

Morris Brown College



STRATEGIC PLAN 2008-2012

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President

Morris Brown College

Strategic Plan (Part 1)

2008-2012

Historical Overview

On October 15, 1885, just 20 years after Abraham Lincoln signed the Emancipation Proclamation, 107 students and nine teachers walked into a crude wooden structure at the corner of Boulevard and Houston Streets in Atlanta, Georgia, marking the opening of the first educational institution in Georgia under sole African-American patronage. That institution was Morris Brown College, named to honor the memory of the second consecrated Bishop of the African Methodist Episcopal (AME) Church.

The circumstances that evoked the founding of Morris Brown are traditionally linked to a visit by a group of Clark College trustees to Big Bethel Church to interest the AME supporters in furnishing a room in their institution. In response to the proposition they presented, layman Steward Wiley said “If we can furnish a room at Clark College, why can’t we build a school of our own?” These words ignited a flame in the mind of Reverend Wesley John Gaines. On January 5, 1881, during the North Georgia Annual Conference at Big Bethel, he introduced a resolution calling for the establishment in Atlanta of an institution for the moral, spiritual and intellectual growth of Negro boys and girls. The steps between the resolution and the opening were few and simple: the Georgia Conference was persuaded to join the endeavor. An assembly of trustees from both conferences convened at Big Bethel Church and selected the Boulevard site as the school’s home. In May of 1885, the State of Georgia granted a charter to Morris Brown College of the AME Church.

The fact of its founding as a child of the church not only determined the institution’s philosophical thrust, but also created a system of support which functioned to channel its early energies toward developing programs to serve the needs of students from low socioeconomic backgrounds. The College, at that time was largely dependent upon a denomination whose constituency was primarily unskilled, untrained, and economically unstable. In order to survive, the College had to absorb into its enrollment a large segment of underachieving students whose parents were loyal supporters of the Church that kept the doors open. What began as survival strategy of Morris Brown in 1881 became the liberation cry of the Black masses and the country at large in the 1960s. At that point of higher education, that cry was heard in all colleges – Black and White, large and small, state and private – in the form of pressures to develop programs in tune with the needs of economically disadvantaged youth. For Morris Brown, however, it was a matter of doing what came naturally – better and more effectively.

If there is uniqueness about Morris Brown, it is perhaps a kind of institutional flexibility, based on the assumption that a college can serve the needs of all students with the desire and the potential to earn a college degree. In a campus atmosphere – conducive to well-balanced growth, and an academic program consisting of course content, course requirements, and teaching methods geared toward the preparation, motivation, and achievement levels of all students – the College not only has inspired average and better-than-average students to great heights of achievement in competition, but has also transformed sensitive “high risk” students into performers far better than their credentials suggest them capable.

The College was denied accreditation membership with the Southern Association of Colleges and Schools in December 2002, majorly for financial mismanagement reasons. The College filed an appeal in January 2003 and lost the appeal in April 2003.

In the spring of 2004, Morris Brown College engaged the services of an external and impartial consultant to review the current state of affairs in preparation for moving forward. With funding from the Coca-Cola Foundation and the Citizens Trust Bank of Atlanta, the College engaged the services of consultants from *The Lattimer Group* to conduct a programmatic review as the first stage in the creation of a strategic direction. Consultants completed the College strategic direction in February 2005. The document, *Defining the Strategic Direction for Morris Brown College 2005-2008: A Strategy Built on a New Foundation*, was shared in discussion forums with trustees, faculty, staff, students, and alumni. It provided the College with a foundation for detailed planning for a future that is secured by her rich history, tempered by realistic constraints, and focused on serving specific needs of the higher education community.

Following approval and sharing of the strategic direction developed by the Lattimer Group, the Morris Brown College faculty and staff engaged in dialog, discussions, and work groups to develop a strategic plan which was inclusive of every unit at the institution. The *Morris Brown College Strategic Plan of 2006* is the result of those discussions.

Of uppermost concern was the creation of a strategic plan that emanated from the College vision, mission, and assumptions. Further, it is essential that the major goals of the College were addressed by one or more of the departmental or unit plans. The Strategic Plan is not a static document. Rather, it is a cyclical tool that allows the institution to measure the extent to which it has a clear understanding of and commitment to issues essential to the growth and development of Morris Brown College.

The Strategic Plan was revised again in 2007 to address Student Learning Outcomes, General Education Competencies, Non Academic Administrative Outcomes, and the President’s vision.

On November 11, 2008, the Board authorized the extension of the current Strategic Plan through 2012.

The Board Strategic Planning Committee will develop a Strategic Plan for the College that will extend from 2012 -2020.

Morris Brown College offers majors in the following areas: Business Administration, Organizational Management and Leadership with concentrations, and General Studies.

The Vision

As an academic institution, grounded in excellence and anchored in tradition, Morris Brown College prepares and promotes students destined for a lifetime of learning and achievement in a global society.

The Mission

The Mission of Morris Brown College is to provide educational opportunities in a positive and nurturing environment that will enable its students to become fully functional persons in our global society. The College prepares graduates to live meaningful and rewarding lives, thereby enabling them to make socially constructive and culturally relevant contributions to society.

The Philosophy

In fulfilling this Mission, the College accepts the obligation to place events and points of view within the context of man's long intellectual history and to expose both to the light of man's best thinking. To that end, the College must maintain the distance that will permit engagement with contemporary events only to the extent that such a focus does not interfere with the ability to study with objectivity and to reflect upon such events dispassionately.

The College provides access to personal development and intellectual growth for students who show potential for sustained study at the undergraduate level. Educational endeavors are not circumscribed by the limitations that students may bring with them to the College.

The quality of the College's programs may be measured by the achievement of her graduates. Excellence is given the highest priority.

Assumptions

Building on the college's distinguished history, the institution has reconsidered the ways in which a Morris Brown College education will be delivered in the coming years. The College Vision is the definitive and ideal image of the institution. In order for the college to adopt and move toward the vision, it is essential for key constituents to know, understand, and commit to it. The Morris Brown College mission represents the aim, charge, and purpose of the institution. Because it is the framework under which all aspects of the college operates, it is critical for every office of the college to be driven by and operate within the purview of the mission.

