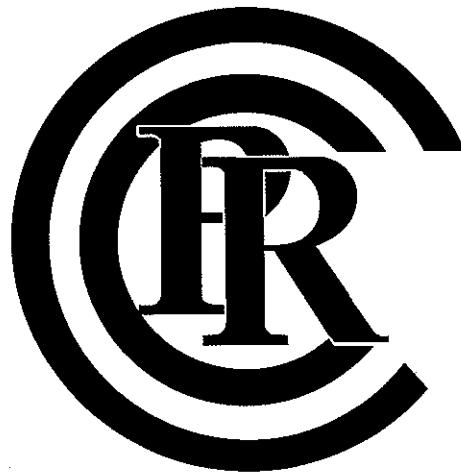


**STRATEGIC PLAN
and
INTERNAL PERFORMANCE INDICATORS**

2009 - 2012



**PEARL RIVER
COMMUNITY COLLEGE**

**POPLARVILLE - HATTIESBURG
MISSISSIPPI**

**STRATEGIC PLAN
and
INTERNAL PERFORMANCE INDICATORS**

2009 - 2012

TABLE OF CONTENTS

President's Letter

History of Pearl River Community College

Financial Overview

Facilities Plan

Introduction to Planning and Evaluation at Pearl River Community College

Rationale for Strategic Goals

Mission Statement and Strategic Goals

Strategic Goals and Internal Performance Indicators

Internal Performance Indicator Responsibility Chart

**PRESIDENT'S
LETTER**



PEARL RIVER COMMUNITY COLLEGE

MISSISSIPPI'S PIONEER COMMUNITY COLLEGE

TO: PRCC Employees

FROM:  William Lewis
President

DATE: February 2009

RE: Strategic Plan and Internal Performance Indicators

Having the status of being the first two-year public institution of higher learning in Mississippi makes Pearl River Community College (PRCC) unique among the fifteen public community and junior colleges in the State. Currently, PRCC is celebrating its Centennial Year of service to our six-county district of Forrest, Hancock, Jefferson Davis, Lamar, Marion, and Pearl River Counties. The Centennial Parade and Picnic, the dedication of the Dobie Holden Statue at Holden Stadium, the salute to our military heritage, the reliving of our history through story tellers, the Rededication Service at the Malone Chapel, and other activities yet to come are ensuring that this is a special year in the history of the College.

As can be seen by reviewing this document, the Pearl River Community College Strategic Plan continues to enhance the Mission of the College which is to provide quality educational programs and services for all who seek them. The College's efforts to expand and improve our academic, career, technical, and workforce education programs are strongly supported by the Board of Trustees as exemplified by the Board's commitment to the improvement of our facilities, personnel, and programs.

The Strategic Plan allows us to measure our success against the established Internal Performance Indicators and assists us in determining our measures of strengths and weaknesses; therefore, it continues to be critical for all of us to be involved in the work that is inherent in the development and maintenance of the Strategic Plan. We must ensure that the educational programs and accompanying services that we provide are of the highest quality and that they meet or exceed our indicators of success. This process of planning and evaluation is an on-going effort.

As documented by the Strategic Plan and Internal Performance Indicators, Pearl River Community College continues to serve an important leadership role in the State. I ask that you join with me as we plan to continue to provide quality educational opportunities for all of the citizens of South Mississippi.

HISTORY
of
PEARL RIVER
COMMUNITY COLLEGE

HISTORY OF PEARL RIVER COMMUNITY COLLEGE

Pearl River Community College began as Pearl River County Agricultural High School, the first in Mississippi, in Poplarville in September, 1909. For the first several years the school was devoted solely to educating high school age students in academic studies and in agricultural and home sciences. In 1921 PRC AHS became the first agricultural high school in the state to offer freshman level college courses and was soon renamed Pearl River Junior College and Agricultural High School. High school classes were discontinued in 1960 and the school was renamed Pearl River Junior College until assuming its present name on July 1, 1988.

As a comprehensive community college, Pearl River now operates other instructional sites besides the main campus in Poplarville. The Forrest County Center was opened in Hattiesburg in 1969 and has been expanded several times, most recently with the addition of a new library and classroom building in 2006. The Lowery A. Woodall Advanced Technology Center was built in Hattiesburg in 2004 and is the headquarters for the College's Workforce Education Department. The Hancock Center opened in Waveland on the Mississippi Gulf Coast in January, 2005, only to be destroyed by Hurricane Katrina on August 29, 2005. The Hancock Center has since reopened and is experiencing a consistent increase in enrollment.

Pearl River has just concluded a series of special events celebrating its Centennial Year. The final event was a special service in Malone Chapel on the Poplarville Campus to rededicate the College for the next one hundred years.

FINANCIAL OVERVIEW

FINANCIAL OVERVIEW

THIS INFORMATION SHOULD BE AVAILABLE IN JULY 2009.

