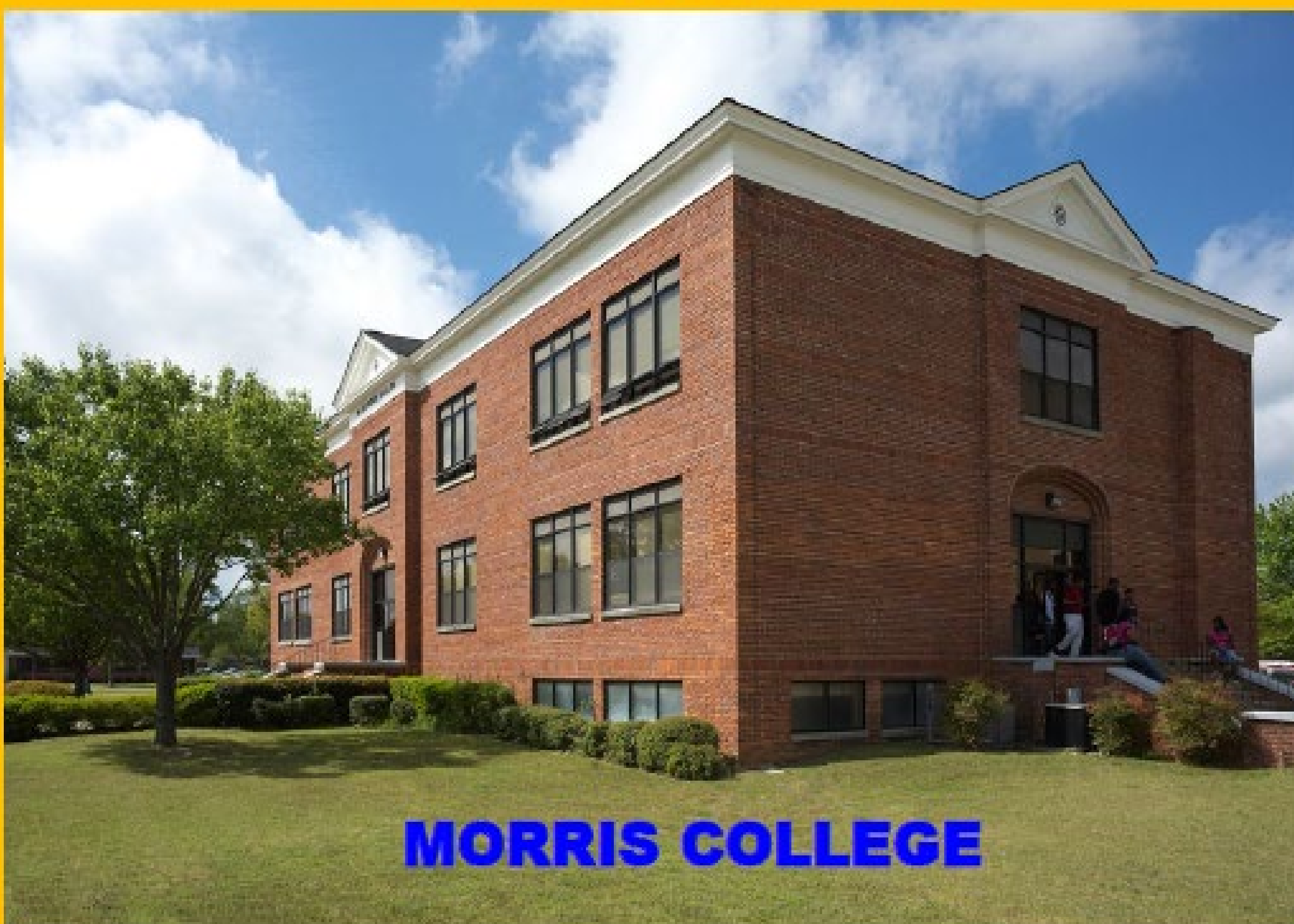
Excellence Matters

2023-2028 STRATEGIC PLAN



Morris College will be a premier liberal arts and career-focused institution in Sumter, the state of South Carolina and the southern region; as well as carry out its stated mission as an institution that is totally committed to excellence in all areas of operation, and is driven toward continuous improvement.

2023-2028
MORRIS COLLEGE STRATEGIC PLAN
IMPLEMENTATION PLAN

TABLE OF CONTENTS

INTRODUCTION

One of the cornerstones of organizational theory is that organizations that do not continue to adapt to their environments ultimately wither and die. This axiom applies to institutions of higher education just as it does to other types of organizations. Because an institution's very survival depends on its adaptability, planning and assessing institutional performance is too important to leave to chance.

Morris College believes that a structured process of planning and assessment that takes into account the institution's mission, its resources, and ultimately its hopes for the future is the foundation for long-term survivability. The College's process is by design simple, as experience has shown that the more complex the process, the less likely it is to be understood *and ultimately embraced* by the college community. When individual members of the college community understand the process and its implications for the institution's future, the written plan that reflects the process becomes the guide for *divisions, units and individuals to fulfill* their institutional roles and responsibilities and *contribute* to the overall success of the College.

The Planning and Assessment Committee, composed of representatives from all areas of the College, is responsible for preparing and recommending to the President the institutional goals and objectives for a three to five year period and the institutional priorities for the coming year, *recommendations which then require approval by the Board of Trustees*. Once the plan has been *approved*, individual divisions and units develop plans designed to support institutional priorities *that lead to attainment of goals and objectives*.

The development of this Institutional Strategic Plan, which covers the five-year period beginning July 1, 2023 and ending June 30, 2028, began in December 2021. It includes the following sections:

- Institutional Mission Statement
- Institutional Vision Statement
- Institutional Priorities
- Institutional Goals, Objectives, Strategies and Outcomes
- Appendices of Supplemental Information

This integrated process involves all levels of the institution: strategic plan (institutional) and administrative plans (division/units). *Administrative unit plans are housed in individual unit offices, and administrative divisional plans are housed in administrative divisional offices together with copies of the plan for each unit that is organizationally a part of that administrative division.*

2023-2024
MORRIS COLLEGE BOARD OF TRUSTEES

MISSION STATEMENT FOR MORRIS COLLEGE

Morris College was founded in 1908 by the Baptist Educational and Missionary Convention of South Carolina to provide educational opportunities for Negro students in response to the historical denial of access to the existing educational system. Today, under the continued ownership of its founding body, the College opens its doors to a culturally and geographically diverse student body, typically from the Southeast and Northeast regions. Morris College is an accredited, four- year, coeducational, residential, liberal arts and career-focused institution awarding baccalaureate degrees in the arts and sciences, as well as certificates and associate degrees in career-based professional fields.

The College serves the needs of its students, alumni, and community.