College Strengths

Morris Brown College has remarkable tenacity and a rich history. The College has been in continuous operation since 1881. This is an amazing record for a historically Black college that persevered through Reconstruction, two world wars, the Great Depression, segregation, and the conflicts in Korea and Viet Nam. The College has an exceptional track-record of preparing outstanding graduates who are found in positions of leadership throughout the world. The current faculty-student ratio is 20:1, with over 50 % of the faculty holding doctoral degrees in their teaching discipline.

College Weaknesses

After over seven decades of continued accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), Morris Brown College was denied re-accreditation and subsequent appeals in 2003. SACS indicated five primary reasons for denying the College's application: (1) Financial Instability, (2) Planning and Evaluation, (3) Library and Learning Resources, (4) Infrastructure Support of Financial Aid Functions, and (5) Board of Governance Oversight. A consequence of the loss of SACS accreditation was students' ineligibility for federal financial aid, resulting in a drastic reduction in the College's enrollment, cash flow, and programmatic offerings.

College Opportunities / Student Opportunities

Morris Brown College is located in the center of Atlanta with easy access to the seats of City, County, and State government. The workforce of the region is in dire need of a trained cadre of professionals who can and will make a difference where it is most needed. The African American Community continues to suffer disproportionately from high rates of incarceration, unemployment, infant mortality, poor health, and economic distress. Accordingly, Morris Brown College has an opportunity to provide a trained workforce who will engage in the service and leadership necessary to address these and other ills.

College Challenges

The most daunting challenges to Morris Brown College are as follows: an excessive long-term debt that needs to be restructured; a short-term debt that needs to be settled/eliminated; lack of federal financial aid for student support; lack of funds to support current operations; and the College is unaccredited.

Strategic Initiatives

The College is focusing on six strategic initiatives.

1. Building a strong academic program with a liberal arts base by: offering on-line and on-campus instruction, internship, research, and global experiences.
2. Building strong student development program that: focus on the cultural, social, emotional, physical, recreational, intellectual, and leadership development in students.
3. Regaining financial stability by: restructuring the long-term debt; settling/eliminating the short-term debt; and strengthening the fiscal management system.
4. Building and sustaining the short-term and long-term financial strength of the College through: fund raising; qualifying students for private, state and federal financial aid programs; and developing business partnerships.
5. Improving the image of the College.
6. Making the Facilities adequate to serve the needs of all programs and services at the College.

Strategic Goals

The College has developed five broad strategic goals to assist in meeting its mission and they are as follows:

1. To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students. **(Related to Strategic Initiatives 1 and 2)**
2. To operate a fiscally sound *economic model* based on ethical practices to include the development, implementation, and monitoring of *budget allocations* that require conservative and reasonable patterns of acquisition and spending to stabilize the College financially and eliminate debt. **(Related to Strategic Initiative 3)**
3. To reach the annual fundraising and special appeals targets through restricted and unrestricted giving from targeted corporate, philanthropic, charitable, governmental, alumni, and community groups. **(Related to Strategic Initiative 4)**
4. To establish and nurture *partnerships* with educational, community, and philanthropic organizations to assist in re-building the College's image and standing. **(Related to Strategic Initiative 5)**
5. To maintain a safe, secure, and healthy physical environment that is conducive to teaching and learning. **(Related to Strategic Initiative 6)**

Strategic Objectives

The Strategic Objectives that support each Strategic Goal are outlined in Part Two of this Strategic Plan by Division.

Outcome Statements and Assessment Methods

The Outcome Statements and Assessment Methods that support each Strategic Objective are outlined in Part Two of the Strategic Plan by Division.

Strategic Action Plans

Each Division of the College will develop a Strategic Action Plan to accomplish the Strategic Initiatives, the Strategic Goals, and the Strategic Objectives outlined in Part Two of this Strategic Plan.

Academic Program Priorities

Morris Brown College is an undergraduate Liberal Arts College. The College aims to expose students to a wide breadth of courses so that the power of the mind can be developed more fully. The curriculum is aimed at imparting general knowledge and developing general intellectual capacities in contrast to professional, vocational or technical curriculum. The College endeavors to educate the whole student and emphasize education for its own sake rather than for job preparation. The College provides an education in which students learn how to learn, an education that emphasizes the forming rather than the filling of minds, an education that renders a graduate that is adaptive to any marketplace, a graduate that is curious about whatever world is around them, and a graduate that is resourceful enough to change with the times. The College seeks to create person who have the ability and the disposition to try to reach agreements on matters of fact, theory and actions through rational discussions. The College strives to produce thoughtful, well-rounded citizens of the world.

Morris Brown College currently offers the Bachelor of Science Degree in three programs of study: Business Administration, Organizational Management and Leadership and General Studies.

The Business Administration major offers concentrations in: Business Law; Community Program Management; Hospitality Management; Music Industry Administration; Small Business Management; and Sports Management. Business Administration graduates can find management positions in business, accounting firms, financial institutions, marketing, music

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industries, social agencies, non-profit organizations. The graduates will also be prepared to start their own businesses.

The Organizational Management and Leadership major offers concentrations in: Business Law; Childcare Management; Ethical Leadership; Executive Leadership; Professional Development; and Religious Education. The program provides the skills and knowledge base to meet the twenty-first century workplace challenges. The program is designed for persons who have completed an associate degree or have college credits toward a Bachelor's degree.

The General Studies degree is designed primarily for students that previously attended college and majored in liberal arts majors that are not presently offered at Morris Brown. The present concentrations are: Criminal Justice and Psychology.

In the long-term, the College will initiate new programs in the: School of General Studies; School of Liberal Arts; School of Professional Studies; and School of Science and Technology.

In order to be a true Liberal Arts College, it is projected that at least half of the degrees awarded will be in the Liberal Arts fields. It is suggested that the College cap its enrollment at 1500 on-campus learners and 5000 on-line learners.

Types of Students to Be Served

Morris Brown College seeks to serve an academic and culturally diverse population of students. The College will serve the full spectrum between the academically talented students and the underachieving students.