FACILITIES PLAN

MEETING DOCUMENTATION

MEETING: Buildings & Grounds Committee

DATE: January 13, 2009

PLACE: Great Hall Conference Room

ATENDEES:

Sonny Knight	Dale Purvis	Clint Tapper
Frank Ladner	Ron Fortenberry	Roger Knight
H.R. Nobles	Tony Waits	Adam Breerwood
William Lewis		

The Buildings and Grounds Committee and selected College administrators met to discuss the following items:

1. Dr. Lewis discussed the College's plans to develop a walking trail that would be used in conjunction with the Wellness Center. The College will apply for a grant through the Mississippi Department of Wildlife, Fisheries and Parks. The grant (Recreational Trails Program) will be an 80/20 matching program. The College will match with in-kind funds from the assistance of the Heavy Construction Equipment Operation Program. The Committee voted unanimously to carry this recommendation to the full board.
2. The Committee discussed and unanimously approved the removal of the house next to the Physical Plant Building. The College will advertise for bids for the removal of the building. The bid for the removal will include abatement of the asbestos contained in the house. The Committee will carry the recommendation to the full board.

MEETING DOCUMENTATION

MEETING: Buildings & Grounds Committee

DATE: February 10, 2009

PLACE: Great Hall Conference Room

ATENDEES:

Sonny Knight	Dale Purvis	Craig Tynes
Frank Ladner	Ron Fortenberry	Roger Knight
H.R. Nobles	Tony Waits	Adam Breerwood
William Lewis	John Grant	

The Buildings and Grounds Committee and selected College administrators met to discuss the following items:

1. The Committee met to establish construction, repair and renovation priorities for the 2009-2010 school year. The following projects were listed as priorities by the Committee:
 - A. Demolition projects:
 1. Old Stadium Bleachers
 2. Lamar Hall
 3. Marion Hall
 4. Jefferson Davis Hall
 - B. New Construction
 1. Science Building Classroom Addition & Renovation
 2. Cafeteria Renovation & Construction
 3. Student Services Building & Bookstore
 4. New Career Education Building for Forrest County Center
 5. New academic classroom and student assembly building at the Forrest County Center
 - C. Renovation Projects:
 1. Renovate old Machine Shop for new Band Hall
 2. Renovate old Physical Plant Building for new Fieldhouse
 3. Renovate old Welding Shop at the Forrest County Center for new bookstore and grill area
 - D. Paving Projects:
 1. Develop new parking lot on north side of Allied Health Center at the Forrest County Center
 2. Overlay the existing parking lot on north side of Allied Health Center at the Forrest County Center

MEETING DOCUMENTATION

MEETING: Buildings & Grounds Committee

DATE: March 9, 2009

PLACE: Great Hall Conference Room

ATENDEES:

Sonny Knight	Dale Purvis	Craig Tynes
Frank Ladner	Ron Fortenberry	Roger Knight
H.R. Nobles	Tony Waits	Adam Breerwood
William Lewis		

The Buildings and Grounds Committee and selected College administrators met to discuss the following items:

1. The Committee discussed the need to advertise for bids for the removal of the concrete bleachers in the old football stadium. The Committee agreed that the bleachers would need to be removed before the construction of the new Performing Arts Center begins. This facility will be located on the site of the old stadium and the construction work will not be able to begin until the concrete bleachers are removed. The Committee voted unanimously in favor of this demolition project. The matter will be presented to the full board.
2. A discussion took place regarding the use of \$800,000 from the Hurricane Education Recovery Act (HERA) funds to renovate the Physical Plant Building to be used as a fieldhouse for the football program. The football program lost their locker room and training facilities during Hurricane Katrina and the abandoned Physical Plant Building would be ideal for this purpose. The Committee unanimously endorsed this plan contingent upon receiving approval from the U.S. Department of Education to use the funds in this manner. The plan will be presented to the full board.

MEETING DOCUMENTATION

MEETING: Buildings & Grounds Committee

DATE: April 14, 2009

PLACE: Forrest County Center-Multi-Purpose Facility

ATENDEES:

Sonny Knight	Dale Purvis	Craig Tynes
Frank Ladner	Roger Knight	H.R. Nobles
Tony Waits	Adam Breerwood	William Lewis

The Buildings and Grounds Committee and selected College administrators met to discuss the following items:

1. The Committee met and received a tour of the Forrest County Center campus. Dr. Cecil Burt, Dean of the Forrest County Center, led the group on the tour and pointed out areas of need. In particular, the need for additional parking was emphasized as was the need for a new access road for the campus.
2. The Committee discussed the naming of buildings and it was decided to delay any decision on the naming of buildings until the May meeting of the Committee.

