graduate **on time** and are prepared for career life and community responsibilities.

## Strategy

1. Consider non-traditional approaches to admissions.
2. Consider service-learning civic engagement and mission work.
3. Consider non-traditional student markets.
4. On-line, hybrid, in class education
5. Degree completion.
6. Weekend college.
7. Certification
8. CEUs
9. Master Teacher.
10. Promote alternative means to pay for college work-study, internships, Co-op.
11. Develop vibrant student life. (Facilities open to students until 11 p.m.)
12. Promote and support student organizations.

13. Academic student support.

14. Grill hours (3 – 11 p.m.)

15. Enrollment 450 for 2012-2013; 550 for 2013-2014; SACS/850 in 2014-2015

16. BLC computer labs open until 10 p.m.

Timeline: Immediate and on-going

Evaluation methods: a) Increase in actual numbers of student who graduate, b) retention of students from fall to fall and spring to spring, c) increase in positive student satisfaction surveys, d) increase in number of student activities

Responsible: Admissions, Academic Affairs, Student Affairs

**Goal 2** – We will respond to dynamic changes in career/work needs within the framework of a Christian based liberal arts foundation.

**Outcome** – Our graduates will leave with critical thinking skills and practical knowledge to be contributing members and leaders of society.

Strategies

1. Faculty will develop critical thinking skill rubric appropriate for their class.
2. Survey local businesses/alumni **to determine career skills, knowledge needed to enter workforce.**
3. Constantly research/review graduate placement opportunities.
4. Professional development opportunities for faculty.
5. Develop new or modified degree programs to meet career market changes
6. Mini-lecture series.
7. Reach out to businesses, local, regionally, globally for retraining, certificate programs and continuing education units.
8. Develop study abroad and foreign exchange and mission work program.

Timeline: Immediate and on-going

Evaluation method: development of appropriate metrics/rubrics through best practices in higher education (review TRACS and SACS expectations/requirements)

Responsible: Academic Affairs

**Goal 3-** We will seek and secure all possible funding sources to provide high quality facilities for teaching, learning and healthy living focused on supporting sustainable living.

**Outcome** – A campus dedicated to sustainable living, enriching our campus, local, regional and global communities.

Strategies

1. Seek training for grant writing **to support these efforts.**
2. Prioritize and pursue grants for academic programming, student success and learning, staff learning support, facilities and technology resources.
3. Develop and promote healthy **sustainable** campus living.

4. **Develop and support** community opportunities to utilize recreation and health facilities for a fee.
5. **Create partnerships with appropriate communities locally, regionally and globally.**

Timeline: Immediate and on-going

Evaluation methods: a) Use best practices in campus sustainability (Greenback College model)  
b) number of students, faculty, staff, and community members involved in our efforts, as well as outcome/changes in our practices, i.e. reduction in carbon footprint c) donor support, d) grant funding obtained

Responsible: Business and Finance, Academic Affairs, Advancement

**Goal 4 – We will strengthen and support our personnel infrastructure base of faculty and staff.**

**Outcome: A system of support staff whose wages are comparable to peer and aspirational institutions within a reasonable percentage.**

**Strategies:**

1. **Research peer and aspirational institutions as comparison for salaries.**
2. **Research and develop campus master plan that reflects future of learning on a sustainable campus.**
3. **Implement budget and planning policy and strategies.**
4. **Implement pay increase structure.**

Timeline: Immediate priority and will continue as Hiwassee College grows enrollment, completes and implements strategic plan, and engages in comprehensive fundraising campaign.

Evaluation methods: a) Develop comparator and aspirational institution wage studies, b) plan for annual percentage in yearly growth.

**Goal 5 – We will engage a comprehensive fundraising plan to support the mission of the institution.**

**Outcome: An increased stream of financial support for the institution resulting from an \$8 – 10 million 3 – 4 year campaign.**

**Strategies:**

1. Complete feasibility study
2. Develop steering committee
3. Hire an additional development officer
4. Assertively pursue campaign goals
5. Build endowment to support campus goals

Timeline: 3 – 4 years

Responsible: Advancement