Urban and Community Initiatives

Morris Brown College will assist local communities with problem solving and other services that enrich the lives of their citizens. The College is located in the center of Atlanta with easy access to the seats of City, County, and State government. The workforce of the region is in dire need of a trained cadre of professionals who can and will make a difference where it is most needed. The African American Community continues to suffer disproportionately from high rates of incarceration, unemployment, infant mortality, poor health, and economic distress. Accordingly, Morris Brown College will prepare a trained workforce of Blacks, Hispanics, Native Americans, and rural Whites who require retrofitting to access the job market. The College will provide a trained workforce who can engage in the service and leadership necessary to address these and other ills.

Global Initiatives

The global community that comprises the African continent, Asia and the Pacific Rim, Latin and Central America as well as the Caribbean is massively populated with prospective first generation college students whose postsecondary education must prepare them to enter an

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evolving world of work. Morris Brown College has awarded degrees to more than two thousand graduates from the African continents since its inception; and has consequently institutionalized the practice of diversity and cultural sensitivity. The College is uniquely positioned and optimally located to continue to provide postsecondary training, development, and degreed programs to students in the global communities.

Providing opportunities for immersion, study and/or work experience in another culture is an important goal for Morris Brown College and its global partners. The student exchanges will include internships, mentorship/incubations, cooperative agreements as well as home country sponsored scholarships and fellowships. Consequently, participation in determining program scope, establishing selection criteria, identifying prototype candidates, and outlining logistical requirements for these exchanges is a critical process that will be established between the global partners and Morris Brown College.

Technology Upgrades

The current computer technology on the campus was acquired more than seven years ago. The College seeks to upgrade the technology infrastructure capabilities for the classrooms, laboratories, campus residence halls and remote accessibility. The technology upgrades will improve the delivery of on-campus and on-line instruction.

Legacy

Morris Brown College has a history of serving an academic and culturally diverse population of students. The College has served the full spectrum between the academically talented student and the underachieving student. The College has given students an opportunity to earn a college degree if they have the desire to do so against all odds. The College has prepared them to assume leadership in institutions, businesses and corporations throughout the Nation.

Morris Brown College has educated over 20,000 former students and alumni throughout the world who are leaders in government, education, business, technical fields and the professions. The College has established a results oriented history throughout its 127 years of existence. The College was listed #2 in awarding law and legal studies degrees and #8 in awarding mathematics degrees to African Americans, according to a study released by “Black Issues of Higher Education.” The College has graduated more Certified Public Accountants than any Historically Black College or University. The College was ranked number thirty-two on the “Black

Enterprise” list of the top 50 institutions in America to provide the best educational opportunities for African Americans.

Planning and Evaluation Process

1. **Develop/Review/Revise Mission Statement:** The mission statement provides direction for the College in policy development, program development, and institutional improvement. Revisions are made to the mission statement as the College add, modify or eliminate programs and services. The revised statement is reviewed and approved by the faculty, the administration, the Academic and Student Affairs Committee of the Board, and the full Board prior to implementation. The current mission statement was approved by the Board of Trustees on March 27, 2007.
2. **Develop/Review/Revise the Strategic Goals:** The College operates from five Strategic Goals which were developed and approved by the faculty and the administration in Spring 2005. These Strategic Goals were derived from the Lattimer study that was commissioned by the Board of Trustees in Fall 2004. These goals support the current mission of the College.
3. **Develop/Review/Revise the Strategic Objectives in each Division of the College.**
4. **Develop/Review/Revise the Outcome Statements that support each Strategic Objective.**
5. **Develop/Review/Revise the Assessment Method that document the realization of each Outcome Statement.**
6. **Complete a Semester Progress Report which documents the extent to which the Strategic Objectives were met. The report lists the major accomplishments and challenges; explain how the challenges may have negatively impacted other divisions of the College; explain how the challenges were overcome; and identify activities that the division will focus on the following semester in order to ensure that the Strategic Objective is met.**
7. **Conduct Assessments/Evaluations to measure the extent to which the Strategic Objectives of the College have been met.**
8. **Compile the Assessment Results into a Report that can provide feedback to the stakeholders. The Report will highlight accomplishments (improvements); identify Challenges; and offer strategies to overcome the challenges.**
9. **Implement strategies to overcome challenges: The developed strategies are implemented in an integrated way among divisions.**
10. **Repeat Steps 1 - 9**

**Morris Brown College
Strategic Plan (Part 2)
2008-2012
Academic Affairs**

Division Name: Academic Affairs

Division Head: Dr. Gloria Anderson

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To help students acquire the general knowledge and skills required to function effectively as adults in a global science and technology based society.	Department Objective 1: To ensure that 100 % of Morris Brown College students can write at the college level before exiting the general education program as measured by the writing rubric by Fall Semester 2012.	Writing Competency: Students completing the general education core curriculum will be able to write an essay at the college level using the correct grammar, spelling, and punctuation.	Assessment Method: The essay will be read and evaluated by three (3) faculty readers according to a rubric that reflects the writing objectives identified.
Division Goal 1: To help students acquire the general knowledge and skills required to function effectively as adults in a global science and technology based society.	Department Objective 2: To ensure that 100 % of Morris Brown College students can read at the college level before exiting the general education program as measured by the reading rubric by Fall Semester 2012.	Reading Competency: Students completing the general education core curriculum will be able to read a scholarly article at the college level and offer a critical interpretation of its meaning.	Assessment Method: The critique will be read and evaluated by three (3) faculty readers according to a rubric that reflects the writing objectives identified.

Division Name: Academic Affairs

Division Head: Dr. Gloria Anderson

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To help students acquire the general knowledge and skills required to function effectively as adults in a global science and technology based society.	Department Objective 3: To ensure that 100 % of Morris Brown College Students can make oral presentations at the college level before exiting the general education program as measured by the oral presentation rubric by Fall Semester 2012.	Speaking Competency: Students completing the general education core curriculum will be able to deliver a ten-minute oral presentation at the college level before an audience using correct grammar, word pronunciation, and eye contact.	Assessment Method: The oral presentation will be evaluated by three (3) faculty members according to a rubric that reflects the oral communication objectives identified
Division Goal 1: To help students acquire the general knowledge and skills required to function effectively as adults in a global science and technology based society.	Department Objective 4: To ensure that 100 % of Morris Brown College students can solve personal and mathematical problems at the college level before exiting the general education program as measured by the mathematics reading rubric by Fall Semester 2012.	Mathematics Competency: Students completing the general education core curriculum will be able to solve personal and business mathematical application problems at the college level.	Assessment Method: The solutions to the personal and business mathematical applications problems will be evaluated by the mathematics instructors according to a rubric that reflects the mathematics objectives identified.