MEETING DOCUMENTATION

MEETING: Buildings & Grounds Committee

DATE: May 11, 2009

PLACE: Great Hall Conference Room

ATENDEES:

Sonny Knight	Dale Purvis	Craig Tynes
Frank Ladner	Ron Fortenberry	Roger Knight
H.R. Nobles	Tony Waits	Adam Breerwood
William Lewis		

The Buildings and Grounds Committee and selected College administrators met to discuss the following items:

1. The Committee discussed the need for developing a new parking lot on the north side of the Allied Health Center on the Forrest County Center. Also, the need for renovating the existing parking lot in this location was discussed. Dr. Lewis recommended that Shows, Dearman & Waits Engineering be employed to provide the engineering for these projects. The Committee was unanimously accepted this recommendation and will forward the matter to the full board for further consideration.
2. Dr. Lewis discussed the impending plans for the construction of a new men's housing facility that will take the place of Lamar Hall. The Lamar Hall facility was heavily damaged during Hurricane Katrina and has been closed in recent months by an order of the City of Poplarville Fire Marshall. It was proposed and unanimously accepted that bids be taken for the demolition of Lamar Hall in preparation for the new housing facility. The matter will be forwarded to the full board for further consideration.
3. The Committee unanimously moved that the following buildings be named in honor of the listed individuals:
 - A. Heavy Equipment Operations Facility to be named for Huey Stockstill, Sr.
 - B. The new Performing Arts Center to be named for Ethel Holden-Brownstone

The recommendations will be presented to the full board for consideration.

INTRODUCTION
to
PLANNING
and
EVALUATION
at
PEARL RIVER
COMMUNITY COLLEGE

INTRODUCTION to PLANNING and EVALUATION

at

PEARL RIVER COMMUNITY COLLEGE

The underlying philosophy that Pearl River Community College (PRCC) holds regarding institutional effectiveness is that its principal mission is that of a teaching/learning institution. The College has planning and evaluation processes that are broad-based and systematic with involvement at all levels. The strategic planning process at PRCC involves the formulation of the Mission Statement and Strategic Goals which serve as the foundation for all planning and evaluation at the College. The faculty and staff at Pearl River Community College realize that planning and evaluation are very important responsibilities. The planning and evaluation processes are continuous and provide assurance that the Mission Statement is being fulfilled, provide a method to measure performance, and provide documentation that improvements are being made as needed.

In the past, the Mission Statement and Strategic Goals have been reviewed annually by the Policy and Procedure Committee, which has representation from all areas of the College. In the spring of 2003, the President appointed a special committee composed of faculty, staff, administrators, student representatives, and community and alumni members to review them once again. Using historical data as a basis, this committee met, researched and reviewed data, and recommended a revised Mission Statement and Strategic Goals. The revised Mission Statement and Strategic Goals were presented to all College personnel and the community through email and other appropriate methods, and input was requested. After much discussion and review, several minor changes were made. Approval was received from the Policy and Procedure Committee, the President and the Administrative Council in May, and final approval was received from the Board of Trustees in June.

As included in the Institutional Effectiveness Planning and Evaluation Calendar, the Mission Statement and Strategic Goals are reviewed annually by members of the Planning and Effectiveness Committee, the Administrative Council, and the Board of Trustees and are included in various College publications (College catalog, student handbook, etc.). Internal Performance Indicators, standards to assist in determining if a Strategic Goal has been met, are written with the assistance of the Chief Planning Officer, the Institutional Research Specialist, and committees in order to assist with the documentation of progress and the development of new objectives and plans of action that should lead to even greater improvements. This provides more specific delineations for development of objectives and assessment methods at the divisional level where operational planning is performed. The composition of the working groups which develop divisional objectives is left to the discretion of the particular division or departmental administrator or chair. Operational plans are reviewed by members of the Planning and Effectiveness Committee who determine if the objectives are appropriate in relation to the College's Mission Statement and Strategic Goals and then transmitted to the College President and other appropriate administrators for final review and approval.

Each year as detailed in the Institutional Effectiveness Planning and Evaluation Calendar, institutional data and measurements are collected and reviewed by College committees, the Administrative Council, the President, and the Board of Trustees in order to determine the extent to which Pearl River Community College is achieving its Mission. Since the College's annual budget process is driven by the Mission Statement and the Strategic Goals, this compilation assists in determining the extent to which the College is fulfilling the Mission and the Strategic Goals and directly influences the preparation of the annual budget. When Internal Performance Indicators are reviewed and found to need additional effort before being met, strategies to improve the action plans are discussed, financial support is provided when budgets are considered, and the Strategic Plan and Internal Performance Indicators are updated. Requests for additional funds are identified on the appropriate Needs Assessment form and related to specific Strategic Goals. This procedure ensures that the PRCC Mission Statement and Strategic Goals continue to serve as the foundation for all planning and evaluation at the College. The President and Board of Trustees have final budget authority.

With this process followed annually, improvements are made based on the use of information from surveys, reports, and data. Progress is reported each year in documents that are available for review. These reports provide evidence of improvement and document that the College is achieving its Mission and Strategic Goals.

RATIONALE
for
STRATEGIC GOALS

RATIONALE FOR STRATEGIC GOALS

In the spring of 2003, all faculty, staff, and administrators at Pearl River Community College (PRCC) were given an opportunity to participate in an analysis of the strengths and weaknesses of the College and the opportunities and threats facing the College. Approximately 27% of the population responded to a strengths, weaknesses, opportunities, and threats (SWOT) form sent by email.

