Mission: The mission of Young Harris College is to educate, inspire, and empower students through a comprehensive liberal arts experience that integrates mind, body and spirit.

1. Young Harris College will undergo a process to successfully obtain reaffirmation by the Southern Association of Colleges and Schools in 2011.
   
   A. The College will host a successful substantive change visit by SACS in fall 2009.
   
   B. The Compliance Certification for reaffirmation will be completed and submitted to SACS by March 2010, and the College will host a successful on-site visit in fall 2010.
   
   C. The Quality Enhancement Plan (QEP) topic will be identified by spring 2009, submitted to SACS in summer 2010, with implementation in 2011.

2. Expand and improve the College’s academic and extra-curricular programs to provide a comprehensive liberal arts experience.

   A. Add baccalaureate programs in the following order:

   Fall 2009: Biology, Business and Public Policy, English, Music
   Fall 2010: Communication Studies, History, Outdoor Education, Theatre, Musical Theatre
   Fall 2011: Teacher Education Programs: Early Childhood Education; Middle Grades Education; Music Education (P-12); English Education (6-12), History Education (6-12), Mathematics Education (6-12), Secondary Science Education (6-12), Other majors: Mathematics, Philosophy/Religion, Psychology
   Fall 2012: Art, Environmental Studies/Sustainability, Liberal Arts, Political Science, Spanish, Sociology
   Fall 2013: Accounting, Chemistry, Additional Foreign Language, Information Science Management

*New programs listed in years 2010-2013 are tentative, pending approval of the Board, accrediting and state agencies, and will be reviewed annually.
Oversight: Provost/Executive VP, VP for Academic Affairs, Academic Council, Planning and Assessment Council (PAC)

B. Honors Program – By fall 2009, the College’s Honors Program will be reviewed and revised as appropriate.

Oversight: Provost/Executive VP, VP for Academic Affairs, Director of Honors Program

C. First Year Experience – In spring 2009, the institution will hire an individual to oversee the first year experience program, with the first year experience and new orientation program being launched in summer/fall 2010.

Oversight: VP for Student Development, Provost/Executive VP, VP for Academic Affairs, Summer School Director

D. Academic Calendar – By fall 2009, the College’s academic calendar will be examined, with special attention to the summer offerings, pay scale, and the option of incorporating a May term. By fall 2011, a May term will be fully implemented and a new summer program will be in place.

Oversight: Provost/Executive VP, VP for Academic Affairs, Standards and Scholarship Committee

E. Living/Learning Communities – By fall 2009, a feasibility study of Living/Learning Communities will be done, with possible implementation of Living/Learning Communities set for fall 2010.

Oversight: VP for Student Development, Director of Residence Life, Provost/Executive VP, VP for Academic Affairs

F. Study Abroad – By fall 2009, a coordinator of the College’s study abroad program will be appointed, with the first phase of a study abroad program being designed and implemented by fall 2010.

Oversight: Provost/Executive VP, Coordinator of Study Abroad, VP for Academic Affairs

G. International Students – During fall 2009, the current International Student organization will be reactivated, and the examination of adding ESL to the curriculum will be investigated by 2010.

Oversight: VP for Student Development, Provost/Executive VP

H. Ethics Across the Curriculum – By fall of 2010, the Ethics Across the Curriculum Program will have participation by at least half of the full-time faculty during each
academic year, will have representation from all divisions of the College, and will have established resources for faculty and staff development in this area.

Oversight: Ethics Across the Curriculum Coordinator, Provost/Executive VP, VP for Academic Affairs

I. Center for Excellence in Teaching and Learning (CETL) – By fall 2010, a center for excellence in teaching and learning will be in place, which will provide resources and training for faculty members seeking to improve their teaching skills.

Oversight: Provost/Executive VP, VP for Academic Affairs

J. Graduate programs and Alternative Methods of Delivery – By fall 2010, a committee will have reviewed the possibility of graduate programs at Young Harris College, and investigation of alternative methods of delivery of the educational program (such as evening courses, distance learning, etc.) will also be compiled.

Oversight: Provost/Executive VP, VP for Academic Affairs

K. National Association of Schools of Theatre—By spring 2011, the College will write a self-study and host an on-site visit from NAST for the purpose of becoming an accredited institutional NAST member.

Oversight: Theatre Department Chair, Dean of the Division of Fine Arts, Provost/Executive VP, VP for Academic Affairs

L. General Education Core – A comprehensive review of the general education core will occur by 2012, with the new core launched by fall 2013.