Division Name: Academic Affairs

Division Head: Dr. Gloria Anderson

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To help students acquire the general knowledge and skills required to function effectively as adults in a global science and technology based society.	Department Objective 5: To ensure that 100 % of Morris Brown College students can use computer software to solve personal and business application problems at the college level before exiting the general education program as measured by the computer literacy rubric by Fall Semester 2012.	Computer Competency: Students completing the general education core curriculum will be able to use computer software to solve personal and business application problems at the college level.	Assessment Method: The solutions to computer software projects will be evaluated by the computer instructor according to a rubric that reflects the computer objectives identified.

Division Name: Academic Affairs

Division Head: Dr. Gloria Anderson

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 1: To help students acquire the general knowledge and skills required to function effectively as adults in a global science and technology based society.</p>	<p>Department Objective 6: To ensure that 100 % of Morris Brown College students have a “working knowledge” of basic library research techniques before exiting the general education program as measured by the library literacy rubric by Fall Semester 2012.</p>	<p>Student Learning Outcome Statement 1: Students completing the general education program will have a “working knowledge” of basic library research techniques.</p>	<p>Assessment Method: The General Education Faculty members will evaluate three library research papers according to a rubric that reflects basic library research objectives.</p>
<p>Division Goal 2: To help students acquire the knowledge and skills required for satisfying professional careers.</p>	<p>Department Objective 1: To ensure that 100 % of Morris Brown College students can utilize their advanced library skills to write and defend personal business plans prior to graduation as measured by the advanced library skills rubric by Fall Semester 2012.</p>	<p>Student Learning Outcome Statement 2: Students completing their academic major programs will be able to utilize their advanced library skills to write and defend personal business plans.</p>	<p>Assessment Method: The Business Administration and Organizational Management and Leadership Faculty members will evaluate the personal business plans according to a rubric that reflects advanced library research objectives.</p>
<p>Division Goal 2: To help students acquire the knowledge and skills required for satisfying professional careers.</p>	<p>Department Objective 2: To ensure that 100 % of the Business Administration majors at Morris Brown College can develop and defend their personal strategic career paths prior to graduation as measured by the Strategic Career Path rubric by Fall Semester 2012.</p>	<p>Student Learning Outcome Statement 3: Business Administration majors will have a well defined strategic career path that they can defend and follow. The strategic career path will show how the Morris Brown experience is helping them to reach their career goal.</p>	<p>Assessment Method: The Business Administration faculty will evaluate the strategic career paths according to a rubric that reflects the strategic career objectives identified.</p>

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 2: To help students acquire the knowledge and skills required for satisfying professional careers.</p>	<p>Department Objective 3: To ensure that 100 % of the Business Administration majors at Morris Brown College can develop and defend their future business plans prior to graduation as measured by the Business Plan rubric by Fall Semester 2012.</p>	<p>Student Learning Outcome Statement 4: Business Administration majors will have future business plans that they can defend and follow. The business plan will show how the Morris Brown experience helped them to develop the business plan.</p>	<p>Assessment Method: A panel of Business Administration faculty will ask a series of questions about the business plan and require each student to defend the plan.</p>
<p>Division Goal 2: To help students acquire the knowledge and skills required for satisfying professional careers.</p>	<p>Department Objective 4: To ensure that 100 % of the Organizational Management and Leadership majors at Morris Brown College can develop and defend their personal strategic career paths prior to graduation as measured by the Strategic Career Path rubric by Fall Semester 2012.</p>	<p>Student Learning Outcome Statement 5: Organizational Management and Leadership majors will a well defined strategic career path that they can defend and follow. The strategic career paths will show how the Morris Brown experience is helping them to reach their career goal.</p>	<p>Assessment Method: The Organizational Management and Leadership faculty will evaluate the strategic career paths according to a rubric that reflects the strategic career objectives identified.</p>
<p>Division Goal 2: To help students acquire the knowledge and skills required for satisfying professional careers.</p>	<p>Department Objective 5: To ensure that 100 % of the Organizational Management and Leadership majors at Morris Brown College can develop and defend their future business plans prior to graduation as measured by the Business Plan rubric by Fall Semester 2012.</p>	<p>Student Learning Outcome Statement 6: Organizational Management and Leadership majors will have future business plans that they can defend and follow. The business plan will show how the Morris Brown experience helped them to develop the business plan.</p>	<p>Assessment Method: A panel of Organizational Management and Leadership faculty will ask a series of questions about the business plan and require each student to defend the plan.</p>

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 3: To enroll and retain academically and culturally diverse populations.	Department Objective 1: To ensure that 100 % of Morris Brown College students satisfy the admission criteria as outlined in the College Catalog prior to admission by Fall Semester 2010.	Outcome Statement: All students admitted to Morris Brown College will be able to meet the rigorous demands of a strong academic program	Assessment Method: The Admissions Department will maintain an Admission Report Matrix which shows that each admitted student has satisfied the College admission criteria. The Academic Administrators, faculty and the Registrar will maintain annual reports to demonstrate the match between admission criteria and student academic performance
Division Goal 3: To enroll and retain academically and culturally diverse populations.	Department Objective 2: To increase the full-time student enrollment at Morris Brown College to three hundred and fifty (350) students by Fall Semester 2012.	Outcome Statement: The student enrollment in each class will increase to fifteen or more students, which increase the annual cash flow to the institution.	Assessment Method: The Enrollment Services Department will generate Semester Enrollment Reports and Student Account Reports that will reflect the full-time student enrollment, enrollment by class and the total revenue resulting from student tuition, fees, room and board.
Division Goal 3: To enroll and retain academically and culturally diverse populations.	Department Objective 3: To maintain an annual student retention rate greater than sixty (60) percent by Fall Semester 2012.	Outcome Statement: The enrollment in academic major programs will increase with students who can successfully complete the courses and persist to graduation.	Assessment Method: The Enrollment Services Department will maintain Annual Student Retention Rate Reports which will reflect that more than sixty (60) percent of the non-graduating students from the previous academic year returned the following semester to study at the College.