After compiling the responses, a chart was prepared to present the items which received the greatest number of responses. (This chart can be found at the end of this section.) The information in the chart was shared with members of both the Strategic Objectives Committee and with the Administrative Council. The Strategic Objectives Committee, a group of faculty, staff, administrators, student representatives, and community and alumni members, met, researched and reviewed data, and recommended a revised Mission Statement and Strategic Goals. The revised Mission Statement and Strategic Goals were presented to all College personnel and the community through email and other appropriate methods, and input was requested. After much discussion and review, several minor changes were made. Approval was received from the Policy and Procedure Committee, the President, and the Administrative Council in May, and final approval was received from the Board of Trustees in June 2003. As can be seen by comparing the Mission Statement and Strategic Goals with the SWOT Analysis, the information received from the PRCC faculty, staff, administrators, and students was critical in determining the direction in which Pearl River Community College will move in the future.

Specifically, PRCC personnel indicated in the SWOT Analysis that the instructional programs offered to students are one of the strengths of the College and should be included in the goals to continue to place emphasis on the preparation that students receive in order to be successful when they transfer and/or enter the world of work. A concern regarding recruitment was viewed as both a weakness and a threat; therefore, it was determined that recruitment should be part of a goal that would also include retention. Emphasis was placed on this topic primarily because of the College's location in a district surrounded by a number of colleges and universities, all seeking expansion.

Although the faculty and staff were seen as strengths of the College, the loss of faculty was found to be a threat. Morale had been low because of funding/budget concerns and low salaries. Budget concerns had also led to deteriorating infrastructure, less emphasis on professional development, a greater need for renovations of facilities, and the employment of more adjunct faculty. With this in mind, a goal was proposed to include employment of qualified faculty and staff who would be compensated well and given the opportunity for professional development, along with the goal of providing facilities, technology, and support staff in order to improve student learning, enhance faculty and staff performance, augment community services, and make college services available via the Internet.

A need to improve and expand student services was identified, and a goal to provide quality student services to enhance the development of students was proposed. Lack of communication was also found to be a weakness; therefore, the improvement of communication was included as a Strategic Goal.

With at least three of the six counties in the PRCC district predicted to be among the fastest growing in the State, the opportunity for more partnerships with various businesses and industries was identified; therefore, a goal was recommended to provide workforce training programs that meet requirements of business, industry, educational, and public service agencies for basic skills, specific job skills, and technical skills training. In addition to expanding workforce training, a goal to provide access to college courses and programs using various instructional methods, including distance education, was determined to be needed because of the change in the State's funding formula to that of full-time equivalency (FTE).

In addition to the SWOT Analysis, during the spring of 2002 and the spring of 2004, administrative, instructional, and educational support services were also evaluated by the utilization of the Noel-Levitz Student Satisfaction Survey and the Institutional Priorities Survey. The simultaneous use of these two surveys revealed areas of agreement and disagreement between students and campus personnel and enabled PRCC to (1) confirm further the accuracy of students' perceptions, (2) identify areas for new initiatives, and (3) gain an understanding of the campus climate from a faculty/staff perspective. In Fall 2008, an in-house designed survey, The Campus Climate Survey, was administered to students at the main campus in Poplarville, at the Forrest County Center, and at the Hancock Center. The survey was designed to obtain responses regarding campus climate, security, bookstore, financial aid, admissions/registration, advising/counseling, library, and support staff issues. Although the majority of the students were satisfied with services offered by the College, a focus group was organized in order to review the results and make recommendations directed toward improving the quality of services offered by the College. A number of recommendations (wearing of personal identification, planning for student activities at the Hancock Center, safety and security training, etc.) have been/or are being implemented.

During the 2008-2009 school year, the Mission Statement and Strategic Goals were reviewed by numerous committees; however, no changes were made. Internal Performance Indicators, standards to assist in determining if a Strategic Goal has been met, were also reviewed. Two new indicators were added, three were deleted, and numerous revisions were made. All recommendations were approved by the Board of Trustees for implementation during the 2009-2010 school year.

Since the College's annual budget process is driven by the Mission Statement and Strategic Goals, the compilation of instructional data and measurements assists in determining the extent to which the College is fulfilling the Mission and Strategic Goals and directly influences the preparation of the annual budget. The budget review process is in place with the Needs Assessment form being utilized by departments and divisions in order to ensure that the PRCC Mission Statement and Strategic Goals continue to serve as the foundation for all planning and evaluation at the College.