It serves its students by:

- Providing sound liberal arts and career-based programs with a particular emphasis on teacher education.
- Providing an intensive program for mastering basic social, thinking, listening, speaking, reading, writing, mathematical, technological, and leadership skills.
- Providing services and programs to enhance their academic, social, professional, and personal development.
- Promoting an ethical and religious environment which complements the student's total development.

It serves its alumni by:

- Promoting a relationship that is mutually beneficial to the alumni and the institution.

It serves its community by:

- Providing continuing education and services to clergy and laity.
- Promoting the growth and development of the larger community through public service programs.
- Providing research services and facilities in the solution of academic and community problems.

Morris College is primarily a student-centered institution which seeks to fulfill its mission by:

- Evaluating the academic performance of students to ensure competence in communication, problem solving, critical thinking, and the use of information technology.
- Emphasizing a broad understanding of the liberal arts and sciences.
- Emphasizing specific professional and technical skills necessary to meet societal demands.
- Emphasizing total development of the student for responsible citizenship in a global society.

This student-centered commitment embraces the College's motto, "Enter to Learn; Depart to Serve."

VISION STATEMENT FOR MORRIS COLLEGE

Morris College will be a premier liberal arts and career-focused institution in Sumter, the state of South Carolina and the southern region; as well as carry out its stated mission as an institution that is totally committed to excellence in all areas of operation, and is driven toward continuous improvement. In the attainment of this vision, Morris College will:

1. Provide a high-quality education for students which results in employment and achievement of their educational and career goals.
2. Provide an exceptional faculty and staff who are committed to the mission, vision, excellence in all areas of operations, and teamwork.
3. Provide relevant quality academic programs and resources in order for students to perform at their best and find gainful employment.
4. Fully utilize the Morris College Bertie B. White Teaching and Learning Center to achieve excellence in teaching and maximize learning.
5. Provide a student-centered, caring, supportive and nurturing learning environment that will engender life-long learning.
6. Produce graduates that achieve and lead in their respective communities, states and country.
7. Continue to develop into an institution that is significantly more impactful on the intellectual, cultural, and economic development of Sumter, the state of South Carolina and the Southern region.
8. Instill pride and strive to improve the quality of life for all stakeholders.
9. Provide necessary financial resources to achieve excellence in all areas of operations and development.

INSTITUTIONAL PRIORITIES

- **Innovative and Quality Academic Programs**
  Provide cutting-edge major programs to meet industry demand
- **Student Success**
  Increase retention and graduation rates
- **Fundraising and Public Image**
  Enhance communications and relationships with all constituent groups
- **Operational and Institutional Effectiveness**
  Improve operations in all academic and administrative areas
- **Facilities Improvement**
  Evaluation of all campus facilities and creation of a facilities database

These priorities are integrated into the goals and objectives outlined on the succeeding pages to improve overall institutional effectiveness in preparing students for 21st century jobs and careers, life-long learning and civic responsibility, and in preparing the institution to meet industry demands as it achieves its mission.

2023-2028 STRATEGIC PLAN GOALS AND OBJECTIVES

Goal 1: Implement an academic network which promotes student success and meets workforce demands.

Objective 1.1: Enhance the process of curriculum improvement to increase program relevance, student success, and to meet workforce demands.

Outcome(s):
Programs with sufficient enrollments and that yield successful graduates.
Increased number of students scoring at the national mean on the Major Field Tests or other standardized tests
New SACSCOC-Approved Major Programs
Revised curriculum for current programs and program enrollment

Measure(s):
Assessment Report for each program highlighting curriculum revisions, program enrollment, number of program graduates, and job placement statistics to document program relevance
Senior Exit Exam Score Results (ETS or other standardized tests)
Program Advisory Committee recommendations for program improvement to meet workforce needs
New and reaffirmed specialized program accreditations
Copy of new program proposals submitted for SACSCOC approval and SACSCOC approval letter

- Strategy 1: Cultivate partnerships, internships, and job skills that will enhance student success during and after college.
- Strategy 2: Create a schedule for program review/assessment and identify the program coordinator for each program.
- Strategy 3: Identify industry persons and faculty or staff to serve on program advisory committees for the career-based programs (Business, Health Science, Recreation Administration, eSports Video Design, eSports Management, etc.).
- Strategy 4: Explore feasibility of specialized accreditations for selected programs.
- Strategy 5: Introduce new programs or re-imagine current programs to meet workforce demands.
- Strategy 6: Evaluate the general education curriculum to emphasize an interdisciplinary approach to improve student outcomes.

Objective 1.2: Expand enrollment management strategies to grow the enrollment of traditional as well as nontraditional students in current and new programs.

Outcome(s):
Increased enrollment (juniors and seniors) in under-enrolled majors by 3% annually (include new programs)
Increased retention and graduation rates

Measure(s): Annual Comparison of Enrollment Statistics for Under-Enrolled Majors

Enrollment Statistics for Veterans, Adult Learners, Fast Track Students, and Summer STEM Students

Strategy 1: Create an enrollment management strategy for veterans and adult learners.
Strategy 2: Develop and strengthen academic bridge and outreach programs to enhance the college readiness of high school students.
Strategy 3: Develop articulation agreements with technical institutions to assist with enrollment and create pipelines for major program growth.
Strategy 4: Develop certificates and workforce development credentials to increase student enrollment, program attraction and program viability in the workforce.
Strategy 5: Revise admissions criteria to emphasize academic preparation.

Objective 1.3: Enhance professional development opportunities for faculty to increase active learning, student engagement, and innovative teaching to improve student learning.

Outcome(s): Improved eLearning System (LMS) usage to facilitate the delivery of instruction, access to instructional resources, feedback to students on course assignments, and implementation of college attendance policies.
Increased student success rates in courses, academic progression rates, and retention rates.
eLearning System (LMS) Satisfaction Survey Results of 80%

Measure(s): eLearning System (LMS) Usage Statistics
Class Attendance Reports for Financial Aid
eLearning System (LMS) Faculty and Student Satisfaction Survey Results
Documentation of Innovative Teaching Activities

Strategy 1: Promote a variety of internal and external faculty development opportunities and evaluate faculty participation annually.
Strategy 2: Research innovative teaching grant opportunities and encourage faculty to apply.
Strategy 3: Create an online course design team to set up master courses for faculty to copy and edit for use with their own courses.
Strategy 4: Provide continuous training on the eLearning System (LMS) tools (videos, meeting, etc.) and portals to faculty and students.

Goal 2: Promote a student-centered, nurturing learning environment that will enhance student development and success.

Objective 2.1: Provide programs and activities which enhance specific academic, personal, social, and life skills to improve student success.