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 4: To help underachieving students overcome academic deficiencies and to help academically talented students achieve their full potential.</p>	<p>Department Objective 1: To ensure that one hundred (100) percent of the students desiring to enroll in academic major courses complete the general education program prior to entry by Fall Semester 2011.</p>	<p>Outcome Statement: The number of students prepared to successfully pursue and complete the academic major programs will increase.</p>	<p>Assessment Method: The Academic Master Plans will show that students have successfully completed the general education program prior to entering the academic major programs. The Graduation Report will indicate the increased number of students that have successfully completed the academic major program.</p>
<p>Division Goal 5: To provide opportunities for faculty and students to contribute to the research, artistic, and other intellectual endeavors of the local, national and international community of scholars.</p>	<p>Department Objective 1: To ensure that at least ten (10) percent of the Morris Brown College faculty and students engage in global research and public service experiences by Spring Semester 2011.</p>	<p>Outcome Statement: The faculty and students will strengthen the curriculum and their personal portfolio by infusing global experiences into the educational program.</p>	<p>Assessment Method: The Faculty Assessment of Programs and Services and the Student Assessment of Programs and Services will validate the increased professional strength from the global experience.</p>
<p>Division Goal 6: To establish and sustain pre-college academic programs of excellence that consistently help to increase the admission of minority secondary school students into post secondary schools</p>	<p>Department Objective 1: To ensure that eighty (80) percent or more of the students attending pre-college programs at Morris Brown enroll in post secondary institutions by Fall Semester 2012.</p>	<p>Outcome Statement: The number of minority CEOs, presidents, and division leaders in corporations in the nation and world will increase.</p>	<p>Assessment Method: Department of Education Annual Performance Report</p>

Division Name: Academic Affairs

Division Head: Dr. Gloria Anderson

Institutional Goal 2: To establish and nurture *partnerships* with educational, community, and philanthropic organizations to assist in re-building the College's image and standing.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To prepare students for graduate and professional study consistent with their desires and abilities.	Department Objective 1: To establish partnerships with three graduate schools to facilitate the ease of movement from undergraduate to graduate studies by Spring Semester 2012.	Outcome Statement: The students will have first hand knowledge of graduate school requirements and a strong network with the graduate school advisors.	Assessment Method: The Graduating Senior Assessment Report will reflect the increased number of students enrolling in partnership graduate schools.
Division Goal 2: To help students find employment prior to graduation.	Department Objective 1: To establish partnerships with corporations to facilitate the ease of movement from undergraduate studies to the work place in areas similar to the major by Spring Semester 2012.	Outcome Statement: The student will be employed in areas similar to their majors.	Assessment Method: The Graduating Senior Assessment Report will reflect the increased number of graduates employed in areas similar to their majors.
Division Goal 3: To assist local, national, and international communities with problem solving and other services that enriches the lives of their citizens.	Department Objective 1: To establish partnerships with communities to facilitate student involvement in public service by Spring Semester 2011.	Outcome Statement: The students will have public service experience to enhance their professional resume.	Assessment Method: The Graduating Senior Assessment Report will reflect the increased number of students graduating with public service experience.

**Morris Brown College
Strategic Plan
2008-2012
Student Affairs**

Division Name: Student Affairs

Division Head:

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 1: To enhance students' cultural, psycho-social, moral, intellectual and physical development and to develop leadership skills.</p>	<p>Department Objective 1: To ensure that more than eighty (90) percent of the enrolled students engage in stimulating extracurricular activities by fall 2012.</p>	<p>Outcome Statement 1: The students will show strong evidence of cultural, social, emotional, physical, recreational, intellectual, and leadership development in a college campus environment.</p>	<p>Assessment Method: The College will generate Student Activities Attendance Rosters; Faculty Assessment of Programs and Services Reports; Staff Assessment of Programs and Services Reports; and Student Assessment of Programs and Services Reports that will show strong evidence of cultural, social, emotional, physical, recreational, intellectual, and leadership development in students.</p>

Division Name: Student Affairs

Division Head:

Institutional Goal 2: To operate a fiscally sound *economic model* based on ethical practices to include the development, implementation, and monitoring of *budget allocations* that require conservative and reasonable patterns of acquisition and spending to stabilize the College financially and eliminate debt.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To operate a fiscally sound Financial Aid / Student Accounts Office	Department Objective 1: To ensure that more than eighty (80) percent of the enrolled students satisfy their financial obligations with the College by Fall Semester 2011.	Outcome Statement 1: The total revenue resulting from student tuition, fees, room and board will contribute positively to the annual cash flow which contributes significantly to the financial stability of the College.	Assessment Method: The Financial Aid / Student Accounts Department will generate Student Account Reports monthly which will reflect that more than eighty (80) percent of the students enrolled in a given semester have satisfied their financial obligations with the College by mid semester

Division Name: Student Affairs

Division Head:

Institutional Goal 3: To establish and nurture *partnerships* with educational, community, and philanthropic organizations to assist in re-building the College's image and standing.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To assist local, national and international communities with problem solving and other services that enriches the lives of their citizens.	Department Objective 1: To establish partnerships with community organizations to facilitate the ease of students engaging in community service activities by Spring Semester 2011.	Outcome Statement 1: The students will have first hand knowledge of community service activities and the spirit of volunteerism.	Assessment Method: The Graduating Senior Assessment Reports will reflect the increased number of students involved in community service activities and their positive growth experiences.