**PEARL RIVER COMMUNITY COLLEGE
STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS**

2003

STRENGTHS									
	POP - A (22)	POP - VT (20)	FCC - VT (15)	PS (9)	SS (10)	AC (16)			
Faculty/Staff	20	14	12	7	7	16			
Administration	6	-	-	-	-	-			
Student/Teacher Ratio	4	7	-	-	-	16			
Programs	4	7	7	-	-	16			
Cost	3	7	4	3	6	16			
Locations	-	-	11	10	3	16			
Equipment	-	9	-	-	-	-			
Placement	-	9	-	-	-	-			
Scholarships	-	-	-	-	-	16			
Community/Alumni Support	-	-	-	-	-	16			
OPPORTUNITIES									
Locations	9	-	2	-	-	-			
Program Expansion/New Funding Formula	6	-	6	5	4	16			
Distance Education	3	-	-	2	2	-			
Extracurricular Activities	3	-	-	-	-	-			
Growth	-	8	14	5	3	16			
Salary Improvement	-	6	-	-	-	-			
Placement	-	3	-	-	-	-			
Public Relations	-	3	-	-	-	-			
Expansion of Facilities	-	-	-	3	8	16			
Staff Association	-	-	-	-	2	-			
Partnerships	-	-	-	-	-	16			
Increase in Endowments	-	-	-	-	-	16			

PEARL RIVER COMMUNITY COLLEGE
STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS

2003

WEAKNESSES	POP - A (22)	POP - VT (20)	FCC - VT (15)	PS (9)	SS (10)	AC (16)
Budget/Funding	7	-	4	-	-	16
Adjunct Faculty (too many)	6	-	-	-	-	-
Increasing Student/Teacher Ratio	5	-	-	-	-	-
Facilities (need upgrading, etc.)	7	-	-	4	-	16
Administration	3	13	5	-	-	-
Recruitment	3	-	-	-	-	-
Low Salary	-	19	-	-	8	-
Salary Scale	-	12	-	-	-	16
Weak Technical Support	-	6	-	-	-	-
Student Advisement	-	3	-	-	-	-
Student Services	-	-	12	4	-	-
Lack of Cafeteria	-	-	4	-	-	-
Morale	-	-	3	-	-	-
Lack of Communication	-	-	-	7	3	-
Limited Technology	-	-	-	4	-	-
Unorganized Registration	-	-	-	-	4	-
Lack of Student Center	-	-	-	-	4	-
Lack of Professional Development	-	-	-	-	3	16
Customer Service Inconsistency	-	-	-	-	-	16
Lack of faculty, staff, student participation	-	-	-	-	-	16

PEARL RIVER COMMUNITY COLLEGE
STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS

2003

THREATS	POP - A (22)	POP - VT (20)	FCC - VT (15)	PS (9)	SS (10)	AC (16)
Funding/Budget/Economy	10	5	13	3	2	16
Publicity (need to increase)	4	-	-	-	-	-
Low Salary	3	10	4	3	3	-
Recruitment (competition)	3	-	-	-	3	16
Losing Faculty	3	12	-	3	-	-
Poor Morale	-	4	-	-	-	16
Politics	-	3	-	-	-	-
Program Expansion (not meeting needs)	-	-	-	3	-	-
Telephone System	-	-	-	-	4	-
Deteriorating Infrastructure	-	-	-	-	-	16
Slow Response to Rapid Change	-	-	-	-	-	16
Transfer of Local Control	-	-	-	-	-	16

**MISSION STATEMENT
and
STRATEGIC GOALS**

MISSION STATEMENT

Pearl River Community College is a public institution committed to providing quality educational and service opportunities for all who seek them.

STRATEGIC GOALS

1. To prepare students to transfer and be successful in their studies at baccalaureate institutions and/or to be successful in careers for which they have been prepared.
2. To provide quality student services.
3. To provide access to college courses and programs using various instructional methods, including distance education.
4. To employ qualified faculty and staff, compensate them well, and provide opportunities for their professional development.
5. To provide facilities, technology, and support staff in order to improve student learning, enhance faculty and staff performance, augment community services, and make college services available via the Internet.
6. To improve communication among campus personnel and community members regarding the College goals, objectives, and activities.
7. To recruit and retain students from a diverse population.
8. To provide workforce training programs that meet requirements of business, industry, educational, and public service agencies for basic skills, specific job skills, and technical skills training.

STRATEGIC GOALS
and
INTERNAL
PERFORMANCE
INDICATORS

Goal 1: To prepare students to transfer and be successful in their studies at baccalaureate institutions and/or to be successful in careers for which they have been prepared.

Commitment Statement:

Pearl River Community College is committed to providing accredited programs that enable students to earn Associate in Applied Science degrees, Associate in Arts degrees, and certificates of proficiency, to transfer to bachelor's degree programs, to pass licensure examinations, and to gain employment in their chosen fields. Students completing these programs will express a high degree of satisfaction and will be successful in their careers and in their transfer programs.

Internal Performance Indicator 1

Instructors in all academic, technical and career education programs will be evaluated yearly by students, self-evaluations, and by supervisors. Results will be used to improve instruction.

NOTE:

- This Internal Performance Indicator is to be achieved in accordance with the Pearl River Community College Evaluation Process as revised on December 10, 2008, which reflects the following:
 1. Faculty, staff, and administrators who have been employed at Pearl River Community College for fewer than six years will be evaluated annually.
 2. Faculty, staff, and administrators who have been employed at Pearl River Community College for six or more years will be evaluated at least every three years.