.
Outcome(s): Increased student engagement in out-of-class activities
Fewer students on the Financial Aid SAP List
Reduction in discipline incidents to __ percent per 100 students
Increased Overall Student Retention Rate

Measure(s): Annual Listing of Active Co-curricular Clubs and Organizations with Number of Participants with Year to Year Comparisons
Annual Listing of Seminars and Workshops to address specific issues and Number of Participants
Annual Listing of Academic Outreach Programs and Number of Participants
Annual Listing of Counseling Outreach Programs and Number of Participants
Annual Comparison of Financial Aid SAP Statistics
Annual Comparison of Discipline Incidents Statistics Percentages
Annual Comparison of Overall Retention Rate Statistics
Student Leadership Matrix by Semester to show student leaders' completion of all required documents for registration in classes and involvement in campus activities

Strategy 1: Activate co-curricular organizations and provide qualified advisors for each organization.
Strategy 2: Provide residence halls activities that support the living-learning concept.
Strategy 3: Enhance the diversity and quality of extracurricular, intellectual, and cultural enrichment activities offered.
Strategy 4: Refocus counseling activities to include more interactive workshops and seminars to address specific academic, personal, social, or life skills issues.
Strategy 5: Strengthen student leadership to include more accountability in performance as role models and student leaders.

Objective 2.2: Provide academic and student support to compliment the teaching and learning activities to foster students' responsibility for their learning and academic success.

Outcome(s): Improved academic performance of all students, particularly in the freshman and sophomore years
Increased retention and graduation rates
Increased participation in internship opportunities
Increased percentages of FAFSA completions and pre-registrations

Measure(s): Human Resources Report of Staff Vacancies by Administrative Unit
Report of Completed FAFSAs by Continuing Students
Continuing Students' Pre-Registration Report
Retention and Graduation Rate Statistics

Strategy 1: Continue to enhance academic coaching techniques, early alerts, and class attendance monitoring.
Strategy 2: Continue to enhance the academic support services to students to facilitate student learning and career success.
Strategy 3: Ensure that all vacant academic and student support positions are filled with qualified staff.
Strategy 4: Educate students and faculty on importance of FAFSA completions and pre-registration, online registration requirements and processes, how to use website and LMS group discussion/chat portals, and how to use the website to

find information.

Strategy 5: Clarify the roles of QEP, faculty advisors, supplemental instructors, and the support instructors for developmental programs.

Strategy 6: Ensure that the website's Parents Portal - Parent News is consistently updated to inform parents of important student activities and student responsibility to attend classes, required tutorials and labs, and consequences for not attending.

Objective 2.3: Provide safe, welcoming, and accommodating student-centered living-learning facilities that are conducive to academic excellence and student development.

Outcome(s): Adequate student-centered living-learning facilities
Learning communities

.

Measure(s): Residential Life Survey Results
Academic performance of students who engage in learning communities
Documentation of timely responses to maintenance issues per Maintenance Manual guidelines

Strategy 1: Explore the creation of learning communities in the residence halls.

Strategy 2: Re-emphasize to all residents the residential living guidelines, rules, and safety measures.

Strategy 3: Explore the use of resident assistants (RAs) for designated time periods to provide minimal supervision and coordinate designated living-learning activities.

Strategy 4: Address reported maintenance issues in residence halls in a timely manner, based on type of maintenance required.

Goal 3: Expand the college's scope of fundraising and promote a more positive public image.

Objective 3.1: Improve partnerships with all constituent groups to increase financial resources to support the college's mission and promote the growth of the institution.

Outcome(s): Increase in funds raised from external sources, internship opportunities, and job placements.

Measure(s): Copy of 5-Year Fundraising Plan
Copies of Newsletters
Fundraising Reports from Raiser's Edge by Constituent Group

Strategy 1: Establish a fundraising goal for each constituent group which contributes to the overall goal for each year in the 5-year plan.

Strategy 2: Utilize Raiser's Edge for fundraising efforts and effective, timely communication with all constituents of the college (Alumni Affairs, Church

Relations).

Strategy 3: Utilize Raiser's Edge to properly record and categorize all funds received by constituent group.
Strategy 4: Develop a newsletter to send to all friends of the college.
Strategy 5: Professional development for all Institutional Advancement staff.
Strategy 6: Revisit the Capital Campaign process.

Objective 3.2: Improve internal and external communications to enhance the college's public image.

Outcome(s): Increased positive media reviews
New corporate donor relationships
Increased use of information on website and monitors for information gathering and sharing

Measure(s): Written statements of the institution's values and aspirations
Updated website to reflect current status of college and its programs, services, and activities
List of corporate donors cultivated

Strategy 1: Develop a branding and marketing plan to clarify the institution's public image to guide fundraising, public relations, and communications.
Strategy 2: Hire a webmaster to manage the website, refresh the website, and create a system for updating information on the college's website.
Strategy 3: Cultivate relationships with two new potential corporate donors each year.
Strategy 4: Produce a quarterly Student Newspaper.
Strategy 5: Upgrade digital monitors and publish timely information on monitors and marquee.
Strategy 6: Expand social media presence to promote awareness of college programs and activities.

Objective 3.3: Administer and account for external funds in compliance with grant/donor directives.

Outcome(s): Documented compliance noted in all audit reports

Measure(s): Annual Listing of Major Gift Agreement Forms Completed
Copies of all Major Gift Agreement Forms completed Each Year
List of Grants with Expiration Dates and Storage Location for Archived Documents
Project Directors' Documentation of Reviews of Grant Regulations and Related Updates
Grantor and/or Donor Expenditure and/or Earnings Reports

Strategy 1: Complete required Major Gift Agreement Forms in a timely manner.
Strategy 2: Maintain all grant documents for the required period of time.
Strategy 3: Continuously review specific grant regulations and guidelines and educate affected personnel.

Strategy 4: Record all external funds received into the college's accounting system.
Strategy 5: Submit required reports to grantors/donors per the agreement.

Goal 4: Redesign operational and administrative processes for institutional effectiveness and financial stability.

Objective 4.1: Ensure that technology resources are available for effective delivery of instruction, institutional operations, and campus security.

Outcome(s): Increased use of technology for more efficient and effective delivery of instruction and administrative processes.
Overall Annual Technology Satisfaction Survey Results of 80%

Measure(s): Documentation of increased use of online instructional activities
Decrease in reports of incidents and lack of proper identification
Documented compliance with federal regulations regarding inventory of equipment and fixed assets
Reduced manual recordkeeping and time to process leave requests and to calculate payroll
Documented consistency in the look and delivery of online courses
Annual Technology Satisfaction Survey Results

Strategy 1: Install smartboards in all classrooms to facilitate innovative teaching and learning and online instruction.
Strategy 2: Evaluate, purchase, and install an ID card system that will ensure proper identification and access to needed services and enhance campus security.
Strategy 3: Deploy an Inventory System to properly account for the college's fixed assets and meet federal as well as audit requirements.
Strategy 4: Implement an institution-wide Automated Leave System to improve the efficiency and effectiveness of recordkeeping and payroll.
Strategy 5: Upgrade the cameras in various critical areas on the campus for improved safety and security.
Strategy 6: Create a design team to develop a master course template that faculty can copy and edit for use with their online courses.
Strategy 7: Conduct an annual survey of campus technology to gauge satisfaction with technology resources and usage.