Division Name: Student Affairs

Division Head:

Institutional Goal 4: To maintain a safe, secure and healthy physical environment that is conducive to teaching and learning.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To maintain a safe and secure campus environment that is conducive for teaching, learning, living and socializing.	Department Objective 1: To ensure that one hundred (100) percent of the students, employees and visitors have a positive experience with safety and security on the campus and the surrounding areas as they practice crime prevention by Spring Semester 2011.	Outcome Statement 1: The students, employees and visitors express great satisfaction with safety and security as they teach, learn, live, and socialize on the campus.	Assessment Method: The Public Safety Crime Reports as well as the Faculty Assessment of Programs and Services Reports, the Staff Assessment of Programs and Services Reports, and the Student Assessment of Programs and Services Reports will validate that the students and employees have positive experiences with safety and security on the campus and in the surrounding areas
Division Goal 2: To maintain a healthy campus environment that is conducive for teaching, learning, living and socializing	Department Objective 1: To ensure that one hundred (100) percent of the students and employees have a positive experience with health and wellness on the campus by Spring Semester 2011.	Outcome Statement 1: The students and employees are healthy and well as they teach, learn, live, and socialize on the campus.	Assessment Method: The Public Safety Crime Reports as well as the Faculty Assessment of Programs and Services Reports, the Staff Assessment of Programs and Services Reports, and the Student Assessment of Programs and Services Reports will validate that the students and employees have positive experiences with health and wellness on the campus.

Division Name: Student Affairs

Division Head:

Institutional Goal 5: To maintain a safe, secure and healthy physical environment that is conducive to teaching and learning

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 3: To maintain physical facilities that are adequate and ready to serve the needs of the educational programs, support services and mission related activities of the College.	Department Objective 1: To ensure that one hundred (100) percent of the physical facilities are adequate and ready to serve the needs of the educational programs, support services and mission related activities of the College by Spring Semester 2012.	Outcome Statement 1: The physical facilities will be aesthetically appealing, ready and adequate for the students, employees and visitors as they teach, learn, live and socialize on the campus.	Assessment Method: The Semester Facilities Progress Report, Faculty Assessment of Programs and Services Reports, Staff Assessment of Programs and Services Reports, Student Assessment of Programs and Services Reports, Facilities Repair Reports and Facilities Usage Reports will validate that the physical facilities are aesthetically appealing, ready and adequate for students, employees and visitors.
Division Goal 4: To maintain a positive campus beautification program that encourages teaching, learning, living and socializing.	Department Objective 1: To ensure that all of the campus grounds are maintained with well manicured grass, flowers, shrubbery and trees by Spring Semester 2011.	Outcome Statement 1: The campus grounds will be aesthetically appealing, ready and adequate for the students, employees and visitors as they teach, learn, live and socialize on the campus.	Assessment Method: The Semester Facilities Progress Reports, Faculty Assessment of Programs and Services Reports, Staff Assessment of Programs and Services Reports, and Student Assessment of Programs and Services Reports will validate that the campus grounds are aesthetically appealing, ready and adequate for students, employees and visitors.

Division Name: Student Affairs

Division Head:

Institutional Goal 6: To maintain a safe, secure and healthy physical environment that is conducive to teaching and learning

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 5: To maintain a residential life program that is comfortable for living, studying and socializing	Department Objective 1: To ensure that 100 % of the students living in the campus residential facilities are able to live, learn, socialize, cope, survive and foster civic responsibilities by Spring Semester 2011.	Outcome Statement 1: The students will feel that they are comfortable in their home away from home. They will show strong evidence of living, learning, coping, survival and citizenship skills in a campus residential environment.	Assessment Method: The Semester Residential Life Progress Reports, the Faculty Assessment of Programs and Services Reports, the Staff Assessment of Programs and Services Reports, and the Student Assessment of Programs and Services Reports will validate that the residential life program provides a comfortable living environment where students can grow as they interact and cope with their peers in the campus living environment outside the classroom.
Division Goal 6: To maintain a campus food service program that is nutritional, diverse and appealing to college students and delivered in a clean and healthy environment.	Department Objective 1: To ensure that one hundred percent of the students living in the campus residential facilities eat food that is nutritional, diverse and appealing to college students and it is served in a clean and healthy environment by Spring Semester 2011.	Outcome Statement 1: The students will grow and feel energized to accomplish daily tasks as a result of eating nutritional food on the campus.	Assessment Method: The Semester Food Service Progress Reports, the Faculty Assessment of Programs and Services Reports, the Staff Assessment of Programs and Services Reports, and the Student Assessment of Programs and Services Reports will validate that students are energized and growing from the nutritional food served on the campus.

**Morris Brown College
Strategic Plan
2008-2012
Fiscal Affairs**

Division Name: Fiscal Affairs

Division Head: Mr. Sheadrick Stevenson

Institutional Goal 1: To operate a fiscally sound economic model based on ethical practices to include the development, implementation, and monitoring of budget allocations that require conservative and reasonable patterns of acquisition and spending to stabilize the College financially and eliminate debt.

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 1: To operate a fiscally sound economic model based on ethical practices to include the development, implementation and monitoring of budget allocations that require conservative and reasonable patterns of acquisition and spending to stabilize the College financially and eliminate debt</p>	<p>Department Objective 1: To develop, implement and monitor the institutional budget allocations in a manner that stabilize the College financially and eliminate debt by Fall Semester 2012.</p>	<p>Outcome Statement 1: The recent financial history will show that the College operates a financially stable organization that spends within her means and provides adequate financial resources to support all of her programs and services.</p>	<p>Assessment Method: The Faculty Assessment of Programs and Services Reports, Staff Assessment of Programs and Services Reports, Student Assessment of Programs and Services Reports, Fiscal Year Audits, Monthly Budget versus Actual Reports, and Accounts Payable Aging Reports will show that the institution is financially stable.</p>

Division Name: Fiscal Affairs

Division Head: Mr. Sheadrick Stevenson

Institutional Goal 2: To operate a fiscally sound economic model based on ethical practices to include the development, implementation, and monitoring of budget allocations that require conservative and reasonable patterns of acquisition and spending to stabilize the College financially and eliminate debt.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 2: To operate a financially stable institution that is debt free debt.	Department Objective 1: To settle all short-term debt by Spring Semester 2012.	Outcome Statement 1: The College will have a good credit report and rapport with the business community.	Assessment Method: The Accounts Payable Aging Reports and the Fiscal Year audits will show that the institution is current with all short-term debt.
Division Goal 3: To operate a financially stable institution that is debt free debt.	Department Objective 1: To restructure the long-term debt by Fall Semester 2011.	Outcome Statement 1: The College will be current on all long-term debt payments according to the newly restructured terms. This promotes financial stability.	Assessment Method: The Fiscal Year audits will show that the long-term debt has been restructured, payments are current, and the College is financially stable.