Oversight: Provost/Executive VP, VP for Academic Affairs, Academic Council, Faculty, VP for Student Development, PAC

M. Experiential Component in Curriculum and Service Learning – By fall 2010, a feasibility study regarding the addition of an experiential component and/or service learning to the curriculum will have been completed. The implementation of experiential/service learning into the curriculum will begin fall 2010.

Oversight: VP for Academic Affairs, Director of Experiential Learning

N. Professional Standards Commission – In spring 2011, the College will host a successful visit for its elementary and middle grades education programs: Early Childhood Education; Middle Grades Education; Music Education (P-12); English Education (6-12), History Education (6-12), Mathematics Education (6-12), Secondary Science Education (6-12), by the Georgia PSC.
Oversight: Provost/Executive VP, VP for Academic Affairs, Chair of Education Department

O. Signature Academic Events – By fall 2011, recurring signature academic events will be in place, achieved through a restructured Arts & Assemblies budget.

Oversight: Provost/Executive VP, VP for Academic Affairs,

P. Classroom Utilization – By fall 2010, both classroom utilization rates and scheduling will be evaluated in order to ensure the best use of space and time in relation to the growing curriculum.

Oversight: Provost/Executive VP, VP for Planning and Assessment, Registrar, VP for Academic Affairs

Q. Enrollment – The Strategic Enrollment Plan for Young Harris College will be updated annually.

Oversight: Associate VP for Academics, VP for Enrollment Management, Strategic Enrollment Committee

3. Provide the infrastructure and human resources necessary to support the growth and development of the College.

A. Annual Review of Human Resource Needs – Each year human resource needs will be reviewed in order to ensure that the College employs the resources needed to support its programs.

Oversight: President, Director of HR, VP for Finance, Provost/Executive VP

B. IT Strategic Plan – By fall 2009, a strategic plan for institutional technology will be designed. The plan will address technology in relation to pedagogy and to the College’s infrastructure.

Oversight: VP for Campus Technology, Provost/Executive VP, VP for Academic Affairs

C. Comprehensive Marketing Plan and Review of Visual Identity – By fall 2009, a comprehensive branding and marketing plan will be designed to promote the College’s new four-year status, including enhancements to the College’s web presence, the visual identity program, and overall advertising and marketing.

Oversight: President, VP for Advancement, Director of Public Relations

D. Campus Safety Plan – By January 2010, a revised and enhanced comprehensive Campus Safety Plan will be finalized.
Oversight: Chair, Campus Safety Committee, Provost/Executive VP, VP for Student Development, Director of Safety and Compliance Issues

E. Information Security Plan – By fall 2010 an information security plan will be designed. This plan will setup a campus-wide process for securing and retaining information and incorporate necessary regulations, such as FERPA and HIPAA.

Oversight: VP for Campus Technology, Provost/Executive VP, Director of Safety and Compliance Issues, Registrar, VP for Student Development

F. Charter School and Daycare – By fall 2013, a study will have been completed on the feasibility of the College operating or overseeing a charter school and/or daycare facility.

Oversight: Provost/Executive VP, Director of Teacher Preparation Programs

G. Environmental Protection Agency Self Audit – In either fall 2009 or spring 2010, the College will participate in a voluntary EPA self-audit.

Oversight: Provost/Executive VP, Director of Human Resources, Coordinator of Sustainability, VP for Finance, Director of Safety and Compliance

H. Safety and Risk Management – By fall 2009, a position will be created to oversee all safety and risk management issues on campus.

Oversight: President, Provost/Executive VP, Director of Safety and Compliance

4. **Create a campus environment that reflects the College’s heritage and enhances the social and personal development of students.**

A. Culture Change –(ongoing) Young Harris College will engender a culture of openness, accountability, and cooperation.

Oversight: President, Provost/Executive VP

B. Religious Life and Student Development – By fall 2009, a plan will be devised to strengthen the religious life program through diverse programs, events, and activities for all four years of a student’s enrollment at YHC.

Oversight: VP for Student Development, Campus Minister

C. Counseling and Career Services – By spring 2010, a study will be conducted to determine student needs in the areas of counseling and career services. The first phase of a fully operational career center will be in place by fall 2010.
Oversight: VP for Student Development, Provost/Executive VP, VP for Academic Affairs

D. Athletics – By fall 2009, the College will make application to the NCAA for membership, and by July 1, 2009, both the Sports Information Director and Compliance Officer will be employed. In fall 2009, men’s tennis will be added, and basketball will be added as a winter sport for men and women by fall 2010.