Objective 4.2: Continue to improve all operations and administrative processes of the college to enhance institutional effectiveness, financial stability, and compliance with accreditation standards.

Outcome(s): Documentation to show that each year ended with a balanced budget
Enrollment Reports to show consistent enrollment each semester.
Improved security of personally identifiable information (PII) and other college records
Demonstrated institutional effectiveness through effective administrative division and unit operations.

Measures(s): Assessment Report from each administrative division/unit with documentation to show continuous improvements in operations.
Enrollment Reports to document total enrollment each semester and annually, number of students who fully registered online, etc.
Contractual agreement for digitization and institutional access to documents
Annual Independent Audit Report

Strategy 1: Create a budget for the college annually and distribute budgets to division and unit heads.
Strategy 2: Distribute budget reports to division and unit heads on a quarterly basis.
Strategy 3: Revise and improve the Enrollment Management Plan to ensure a stable enrollment of 600 students each semester and an unduplicated annual headcount of 800+ students. (Recruitment, retention, scholarships/FAFSA, FastTrack)
Strategy 4: Digitize and archive academic, financial, library, and other college records for institutional purposes.
Strategy 5: Execute fully the online registration component of Jenzabar.
Strategy 6: Create and annually implement an assessment plan for each administrative division/unit which includes professional development for related staff, or institution-wide when needed, and the integration of automated tasks.
Strategy 7: Convert all faculty and staff website accessible forms to PDF for ease of completion and uniformity.

Goal 5: Promote effective utilization of facilities for college operations and planned campus and enrollment growth.

Objective 5.1: Continue to ensure that campus facilities are sufficient to support the academic programs, student services, and the administrative functions of the College.

Outcome(s): Sufficient facilities and space to support an effective teaching, learning, and work environment.

Measure(s): PowerPoint Presentation of New Campus Master Plan
Facilities Database Reports
Periodic Space Utilization Study by Building
Before and After Pictures of Upgrades to Old Facilities

Strategy 1: Present the new Campus Master Plan to the college community.
Strategy 2: Update the Facilities database, to include the square footage of every room and space in every building.
Strategy 3: Review and update the current inventory of college facilities and space utilization.
Strategy 4: Upgrade old facilities to extend useful life and increased functionality.

Objective 5.2: Ensure that all facilities are well-maintained to support student learning and the College's administrative processes.

Outcome(s): A well-maintained teaching, learning, and work environment.

Measure(s): Listing of Maintenance and Custodial Assignments to Buildings
Copy of the Maintenance and Housekeeping Manual
Maintenance Reporting System
Documentation of Trainings for Maintenance and Custodial Staff
Report of Advantages/Disadvantages to Outsourcing Maintenance and Housekeeping

Strategy 1: Employ a sufficient number of maintenance and custodial personnel for upkeep of facilities.
Strategy 2: Develop maintenance and housekeeping standards for all categories of space.
Strategy 3: Provide periodic annual training for maintenance and custodial personnel.
Strategy 4: Establish procedures and timelines for correcting maintenance and housekeeping deficiencies.
Strategy 5: Investigate the financial advantages/disadvantages of contracting housekeeping/maintenance versus in-house personnel.

Objective 5.3: Ensure the safety and security of all campus facilities and constituents.

Outcome(s): A safe teaching, learning, and work environment.

Measure(s): Building Assessment Report
Copies of Required Notifications
Copy of the Emergency Response Plan and Distribution/Education Methods

Strategy 1: Hire a structural engineer to assess the safety of all buildings on campus.
Strategy 2: Periodically review local, state, and federal safety and security standards for facilities upkeep and safety.
Strategy 3: Post required notifications in facilities.
Strategy 4: Immediately correct and/or remedy any problems identified.
Strategy 5: Continue to refine and promote the Emergency Response Plan.
Strategy 6: Continue to encourage faculty, staff, and students to register in the Emergency Notification System.

ACCREDITATION

Morris College is accredited by the Southern Association of Colleges and Schools Commission on Colleges SACSCOC to award baccalaureate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404.679.4500 for questions about the accreditation of Morris College.

EQUAL OPPORTUNITY EMPLOYER

Morris College looks to employ individuals who are committed to advancing our mission of producing graduates who can pursue useful and productive careers. In addition, we seek to be a leader in employee development through comprehensive benefits, ongoing training, competitive compensation, and a friendly and respectful work environment. Morris College does not discriminate on the basis of race, color, national or ethnic origin, or physical handicap in its educational programs or activities, including admission and employment.

MORRIS COLLEGE
100 West College Street
Sumter, South Carolina 29150
803.934.3200
www.morris.edu

"Enter to Learn; Depart to Serve."

APPENDIX A: PLANNING AND ASSESSMENT COMMITTEE

Dr. Leroy Staggers, Ex-Officio

Ms. Dorothy Cheagle, Director of Planning and Governmental Relations, Chair

Dr. Kay Rhoads, Consultant, Co-Chair

Dr. Lewis P. Graham, Jr., Interim Academic Dean/SACSCOC Liaison

Dr. Juana Davis-Freeman, Dean of Student Affairs

Mr. Robert Eaves, Director of Business Affairs

Dr. Gloria S. Wright, Director of Institutional Advancement

Dr. Radman Ali, Chair, Division of Natural Sciences and Mathematics

Dr. Cornelius Leach, Chair, Division of Education

Ms. Karen Hébert, Chair, Division of Religion, Humanities and Social Sciences

Dr. Joon Choel Lee, Associate Professor, Division of Education

Mrs. Abby Lawson, Director of Human Resources

Dr. Christopher Hall, Director of Enrollment Management

Mr. Monterrio Jones, Director of Information Technology

Mrs. Gail China, Director of Quality Enhancement Plan (QEP) Project

Mr. Lonnie McCoy, Director of Physical Plant

Vacant, Director of Assessment

Vacant, Director of Faculty Development

Vacant, Student

SUBCOMMITTEES

Environmental Scanning
Ms. Dorothy Cheagle, Director of Planning and Governmental Relations
Dr. Kay Rhoads, Director of Academic Administrative Services
Dr. Lewis P. Graham, Jr., Interim Academic Dean

Institutional Priorities
Innovative and Quality Academic Programs, Chair – Dr. Lewis P. Graham, Jr.
Student Success, Chair - Dr. Juana Davis-Freeman
Fundraising and Public Image, Chair – Dr. Gloria S. Wright
Operational and Institutional Effectiveness, Chair – Dr. Cornelius Leach
Facilities Improvement, Chair – Ms. Karen Hébert

PLANNING AND ASSESSMENT COMMITTEE CALENDAR FOR EXECUTION OF THE ASSESMENT OF THE INSTITUTIONAL STRATEGIC PLAN

Deadlines are noted in parentheses. Execution of the administrative division, administrative unit and academic support unit assessments take place prior to the assessment of the Institutional Strategic Plan, and the calendar for those processes is different from this one.