Division Name: Fiscal Affairs

Division Head: Mr. Sheadrick Stevenson

Institutional Goal 3: To operate a fiscally sound economic model based on ethical practices to include the development, implementation, and monitoring of budget allocations that require conservative and reasonable patterns of acquisition and spending to stabilize the College financially and eliminate debt.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 4: To develop and maintain a qualified faculty that can serve the needs of the students.	Department Objective 1: To maintain a student-faculty ratio of 25:1 by Fall Semester 2011.	Outcome Statement 1: The students will have more opportunity to interact with faculty in the classroom which enhances learning.	Assessment Method: The Semester Student Enrollment Reports, Faculty Data Reports, Faculty Assessment of Programs and Services Reports, and Student Assessment of Programs and Services Reports will validate that the student-faculty ratio is maintained at 25:1, the students have more opportunity to interact with faculty in the classroom, and the learning is enhanced.
Division Goal 5: To develop and maintain a qualified staff that can serve the needs of the students outside the classroom.	Department Objective 1: To maintain a student-staff ratio of 15:1 by Fall Semester 2012.	Outcome Statement 1: The students will have more opportunity to interact with staff outside the classroom which enhances services.	Assessment Method: The Semester Student Enrollment Reports, Staff Data Reports, Staff Assessment of Programs and Services Reports, and Student Assessment of Programs and Services Reports will validate that the student-staff ratio is maintained at 15:1, the students have more opportunity to interact with staff outside the classroom, and the services are enhanced

**Morris Brown College
Strategic Plan
2008-2012
Institutional Advancement**

Division Name: Institutional Advancement

Division Head: Dr. Jacqueline Pollard

Institutional Goal 1: To reach the annual fundraising and special appeals targets through restricted and unrestricted giving from targeted corporate, philanthropic, charitable, governmental, alumni, and community groups.

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 1: To create and promote a Culture of Philanthropy among constituents.</p>	<p>Department Objective 1: To educate constituents regarding opportunities to support the needs of Morris Brown College.</p>	<p>Outcome Statement 1: The College will have a master list of key donor prospects from all constituencies that has been matched to the College's needs list.</p>	<p>Assessment Method: The College will have a master list of key donor prospects, a match list between key donor prospects and the College's needs, and a list of donor prospects that have been converted to actual donors.</p>
<p>Division Goal 2: To generate the financial resources necessary for educational program support and administrative processes.</p>	<p>Department Objective 1: To raise more than \$2M from the annual fund campaign by June 30, 2011.</p>	<p>Outcome Statement 1: The College will have adequate financial resources to meet and exceed the budget requirements for the fiscal year by June 30, 2012.</p>	<p>Assessment Method: The Donor Reports and the Fiscal Year Audits will show that the College raised more than \$2M in the annual fund campaign by June 30, 2011. The Assessment of Programs and Services Reports and the Monthly Budget versus Actual Reports will demonstrate that the College has adequate resources to support all of the programs and services.</p>

Division Name: Institutional Advancement

Division Head: Dr. Jacqueline Pollard

Institutional Goal 2: To reach the annual fundraising and special appeals targets through restricted and unrestricted giving from targeted corporate, philanthropic, charitable, governmental, alumni, and community groups.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 3: To generate the financial resources necessary to build the College's endowment.	Department Objective 1: To build the College's endowment to \$12 M by June 30, 2013.	Outcome Statement 1: The College will endow two or more academic units with \$1 M gifts; endow 300 first-generation, professional student and other scholarships; endow and name 30 athletic entities; and build relationships to support planned giving and major gifts.	Assessment Method: The Donor Reports and the Fiscal Year Audits will show that the College has built the endowment to \$12M by June 30, 2013.
Division Goal 4: To create a sustainable culture of Philanthropy at the College.	Department Objective 1: To ensure that at least 80 % of the donors give consistently over a five year period.	Outcome Statement 1: The College will have a master list of key donors from all constituencies that give consistently.	Assessment Method: The Donor Reports and the Fiscal Year Audits will show that the College has key donors from all constituents that give consistently over a five-year period.

Division Name: Institutional Advancement

Division Head: Dr. Jacqueline Pollard

Institutional Goal 3: To establish and nurture partnerships with educational, community, and philanthropic organizations to assist in re-building the College's image and standing.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To establish and nurture relationships with media organizations to assist in rebuilding the College's image and standing.	Department Objective 1: To increase the public's knowledge of the College's culture, activities and community involvement through publishing in more than 20 television, radio and print media by June 30, 2011.	Outcome Statement 1: The College will have a positive image and standing in the community, city, State, Nation and world.	Assessment Method: The Institutional Advancement Semester Progress Reports, Faculty Assessment of Programs and Services Reports, Staff Assessment of Programs and Services Reports, and Student Assessment of Programs and Services Reports will validate that the image of the institution has improved. Copies of television, radio, and print media documents will show that the College's image and standing have been enhanced.

Morris Brown College

Strategic Plan

2008-2012

Institutional Planning, Evaluation and Assessment

Division Name: Institutional Planning, Evaluation and Assessment

Division Head:

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To establish and sustain an institutional planning, evaluation and assessment program of excellence that consistently strengths, weaknesses, opportunities and challenges that the departments, divisions and the institution as a whole faces on an ongoing basis.	Department Objective 1: To conduct department and program assessments in 100 % of the departments, analyze results, develop improvement plans, and demonstrate improvements by Spring Semester 2011.	Outcome Statement 1: The College will know her strengths, weaknesses, opportunities and challenges. The College can demonstrate ongoing improvements.	Assessment Methods: The Faculty Assessment of Programs and Services Reports, Staff Assessment of Programs and Services Reports, Student Assessment of Programs and Services Reports, Graduating Senior Assessment Reports, Alumni Success Assessment Reports, General Education Competency Assessment Reports, Student Learning Outcome Assessment Reports, Academic Major Program Assessment Reports, Institutional Committee Minutes, Leadership Team Minutes, Executive Council Minutes, Board Committee Minutes, and Full Board Minutes will demonstrate ongoing improvements at the College.