Internal Performance Indicator 2

At least 80% of Pearl River Community College classes carrying three or more semester hours of credit in the fall and spring will be delivered by full-time instructors.

Internal Performance Indicator 3

One hundred percent (100%) of programs participating in program accreditation will receive full accreditation/reaccreditations in accordance with appropriate time schedules.

Internal Performance Indicator 4

Six months after graduation, 85% of students who completed career and technical programs will be positively placed according to the State measurement definition. *(Previously, this indicator was stated as follows: Six months after graduation, 65% of students who completed career and technical programs will be positively placed according to the State measurement definition.)*

Internal Performance Indicator 5

At least eighty percent (80%) of employers attending the Pearl River Community College Career Fair on the Poplarville Campus and responding to a survey will give Pearl River Community College students a satisfactory rating regarding employability.

Internal Performance Indicator 6

The College will have an aggregate institutional passing rate of at least 80% for programs requiring licensure and certification examinations, and each program will reflect a passing rate of 70% or better.

Internal Performance Indicator 7

The cumulative grade point average of students at public universities in Mississippi who have transferred from Pearl River Community College will be either higher than or insignificantly different from the cumulative grade point average of students at public universities in Mississippi who have transferred from all Mississippi public community colleges.

Internal Performance Indicator 8

Analysis of student learning outcomes in courses included in the Quality Enhancement Plan will show improvement in comparison to student learning outcomes in similar courses not included in the Quality Enhancement Plan.

Internal Performance Indicator 9

The number of students receiving an Associate in Arts degree will increase each year.
(Previously, this indicator stated: The graduation rate for students in AA degree programs will increase each year.)

Goal 2: To provide quality student services.

Commitment Statement:

Pearl River Community College is committed to serving the needs of our student body by providing specialized services.

Internal Performance Indicator 1

At least 70% of students participating in an annual campus climate survey will indicate that they are satisfied with the campus climate.

Internal Performance Indicator 2

The Pearl River Community College Libraries will work with instructional leaders to select appropriate materials for the library collection including access to online resources. *(Previously, this indicator stated: The Pearl River Community College Learning Resource Center will meet 80% of Association of College & Research Libraries (ACRL) guidelines by June 2005.)*

Internal Performance Indicator 3

At least 70% of students participating in an annual campus climate survey will indicate that they are satisfied with the advising and counseling services.

Internal Performance Indicator 4

At least 70% of students participating in an annual campus climate survey will indicate they are satisfied with the personal attention given by various offices on campus.

Internal Performance Indicator 5

The College will designate at least six percent (6%) of the Education and General Budget for instructional support expenditures (libraries and learning labs). *(Previously, this indicator stated: The library budget at Pearl River Community College will increase by at least a tenth of a percentage point each year until the nationally accepted standard of 6% of the education/general budget total has been reached.)*

Internal Performance Indicator 6

Each student will be informed of the procedures to follow to seek accommodations for disability.

Goal 3: To provide access to college courses and programs using various instructional methods, including distance education.

Commitment Statement:

Pearl River Community College is committed to making its programs and services available to all who seek an education. Various instructional methods, including distance education and offsite instruction, will be utilized, and the College will provide reasonable accommodations to the students with developmental disabilities.

Internal Performance Indicator 1

Distance learning courses provided through the Mississippi Virtual Community College will increase by 10% for each one of the next two years (2008-2009, 2009-2010). *(Previously, this indicator stated: Distance learning courses provided through the Mississippi Virtual Community College will increase by 10% for each year of the next two years.)*

Internal Performance Indicator 2

All high schools in the Pearl River Community College district will be informed of policies regarding dual enrollment opportunities.

Internal Performance Indicator 3

Throughout the implementation of the Quality Enhancement Plan, mathematics classrooms will be enhanced through the increased use of instructional technology at a rate of at least two classrooms per year until all mathematics classrooms are enhanced.

Internal Performance Indicator 4

During the course of a fiscal year, a total of 15 weekend courses will be offered by Pearl River Community College throughout the six-county district.

Internal Performance Indicator 5

Each student will be informed of the procedures to follow to seek accommodations for disability.

Goal 4: To employ qualified faculty and staff, compensate them well, and provide opportunities for their professional development.

Commitment Statement:

Pearl River Community College will employ well-qualified faculty and staff, provide them with a competitive salary and benefit package, and invest in their professional development.

Internal Performance Indicator 1

Faculty salaries will rank among the top one-third of community colleges in Mississippi by 2011. *(Previously, this indicator stated: Faculty salaries will rank among the top 50% of community colleges in Mississippi by 2006.)*

Internal Performance Indicator 2

A least 80% of Pearl River Community College classes carrying three or more semester hours of credit in the fall and spring will be delivered by full-time instructors.