- Administrative divisions report prior year's performance related to institutional objectives to Office of Planning and Governmental Relations (**August 15**)
- Office of Planning and Governmental Relations compiles report of institutional performance for previous year and distributes to Planning and Assessment Committee (**September 15**)
- Planning and Assessment Committee reviews report and makes recommendations for any needed revisions to the institutional goals and objectives (**October 1**)
- The summary report and proposed revisions are forwarded to the President for consideration and approval (**October 15**)
- The Development Committee of the Board of Trustees reviews the proposed revisions and informs the President of decision (**February 15**)
- Planning and Assessment Committee develops one-year "rolling" extension of institutional objectives (**March 15**)
- Planning and Assessment Committee identifies priorities for coming year and communicates them to administrative divisions (budget planning phase; **March 31**)
- Office of Business Affairs allocates resources based on institutional priorities (budget development phase; **May 31**)
- Administrative divisions, administrative units and academic support units develop annual objectives designed to reduce discrepancy between desired and actual performance (**May 15**)
- Administrative divisions, administrative units and academic support units implement plans (**July 1-June 30**)

APPENDIX B: SUMMARY OF CONSTITUENT SURVEY RESPONSES

Recurring Themes from Student, Faculty, Staff, Alumni and Board Survey Results			
What is Morris College's greatest strength?	**How can MC maximize its strength? (some responses do not necessarily relate to a particular strength listed)**	**What is MC's greatest weakness?**	**How can this weakness be addressed/strengthened?**
small classes	Strengthen bonds/partnerships with the community	outdated technology and facilities	more or more qualified IT staff
Christian/religious foundation	strengthen counseling and student support services	unclean facilities (dorms, buildings, offices)	upgrade technology and processes (registration)
family atmosphere	assist non-performing students with pursuing other opportunities	retention	more teachers and staff (younger, eager faculty and staff)
caring faculty; one on one assistance	listen to student opinions	lack of good customer service	listen to students, address issues in a timely manner
concern for student success	offer programs like ORM online	insufficient staff and no professors for majors offered	communication among constituent groups
student support services	improve customer service	communication across the board	internal and external communication
Criminal Justice and ORM programs	hold forums for everyone to be heard	staff/faculty do not answer phone or return phone calls	add graduate programs
Non-selective admissions	more advertising	faculty adherence to office hours and returning phone calls within 24 hours	market the college outside of SC
its history and past achievements		not enough student activities	renovate/update dorms and campus
		registration processes	improve recruitment activities
		college image and not keeping up with the times	
Which majors will continue to be needed in 21st century workforce?	**What new programs should MC consider offering to be competitive in 21st century workforce?**	**What kinds of social and co-curricular activities would be of interest to students?**	**How can customer services be improved for students, faculty or staff??**
All were listed. Listed most often were:	masters programs (business, education)	movie nights	address problems directly
Business Administration	sports management	debate team	respond to phone calls
Criminal Justice Criminal Forensics	psychology	football	careful listening
Cybersecurity	nursing	band	training
Teacher Education	engineering	field trips	communication
English	physical therapy	food truck festival	activate voicemail in faculty and staff offices
Pastoral Ministry	*a number of traditional certificate/associate programs*	dance competitions	online bookstore services
Which majors will continue to be needed in 21st century workforce?	**What new programs should MC consider offering to be competitive in 21st century workforce?**	**What kinds of social and co-curricular activities would be of interest to students?**	**How can customer services be improved for students, faculty or staff??**
Biology	*a number of items listed were courses not programs*	writing competitions	buy back textbooks and resell them as used
Sociology	*several instances of programs that are already being offered or discontinued*	talent/fashion show	
Mass Communications		newspaper	
Organizational Management		*a number of clubs, organizations, special interest groups (some already offered)*	
Math			
Health Science			
Also some nonexistent majors were listed by each group			
What can students do to improve their educational experience at MC?	**Where would you like to see Morris College in 5-10 years?**	**Comments and suggestions**	
become more involved in clubs or organizations	a premier, modern university offering graduate degrees	hire a contract group to address cleanliness of facilities	
have the desire to achieve/succeed	with an enrollment of 900-1500 students	need better dormitories with upgraded furniture and fixtures	
be committed to their education	have an expanded campus	school needs to be more inviting/welcoming; pro-student	
attend classes and complete assignments	more involved in the community	need competitive faculty and staff salaries	
develop better study habits and study groups	with a respectable graduation rate	needs faculty development	
use the library resources	with racially diverse student population	need building renovations and need to improve campus appearance	
seek help	first in the state in cybersecurity and forensics	need younger faculty	

Recurring Themes from Board Survey Results
recruitment of students
retention of students
online offerings
student success
more faculty and staff
New programs:
counseling
business supply chain
health/medical fields
STEM
masters degree (no major specified)
programs (courses) that improve critical thinking
Services:
cleaning
professional counseling
Skillsets needed: students, faculty and staff?
soft skills
technology skills
Other:
human relations issues
curriculum
cleanliness of facilties

APPENDIX C: SWOT ANALYSIS

Strengths (internal)	S	W	Weaknesses (internal)
• Only residential institution in the area (which is suited to our student body) • Low student to faculty ratio • Student Support/Success Programs • Teacher Education, Criminal Justice, and ORM Programs • Rich history and Christian foundation • Family atmosphere • Caring faculty • Small college • Introduction of online courses • Online registration? • Institutional and program (SACSCOC, CAEP, ACBSP) accreditations			• Retention and graduation of students • Inadequate staff and teaching faculty (vacancies in key areas) • No new programs to meet workforce and student demand • Lack of community involvement and partnerships • Outdated technology and facilities and inadequate maintenance and cleaning of facilities • Lack of good customer service • Inadequate communication (within and across internal constituent groups) • Not enough student activities • College's image in community and beyond • Lack of systematic fundraising • Being heavily tuition-driven; dependent on student financial aid • Dependency on federal and state grants • Dwindling UNCF support for operations
Opportunities (external)	**O**	**T**	**Threats (external)**
• Strengthen bonds and partnerships with the community, i.e., industries, local law enforcement to expand forensics • Maximize the articulation agreements with the two-year colleges to lead into our four-year degree programs • Explore and pursue other sources of revenue • Develop private giving programs • Offer a MAT Program • Accreditation of the Forensics Center • Promote the credentialing resources to community • Increase diversity by exploring the Hispanic population and non-traditional students			• USC-Sumter has increased its number of Bachelor's degree programs to 30. • The non-selective technical schools who are offering free tuition • Declining enrollment over the past ten years • Declining number of students in current recruitment pool/area • High inflation rates • Job market (competition for students, faculty, staff) • Perceived relevance of HBCUs • Online programs and automation offered at other schools