Oversight: President, VP for Advancement, Athletic Director

E. Appalachian Heritage - By fall 2010, a coordinator will be identified and the College will have a functioning Appalachian Center, actively incorporating its Appalachian Heritage into the liberal arts experience. By fall 2013, a full-fledged Appalachian Center will be in place.

Oversight: President, VP for Student Development, Provost/Executive VP, VP for Academic Affairs

F. Campus Employment – By fall 2010, the current student “work-study” program will be reviewed, re-vamped, and expanded to provide students with additional and meaningful work experiences.

Oversight: VP for Enrollment Management, Director of Financial Aid, Provost/Executive VP, VP for Finance

G. Sustainability – Young Harris College is committed to creating a more sustainable and equitable society within the Southern Appalachian cultural setting by employing best practices in the area of sustainability. In this endeavor, by the completion of the 2009 academic year, Young Harris College will have participated in an EPA self-audit and will identify and address any problems. Also, at least one workshop for sustainability across the curriculum will occur, and green cleaning will be implemented across campus.

Oversight: Coordinator of Sustainability, VP for Student Development, Provost/Executive VP, VP for Academic Affairs, Safety and Compliance Officer, Physical Plant Engineer

H. Construct additional facilities to support the mission and goals of the College. The following facilities are set to be completed by the following dates:

Fall 2009 – Opening of new 200 bed residence hall, 12 tennis courts
Fall 2010 – New recreation center opens
Fall 2011 – Campus Center opens

Additional facilities contemplated by the comprehensive master plan will be designed and constructed as rapidly as funding/financing allows.
Oversight: President, Provost/Executive VP, VP for Student Development, Dean of Library Services, VP for Planning and Assessment

I. Academic Facilities Design Plan – By fall 2010, an academic facilities design plan will be completed. This plan will encompass the needs of classroom spaces, such as room setup, types of furniture, and technology.

Oversight: Provost/Executive VP, VP for Campus Technology, VP for Planning and Assessment, VP for Academic Affairs

J. Repurposing and Retrofitting Study – By fall 2011, a study will be completed as how to best repurpose or retrofit existing facilities to meet the mission and goals of the institution.

Oversight: Provost/Executive VP, VP for Planning and Assessment, VP for Academic Affairs, VP for Student Development, President

K. Full Review of Campus Master Plan – By fall 2013, a full review of the campus master plan will be completed.

Oversight: President, VP for Planning and Assessment, Provost/Executive VP

5. **Optimize the College’s current financial resources and develop new sources of revenue.**

   A. Capital Campaign – By fall 2009, a feasibility study will have been completed, along with the initial plans for the silent phase of a major capital campaign. By January 2010, the silent phase of a capital campaign will be underway.

   Oversight: VP for Advancement, President

   B. Annual Fund – Campus-wide participation in giving to the YHC annual fund will be strengthened by fall 2009, with an annual goal of $1,000,000 and full participation from faculty, staff and trustees.

   Oversight: VP for Advancement, President

   C. Gift Acceptance Policy – By fall 2009, a gift acceptance policy to govern the College’s receipt of all types of gifts and bequests and assure that all gifts support the mission of YHC will be in place.

   Oversight: VP for Advancement

   D. Leveraging Institutional Aid – As higher degrees are offered and the YHC experience improves additional scholarship funds will be raised for the endowment for the
purpose of supporting students for four years. Additionally, new sources of revenue to support College operations will be sought so that our reliance on endowment support for this area lessens over time.

Oversight: VP for Enrollment Management, Provost/Executive VP, VP for Finance, VP for Advancement

E. Developing New Sources of Revenue – Employ an individual dedicated to attracting camp and conference revenue; develop the “village” across from the campus with businesses that could generate auxiliary income; and seek additional ways to maximize the use of the College’s facilities so as to generate revenue to support the mission of the institution. Therefore, by summer 2010, an individual will be hired to manage and market the new recreation center, with a potential future hire for developing the village.

Oversight: President, Provost/Executive VP, VP for Student Development

Addendum:

The following additional (drill down) strategic plans exist and are on file in the Office of Planning, Assessment and Registration:

*Strategic Enrollment Plan, 2010-2014
*YHC Sustainability Plan, 2008-2012
*YHC Department of Education Strategic Plan, 2008-2018 (draft)
*Library Strategic Plan, 2009
*Intercollegiate Athletic Advisory Committee Timeline
*Strategic Plans by Academic Division and Administrative Units (in progress)

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