Internal Performance Indicator 3

One hundred percent (100%) of faculty will be qualified according to accreditation guidelines. *(Previously, this indicator stated: One hundred percent (100%) of faculty will be qualified according to accreditation requirements.)*

Internal Performance Indicator 4

At least 80% of faculty and professional staff will participate in annual faculty/staff professional development sessions.

Internal Performance Indicator 5

At least 80% of faculty and professional staff will participate in professional development activities annually in addition to faculty orientation sessions.

Internal Performance Indicator 6

At least 80% of support staff will participate in at least one annual staff development activity.

Internal Performance Indicator 7

Faculty and staff salaries will increase a minimum of 3% annually.

Goal 5: To provide facilities, technology, and support staff in order to improve student learning, enhance faculty and staff performance, augment community services, and make college services available via the Internet.

Commitment Statement:

Pearl River Community College is committed to providing the resources necessary for students and others served by the College to have successful educational experiences.

Internal Performance Indicator 1

Key service areas on campus will be enhanced through the use of technology on a steady, incremental basis.

Internal Performance Indicator 2

At least 80% of monies collected each year through technology fees (distance learning fees, etc) will be used by Information Technology and Distance Education. *(Previously, this indicator stated: By the year 2008, at least 80% of monies collected through technology fees (distance learning fees, etc.) will be used by Information Technology and Distance Education.)*

Internal Performance Indicator 3

Students participating in an annual campus climate survey will indicate that they are satisfied with the assistance given to them by support staff.

Internal Performance Indicator 4

The Master Facilities Plan will be reviewed annually by the Buildings & Grounds Committee of the Board of Trustees and will be implemented based on priorities established by the committee and as financial resources become available.

Internal Performance Indicator 5

Improvements will be made in telecommunications, Internet services, and website services.

Internal Performance Indicator 6

Budget support for the expansion of the Quality Enhancement Plan (QEP) will continue each fiscal year at a minimum of 90 percent of the initial Quality Enhancement Plan budget amount.

Internal Performance Indicator 7

The Development Foundation will maintain or increase its annual fund contributions each year.

Internal Performance Indicator 8

A comprehensive technology strategic plan will be operational (written, approved, implemented, and funded) by Fall 2010.

Goal 6: To improve communication among campus personnel and community members regarding the College goals, objectives, and activities.

Commitment Statement:

Pearl River Community College is committed to specific activities with the goal of improving communication.

Internal Performance Indicator 1

The campus community will be informed of activities through a weekly report and a computerized calendar.

Internal Performance Indicator 2

Planning documents for the College will be made available to the community by means of an updated website and various other methods.

Internal Performance Indicator 3

A general faculty meeting will be held at least once during each year.

Internal Performance Indicator 4

Departmental faculty meetings will be held at least twice during each semester.

Internal Performance Indicator 5

At least one support staff meeting will be held each year.

Internal Performance Indicator 6

The Alumni Association will hold annual meetings in each county in the Pearl River Community College district.

Goal 7: To recruit and retain students from a diverse population.

Commitment Statement:

Pearl River Community College is committed to increasing the number and diversity of the student population and to helping students complete academic and career/technical programs through strong recruitment, retention, and transition programs.

Internal Performance Indicator 1

All high schools in the Pearl River Community College district will be represented in the student body.

Internal Performance Indicator 2

At least 80% of students who begin the semester will remain enrolled through the six-week period.

Internal Performance Indicator 3

At least 80% of students enrolled through the six-week period will complete the semester.

Internal Performance Indicator 4

Summer school enrollment will increase by 5% each summer. *(Previously, this indicator stated that summer school enrollment would increase by 20% each summer. However, in 2006 the Planning and Effectiveness Committee determined that a 5% increase would be a more realistic goal.)*

Internal Performance Indicator 5

Recruitment strategies will demonstrate an effort to recruit students from a diverse population.

Internal Performance Indicator 6

Eighty percent (80%) of career and technical education students who are eligible for graduation will successfully complete their respective programs according to the State measurement definition.

Internal Performance Indicator 7

Career and technical education programs will demonstrate a retention rate of 86% according to the State measurement definition.

Internal Performance Indicator 8

At least 80% of those students who have earned less than sixteen semester hours of credit and are enrolled in at least twelve hours of academic course work after six weeks of any fall semester will be enrolled at the end of registration for the next fall semester.

Goal 8: To provide workforce training programs that meet requirements of business, industry, educational, and public service agencies for basic skills, specific job skills, and technical skills training.

Commitment Statement:

The Pearl River Community College Workforce Development Center is committed to enabling businesses, industries, educational and public service organizations, and individuals in need of employability skills improvement to achieve their personal and organizational job performance goals.

Internal Performance Indicator 1

At least 60 training projects will be developed and delivered to businesses, industries, educational and public service entities.

Internal Performance Indicator 2

Each of Pearl River Community College's six counties will be served by at least one Adult Education Center.

Internal Performance Indicator 3

At least 8000 persons will be trained in the Workforce Development Center's training projects with businesses, industries, educational and public service customers annually.