APPENDIX D: IMPLEMENTATION PLAN TIMETABLE AND RESPONSIBLE

5-Year Implementation Plan Matrix							
			Academic Year for Completion				
Goal 1	**Objective**	**Strategy**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**	**2027-2028**
	1.1	1	X	X	X	X	X
		2	X				
		3	X	X			
		4		X	X		
		5	X	X	X	X	X
		6		X			
	1.2	1	X	X			
		2	X	X			
		3	X	X	X	X	
		4		X	X		
		5		X			
	1.3	1	X	X	X	X	X
		2	X	X	X	X	X
		3		X			
		4	X	X	X	X	X
Goal 2	**Objective**	**Strategy**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**	**2027-2028**
	2.1	1	X	X	X	X	X
		2	X	X	X	X	X
		3	X	X	X	X	X
		4	X	X	X	X	X
		5	X	X			
	2.2	1	X	X	X	X	X
		2	X	X	X	X	X
		3	X	X	X	X	X
		4	X	X	X	X	X
		5	X	X			
		6	X	X	X	X	X
	2.3	1	X	X			
		2	X	X	X	X	X
		3	X	X			
		4	X	X	X	X	X

			Academic Year for Completion				
Goal 3	**Objective**	**Strategy**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**	**2027-2028**
	3.1	1	X				
		2	X	X	X	X	X
		3	X	X	X	X	X
		4	X	X	X	X	X
		5	X	X			
		6			X		
	3.2	1	X	X			
		2		X			
		3	X	X	X	X	X
		4	X	X	X	X	X
		5	X	X	X	X	X
		6	X	X	X	X	X
	3.3	1	X	X	X	X	X
		2	X	X	X	X	X
		3	X	X	X	X	X
		4	X	X	X	X	X
		5	X	X	X	X	X
Goal 4	**Objective**	**Strategy**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**	**2027-2028**
	4.1	1	X				
		2		X			
		3	X				
		4		X			
		5		X			
		6	X				
		7	X	X	X	X	X
	4.2	1	X	X	X	X	X
		2	X	X	X	X	X
		3	X				
		4		X	X		
		5		X	X	X	X
		6	X	X	X	X	X
		7	X	X	X	X	X

			Academic Year for Completion				
Goal 5	**Objective**	**Strategy**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**	**2027-2028**
	5.1	1	X				
		2		X	X	X	X
		3		X		X	
		4	X	X	X	X	X
	5.2	1	X	X	X	X	X
		2		X			
		3	X	X	X	X	X
		4	X	X			
		5			X		
	5.3	1	X				
		2		X		X	
		3	X	X	X	X	X
		4	X	X	X	X	X
		5	X	X	X	X	X
		6	X	X	X	X	X

5-YEAR OPERATIONAL PLAN			
PRIORITY – INNOVATIVE AND QUALITY ACADEMIC PROGRAMS			
Goal 1: Implement an academic network which promotes student success and meets workforce demands.			
Objectives	**Strategies**	**Outcomes and Assessment Measures**	**Position(s) of Primary Responsibility**
1.1: Enhance the process of curriculum improvement to increase program relevance, student success, and to meet workforce demands.	**1:** Cultivate partnerships, internships, and job skills that will enhance student success during and after college. **2:** Create a schedule for program review/assessment and identify the program coordinator for each program. **3:** Identify industry persons and faculty or staff to serve on program advisory committees for the career-based programs (Business, Health Science, Recreation Administration, eSports Video Design, eSports Management, etc.). **4:** Explore feasibility of specialized accreditations for selected programs. **5:** Introduce new programs or re-imagine current programs to meet workforce demands. **6:** Evaluate the general education curriculum to emphasize an interdisciplinary approach to improve student outcomes.	**Outcome(s):** • Programs with sufficient enrollments and that yield successful graduates. • Increased number of students scoring at the national mean on the Major Field Tests or other standardized tests • New SACSCOC-Approved Major Programs • Revised curriculum for current programs and program enrollment **Measure(s):** • Assessment Report for each program highlighting curriculum revisions, program enrollment, number of program graduates, and job placement statistics to document program relevance • Senior Exit Exam Score Results (ETS or other standardized tests) • Program Advisory Committee recommendations for program improvement to meet workforce needs • New and reaffirmed specialized program accreditations • Copy of new program proposals submitted for SACSCOC approval and SACSCOC approval letter	Academic Dean Committee on Academic Policy Academic Division Chairpersons Program Advisory Committees Faculty Director of Career Services SACSCOC Liaison General Education Assessment Committee

1.2: Expand enrollment management strategies to grow the enrollment of traditional as well as nontraditional students in current and new programs.	**1:** Create an enrollment management strategy for veterans and adult learners. **2:** Develop and strengthen academic bridge and outreach programs to enhance the college readiness of high school students. **3:** Develop articulation agreements with technical institutions to assist with enrollment and create pipelines for major program growth. **4:** Develop certificates and workforce development credentials to increase student enrollment, program attraction and program viability in the workforce. **5:** Revise admissions criteria to emphasize academic preparation.	**Outcome(s):** • Increased enrollment (juniors and seniors) in under-enrolled majors by 3% annually (include new programs) • Increased retention and graduation rates **Measure(s):** • Annual Comparison of Enrollment Statistics for Under-Enrolled Majors • Enrollment Statistics for Veterans, Adult Learners, Fast Track Students, and Summer STEM Students	Academic Dean Director of Enrollment Management Academic Division Chairpersons Committee on Admissions and Financial Aid Committee on Retention and Enrollment Management
1.3: Enhance professional development opportunities for faculty to increase active learning, student engagement, and innovative teaching to improve student learning.	**1:** Promote a variety of internal and external faculty development opportunities and evaluate faculty participation annually. **2:** Research innovative teaching grant opportunities and encourage faculty to apply. **3:** Create an online course design team to set up master courses for faculty to copy and edit for use with their own courses. **4:** Provide continuous training on the eLearning System (LMS) tools (videos, meeting, etc.) and portals to faculty and students.	**Outcome(s):** • Improved eLearning System (LMS) usage to facilitate the delivery of instruction, access to instructional resources, feedback to students on course assignments, and implementation of college attendance policies. • Increased student success rates in courses, academic progression rates, and retention rates. • eLearning System (LMS) Satisfaction Survey Results of 80% **Measure(s):** • eLearning System (LMS) Usage Statistics • Class Attendance Reports for Financial Aid • eLearning System (LMS) Faculty and Student Satisfaction Survey Results	Academic Dean Director of Faculty Development Academic Division Chairpersons Director of IT