Division Name: Institutional Planning, Evaluation and Assessment

Division Head:

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 2: To ensure that the College reaches the accreditation candidacy status.	Department Objective 1: To prepare the accreditation candidacy application with supporting materials by Fall Semester 2010.	Outcome Statement 1: The College will be in candidacy status with the accreditation agency, will qualify for federal financial aid, will qualify to apply for external grants, will be able to receive funds from UNCF, and will award accredited degrees.	Assessment Methods: The Accreditation Candidacy Report and the letter from the accrediting body confirming candidacy status will validate accreditation candidacy status. Federal Financial Aid Award Letters, Funded External Grant Letters, and UNCF Appropriation Award Letters will confirm that the College has an increased pool of external funding sources.

Morris Brown College
Strategic Plan
2008-2012
President's Office

Division Name: President's Office

Division Head: Dr. Stanley J. Pritchett, Sr.

Institutional Goal 1: To establish and sustain academic and ancillary programs of excellence that consistently meet the learning, service, and career needs of students.

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 1: To establish and sustain a strong technology infrastructure that consistently meets the needs of users.</p>	<p>Department Objective 1: To increase the technology infrastructure capabilities and accessibilities for all users on the campus by Fall Semester 2011.</p>	<p>Outcome Statement 1: The users will have access to computer software to perform classroom assignments, work tasks, and will be able to keep abreast of news through the internet.</p>	<p>Assessment Method: The Information Technology Semester Progress Reports, the Faculty Assessment of Programs and Services Reports, the Staff Assessment of Programs and Services Reports, and the Student Assessment of Programs and Services Reports will validate that the users have access to information and can produce productive reports in a timely manner.</p>

Division Name: President’s Office

Division Head: Dr. Stanley J. Pritchett, Sr.

Institutional Goal 2: To operate a fiscally sound economic model based on ethical practices to include the development, implementation, and monitoring of budget allocations that require conservative and reasonable patterns of acquisition and spending to stabilize the College financially and eliminate debt.

Division Goal	Department Objective	Expected Outcome	Assessment Method
<p>Division Goal 1: To maintain an efficient and effective organization for administrative processes.</p>	<p>Department Objective 1: To stabilize the College financially by Spring Semester 2012.</p>	<p>Outcome Statement 1: The College will operate a financially stable organization that spends within her means and provide adequate financial resources to support all of her programs and services.</p>	<p>Assessment Method: The Faculty Assessment of Programs and Services Reports, Staff Assessment of Programs and Services Reports, Student Assessment of Programs and Services Reports, Fiscal Year Audits, Monthly Budget versus Actual Reports; and Accounts Payable Aging Reports will show that the institution is financially stable.</p>
<p>Division Goal 1: To maintain an efficient and effective organization for administrative processes.</p>	<p>Department Objective 2: To settle all short-term debt by Spring Semester 2012.</p>	<p>Outcome Statement 1: The College will have a good credit report and rapport with the business community.</p>	<p>Assessment Method: The Accounts Payable Aging Reports and the Fiscal Year audits will show that the institution is current with all short-term debt.</p>
<p>Division Goal 3: To maintain an efficient and effective organization for administrative processes.</p>	<p>Department Objective 3: To restructure the long-term debt by Spring Semester 2012.</p>	<p>Outcome Statement 1: The College will be current on all long-term debt payments according to the newly restructured terms. This promotes financial stability.</p>	<p>Assessment Method: The Fiscal Year audits will show that the long-term debt has been restructured, payments are current, and the College is financially stable.</p>

Division Name: President's Office

Division Head: Dr. Stanley J. Pritchett, Sr.

Institutional Goal 3: To reach the annual fundraising and special appeals targets through restricted and unrestricted giving from targeted corporate, philanthropic, charitable, governmental, alumni, and community groups.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To maintain an efficient and effective organization for administrative processes.	Department Objective 1: To acquire adequate resources to support all of the programs and services at the College by Spring 2012.	Outcome Statement 1: The College will have adequate financial resources to meet and exceed the budget requirements for the fiscal year by June 30, 2012.	Assessment Method: The Donor Reports and the Fiscal Year Audits will show that the College raised more than \$2M in the annual fund campaign by June 30, 2011. The Faculty Assessment of Programs and Services Reports, the Staff Assessment of Programs and Services Reports, the Student Assessment of Programs and Services Reports, the Monthly Budget versus Actual Reports will demonstrate that the College has adequate resources to support all of the programs and services.

Division Name: President's Office

Division Head: Dr. Stanley J. Pritchett, Sr.

Institutional Goal 4: To establish and nurture partnerships with educational, community, and philanthropic organizations to assist in re-building the College's image and standing.

Division Goal	Department Objective	Expected Outcome	Assessment Method
Division Goal 1: To establish and nurture partnerships with educational, community and philanthropic organizations to assist in rebuilding the College's image and standing	Department Objective 1: To establish partnerships with educational, community and philanthropic organizations that will provide opportunities to rebuild the College's image and standing by Spring Semester 2012.	Outcome Statement 1: The College will have a good image and standing in the community, city, state and world.	Assessment Method: The President's Semester Progress Reports, the Faculty Assessment of Programs and Services, the Staff Assessment of Programs and Services Reports, and the Student Assessment of Programs and Services Reports. The College Annual Reports, Newspaper reports, and letters from the community, city, state and world will confirm the good image and standing of the College.

Morris Brown College Economic Assumptions

Fiscal Year	Instruction	Academic Support	Research	Student Services	Scholarships	Public Service	Auxiliary Enterprises	Institutional Support
2011	18%	8%	2%	15%	25%	2%	0%	30%
2012	18%	8%	2%	15%	25%	2%	0%	30%

Morris Brown College Enrollment Forecast

Classification	2011 - 2012	2012 - 2013
Freshmen	100	140
Sophomore	63	88
Junior	50	70
Senior	37	52
Total Student FTE	250	350