Internal Performance Indicator 4

One hundred percent of the Workforce Development Center's customers responding to the Legislative Accountability Report will indicate that their training objectives were met and they will continue to use the Center.

**INTERNAL
PERFORMANCE
INDICATOR
RESPONSIBILITY
CHART**

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal		Persons Responsible for Indicators		
Indicator	Indicator			
1	1	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	2	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	3	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	4	Dr. Ann Moore Director of Counseling, Advisement, and Placement	Dr. Joe Wesley Career and Technical Counselor	
	5	Dr. Ann Moore Director of Counseling, Advisement, and Placement	Dr. Joe Wesley Career and Technical Counselor	
	6	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	7	Dr. John A. Grant, Jr. Vice President for Instruction		
	8	Ms. Jennifer Seal QEP Director	Ms. Brenda Wells Institutional Research Specialist	
	9	Dr. John A. Grant, Jr. Vice President for Instruction		

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal	Indicator	Persons Responsible for Indicators	
2 Dr. Adam Breerwood Dean of Student Services	1	Ms. Brenda Wells Institutional Research Specialist	Dr. Adam Breerwood Dean of Student Services
	2	Ms. Jeanne Dyar Director of College Libraries	
	3	Ms. Brenda Wells Institutional Research Specialist	Dr. Adam Breerwood Dean of Student Services
	4	Ms. Brenda Wells Institutional Research Specialist	Dr. Adam Breerwood Dean of Student Services
	5	Ms. Jeanne Dyar Director of College Libraries	
	6	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal	Indicator	Persons Responsible for Indicators
3 Dr. John A. Grant, Jr. Vice President for Instruction	1	Dr. Martha Lou Smith Director of Extended Education
	2	Dr. Martha Lou Smith Director of Extended Education
	3	Ms. Jennifer Seal QEP Director
	4	Dr. Martha Lou Smith Director of Extended Education Dr. Cecil Burt Dean of Forrest County Center Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	5	Dr. John A. Grant, Jr. Vice President for Instruction

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal	Indicator	Persons Responsible for Indicators		
Ms. Brenda Wells Chair Professional Development Committee	1	Mr. Roger Knight Dean of Business Services		
	2	Dr. John A. Grant, Jr. Vice President for Instruction		
	3	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	4	Dr. Becky Askew Chief Planning Officer		
	5	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	6	Dr. Becky Askew Chief Planning Officer		
	7	Mr. Roger Knight Dean of Business Services		

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal	Indicator	Persons Responsible for Indicators	
5 Dr. William Lewis President	1	Mr. Steve Howard Chief Technology Officer	
	2	Mr. Roger Knight Dean of Business Services	
	3	Ms. Brenda Wells Institutional Research Specialist	
	4	Dr. William Lewis President	
	5	Mr. Steve Howard Chief Technology Officer	
	6	Ms. Jennifer Seal QEP Director	Mr. Steve Howard Chief Technology Officer
	7	Mr. Ernie Lovell Director, Development Foundation/Alumni Affairs	Mr. Roger Knight Dean of Business Services
	8	Mr. Steve Howard Chief Technology Officer	Dr. Martha Lou Smith Director Extended Education

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal	Indicator	Persons Responsible for Indicators		
<p>6 Dr. William Lewis President</p>	1	Mr. Chuck Abadie Director of Public Relations		
	2	Dr. Becky Askew Chief Planning Officer		
	3	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	4	Dr. John A. Grant, Jr. Vice President for Instruction	Dr. Cecil Burt Dean of Forrest County Center	Mr. Don Welsh Director of Poplarville Career and Technical Education Programs
	5	Dr. Becky Askew Chief Planning Officer		
	6	Mr. Ernie Lovell Director, Development Foundation/Alumni Affairs		

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal	Indicator	Persons Responsible for Indicators
7 Dr. Adam Breerwood Dean of Student Services	1	Dr. Barbara Gandy Director of Recruitment and Orientation
	2	Dr. Barbara Gandy Director of Recruitment and Orientation
	3	Dr. Adam Breerwood Dean of Student Services
	4	Dr. Adam Breerwood Dean of Student Services
	5	Dr. Barbara Gandy Director of Recruitment and Orientation
	6	Dr. Ann Moore Director of Counseling, Advisement, and Placement Dr. Joe Wesley Career and Technical Counselor
	7	Dr. Ann Moore Director of Counseling, Advisement, and Placement Dr. Joe Wesley Career and Technical Counselor
	8	Ms. Brenda Wells Institutional Research Specialist

Internal Performance Indicator Responsibility Chart (2009-2010)

Goal	Indicator	Persons Responsible for Indicators
8 Mr. Scott Alsobrooks Director of Workforce Development Center	1	Mr. Scott Alsobrooks Director of Workforce Development Center
	2	Mr. Scott Alsobrooks Director of Workforce Development Center
	3	Mr. Scott Alsobrooks Director of Workforce Development Center
	4	Mr. Scott Alsobrooks Director of Workforce Development Center