		• Documentation of Innovative Teaching Activities	
PRIORITY – STUDENT SUCCESS			
Goal 2: Promote a student-centered, nurturing learning environment that will enhance student development and success.			
Objectives	**Strategies**	**Outcomes and Assessment Measures**	**Position(s) of Primary Responsibility**
2.1: Provide programs and activities which enhance specific academic, personal, social, and life skills to improve student success.	**1:** Activate co-curricular organizations and provide qualified advisors for each organization. **2:** Provide residence halls activities that support the living-learning concept. **3:** Enhance the diversity and quality of extracurricular, intellectual, and cultural enrichment activities offered. **4:** Refocus counseling activities to include more interactive workshops and seminars to address specific academic, personal, social, or life skills issues. **5:** Strengthen student leadership to include more accountability in performance as role models and student leaders.	**Outcome(s):** • Increased student engagement in out-of-class activities • Fewer students on the Financial Aid SAP List • Reduction in discipline incidents to __ percent per 100 students • Increased Overall Student Retention Rate **Measure(s):** • Annual Listing of Active Co-curricular Clubs and Organizations with Number of Participants with Year to Year Comparisons • Annual Listing of Seminars and Workshops to address specific issues and Number of Participants • Annual Listing of Academic Outreach Programs and Number of Participants • Annual Listing of Counseling Outreach Programs and Number of Participants • Annual Comparison of Financial Aid SAP Statistics • Annual Comparison Statistics of Discipline Incidents Percentages • Annual Comparison of Overall Retention Rate Statistics	Dean of Student Affairs Coordinator of Student Activities Director of Residential Life Director of Counseling Director of Planning & Governmental Relations or Director of Institutional Research and Assessment Advisory Council on Student Affairs Director of Athletics

		• Student Leadership Matrix by Semester to show student leaders' completion of all required documents for registration in classes and involvement in campus activities	
2.2: Provide academic and student support to compliment the teaching and learning activities to foster students' responsibility for their learning and academic success.	**1:** Continue to enhance academic coaching techniques, early alerts, and class attendance monitoring. (QEP, faculty) **2:** Continue to enhance the academic support services to students to facilitate student learning and career success. **3:** Ensure that all academic and student support vacant positions are filled with qualified staff. **4:** Educate students and faculty of importance of FAFSA completions and pre-registration, online registration requirements and process, how to use website and LMS group discussion/chat portals, and how to use the website to find information. **5:** Clarify the roles of QEP, faculty advisors, supplemental instructors, and the support instructors for developmental programs. **6:** Ensure that the website's Parents Portal - Parent News is consistently updated to inform parents of important student activities and student responsibility to attend classes, required tutorials and labs, and consequences for not attending.	**Outcome(s):** • Improved academic performance of all students, particularly in the freshman and sophomore years • Increased retention and graduation rates • Increased participation in internship opportunities • Increased percentages of FAFSA completions and pre-registered students **Measure(s):** • Human Resources Report of Staff Vacancies by Administrative Unit • Report of Completed FAFSAs by Continuing Students • Continuing Students' Pre-Registration Report • Retention and Graduation Rate Statistics	Academic Dean Academic Division Chairpersons and Faculty Director of Learning Resources Center Director of QEP Project Director of Career Services Director of Student Support Services Director of Developmental Programs Director of Enrollment Management Director of Financial Aid Director of IT Director of Human Resources Director of Planning & Governmental Relations

			or Director of Institutional Research and Assessment
2.3: Provide safe, welcoming, and accommodating student-centered living-learning facilities that are conducive to academic excellence and student development.	**1:** Explore the creation of learning communities in the residence halls. **2:** Re-emphasize to all residents the residential living guidelines, rules, and safety measures. **3:** Explore the use of resident assistants (RAs) for designated time periods to provide minimal supervision and coordinate designated living-learning activities. **4:** Address reported maintenance issues in residence halls in a timely manner, based on type of maintenance required.	**Outcome(s):** • Adequate student-centered living-learning facilities • Learning communities **Measure(s):** • Residential Life Survey Results • Academic performance of students who engage in learning communities • Documentation of timely responses to maintenance issues per Maintenance Manual guidelines	Dean of Student Affairs Director of Physical Plant Director of Residential Life Faculty Director of Planning & Governmental Relations or Director of Institutional Research and Assessment
PRIORITY – FUNDRAISING AND PUBLIC IMAGE			
Goal 3: Expand the college's scope of fundraising and promote a more positive public image.			
Objectives	**Strategies**	**Outcomes and Assessment Measures**	**Position(s) of Primary Responsibility**
3.1: Improve partnerships with all constituent groups to increase financial resources to support the college's mission and promote the growth of the institution.	**1:** Establish a fundraising goal for each constituent group which contributes to the overall goal for each year in the 5-year plan. **2:** Utilize Raiser's Edge for fundraising efforts and effective, timely communication with all constituents of the college (Alumni Affairs, Church Relations). **3:** Utilize Raiser's Edge to properly record and categorize all funds received by constituent group.	**Outcome(s):** Increase in funds raised from external sources, internship opportunities, and job placements. **Measure(s):** • Copy of 5-Year Fundraising Plan • Copies of Newsletters • Fundraising Reports from Raiser's Edge by Constituent Group	President Director of Institutional Advancement Director of Church Relations Director of Alumni Affairs

	4: Develop a newsletter to send to all friends of the college. **5:** Professional development for all Institutional Advancement staff. **6:** Revisit the Capital Campaign process.		Coordinator of Advancement Services Director of Communications and Constituent Relations
3.2: Improve internal and external communications to enhance the college's public image.	**1:** Develop a branding and marketing plan to clarify the institution's public image to guide fundraising, public relations, and communications. **2:** Hire a webmaster to manage the website, refresh the website, and create a system for updating information on the college's website. **3:** Cultivate relationships with two new potential corporate donors each year. **4:** Produce a quarterly Student Newspaper. **5:** Upgrade digital monitors and publish timely information on monitors and marquee. **6:** Expand social media presence to promote awareness of the college programs and activities.	**Outcome(s):** • Increased positive media reviews • New corporate donor relationships • Increased use of information on website and monitors for information gathering and sharing **Measure(s):** • Written statements of the institution's values and aspirations • Updated website to reflect current status of college and its programs, services, and activities • List of Corporate Donors Cultivated	President Director of Institutional Advancement Director of Communications and Constituent Relations Coordinator of Advancement Services Director of IT Webmaster (to be hired) Website Committee Administrative Division Heads Communications Specialist Coordinator of Student Activities Director of Human Resources

3.3: Administer and account for external funds in compliance with grant/donor directives.	1: Complete required Major Gift Agreement Forms in a timely manner. 2: Maintain all grant documents for the required period of time. 3: Continuously review specific grant regulations and guidelines and educate affected personnel. 4: Record all external funds received into the college's accounting system. 5: Submit required reports to grantors/donors per the agreement.	**Outcome(s):** Documented compliance noted in all audit reports **Measure(s):** • Annual Listing of Major Gift Agreement Forms Completed • Copies of all Major Gift Agreement Forms completed Each Year • List of Grants with Expiration Dates and Storage Location for Archived Documents • Project Directors' Documentation of Reviews of Grant Regulations and Related Updates • Grantor and/or Donor Expenditure and/or Earnings Reports	Director of Institutional Advancement Director of Planning and Governmental Relations Grant Project Directors Director of Business Affairs

PRIORITY – OPERATIONAL AND INSTITUTIONAL EFFECTIVENESS			
Goal 4: Redesign operational and administrative processes for institutional effectiveness and financial stability.			
Objectives	**Strategies**	**Outcomes and Assessment Measures**	**Position(s) of Primary Responsibility**
4.1: Ensure that technology resources are available for effective delivery of instruction, institutional operations, and campus security.	**1:** Install smartboards in all classrooms to facilitate innovative teaching and learning and online instruction. **2:** Evaluate, purchase, and install an ID card system that will ensure proper identification and access to needed services and enhance campus security. **3:** Deploy an Inventory System to properly account for the college's fixed assets and meet federal as well as audit requirements. **4:** Implement an institution-wide Automated Leave System to improve the efficiency	**Outcome(s):** • Increased use of technology for more efficient and effective delivery of instruction and administrative processes • Overall Annual Technology Satisfaction Survey Results of 80% **Measure(s):** • Documentation of increased use of online instructional activities • Decrease in reports of incidents and lack of proper identification	Academic Dean Academic Division Chairs/Faculty Director of IT Director of Business Affairs Director of Planning & Governmental Relations

	and effectiveness of recordkeeping and payroll. **5:** Upgrade the cameras in various critical areas on the campus for improved safety and security. **6:** Create a design team to develop a master course template that faculty can copy and edit for use with their online courses. **7:** Conduct an annual survey of campus technology to gauge satisfaction with technology resources and usage.	• Documented compliance with federal regulations regarding inventory of equipment and fixed assets • Reduced manual recordkeeping and time to process leave requests and to calculate payroll • Documented consistency in the look and delivery of online courses	Director of Human Resources Dean of Student Affairs Director of Security Services Technology Committee
4.2: Continue to improve all operations and administrative processes of the college to enhance institutional effectiveness, financial stability, and compliance with accreditation standards.	**1:** Create a budget for the college annually and distribute budgets to division and unit heads. **2:** Distribute budget reports to division and unit heads on a quarterly basis. **3:** Revise and improve the Enrollment Management Plan to ensure a stable enrollment of 600 students each semester and an unduplicated annual headcount of 800+ students. *(Recruitment, retention, scholarships/FAFSA, FastTrack)* **4:** Digitize and archive academic, financial, library, and other college records for institutional purposes. **5:** Execute fully the online registration component of Jenzabar. **6:** Create and annually implement an assessment plan for each administrative division/unit which includes professional development of related staff or institution-wide, if needed, and the integration of automated tasks. **7:** Convert all faculty and staff website accessible forms to PDF for ease of completion and uniformity.	**Outcome(s):** • Documentation to show that each year ended with a balanced budget • Enrollment Reports to show consistent enrollment each semester. • Improved security of personally identifiable information (PII) and other college records • Demonstrated institutional effectiveness through effective administrative division and unit operations. **Measure(s):** • Assessment Report from each administrative division/unit with documentation to show continuous improvements in operations. • Enrollment Reports to document total enrollment each semester and annually, number of students who fully registered online, etc. • Contractual agreement for digitization and institutional access to documents • Annual Independent Audit Report	Academic Dean Director of Business Affairs Director of Planning & Governmental Relations Director of Institutional Research and Assessment Dean of Student Affairs Director of Institutional Advancement Director of IT Director of Enrollment Management & Records All Administrative, Academic Support, and Student Service Support Units

			Academic Division Chairs/Faculty
PRIORITY - FACILITIES IMPROVEMENT			
Goal 5: Promote effective utilization of facilities for college operations and planned campus and enrollment growth.			
Objectives	**Strategies**	**Outcomes and Assessment Measures**	**Position(s) of Primary Responsibility**
5.1: Continue to ensure that campus facilities are sufficient to support the academic programs, student services, and the administrative functions of the College.	**1:** Present the new Campus Master Plan to the college community. **2:** Update the Facilities database, to include the square footage of every room and space in every building. **3:** Review and update the current inventory of college facilities and space utilization. **4:** Upgrade old facilities to extend useful life and increased functionality.	**Outcome(s):** Sufficient facilities and space to support an effective teaching, learning, and work environment. **Measure(s):** • PowerPoint Presentation of New Campus Master Plan • Facilities Database Reports • Periodic Space Utilization Study by Building • Before and After Pictures of Upgrades to Old Facilities	Director of Physical Plant Director of IT Planning and Assessment Committee Project Manager (hire)
5.2: Ensure that all facilities are well-maintained to support student learning and the College's administrative processes.	**1:** Employ a sufficient number of maintenance and custodial personnel for upkeep of facilities. **2:** Develop maintenance and housekeeping standards for all categories of space. **3:** Provide periodic annual training for maintenance and custodial personnel. **4:** Establish procedures and timelines for correcting maintenance and housekeeping deficiencies. **5:** Investigate the financial advantages and/or disadvantages of contracting housekeeping/maintenance versus in-house personnel.	**Outcome(s):** A well-maintained teaching, learning, and work environment. **Measure(s):** • Listing of Maintenance and Custodial Assignments to Buildings • Copy of the Maintenance and Housekeeping Manual • Maintenance Reporting System • Documentation of Trainings for Maintenance and Custodial Staff	Director of Physical Plant Director of Business Affairs Director of Human Resources

		• Report of Advantages/Disadvantages to Outsourcing Maintenance and Housekeeping	
Objective 5.3: Ensure the safety and security of all campus facilities and constituents.	**1:** Hire a structural engineer to assess the safety of all buildings on campus. **2:** Periodically review local, state, and federal safety and security standards for facilities upkeep and safety. **3:** Post required notifications in facilities. **4:** Immediately correct and/or remedy any problems identified. **5:** Continue to refine and promote the Emergency Response Plan. **6:** Continue to encourage faculty, staff, and students to register in the Emergency Notification System.	**Outcome(s):** A safe teaching, learning, and work environment. **Measure(s):** • Building Assessment Report • Copies of Required Notifications • Copy of the Emergency Response Plan and Distribution/Education Methods • Listing of Registrants in the Emergency Notification System	Director of Physical Plant Campus Crisis Response/Emergency Preparedness Committee Director of IT Administrative Division Heads