

2008 – 2010 Strategic Plan for Cox College

**Our journey to becoming the
Premier provider of area
Health care professionals**

Introduction

Why Strategic Planning?

Every journey requires a plan and every plan should have milestones with which to measure the success of the plan. The milestones of our strategic plan are the key performance indicators listed under our four pillars. Another key to the success of any plan is belief in the plan. The belief that is needed for the success of this

strategic plan is stated in our 4th Core Value, “Nothing is Impossible.” As we begin this journey, it is imperative that we all take ownership of this core value. In this core value we talk about “working together,” taking “reasonable risks,” and “daring to change so that the impossible becomes possible.”

While this strategic plan is designed as a two-year plan with goals addressing the areas of quality educational programs,

quality customer satisfaction, quality employee satisfaction, and quality business practices, the strategies and goals will be reevaluated on an annual basis for appropriateness and progress. This plan is the basis for making every decision at the College.

Our strategic plan is aligned with the plan of CoxHealth, of which the College is an integral part.

This plan is presented as a business tool to help each member of the College do a better job and help us work together as we accomplish our goals. There is strength in unity!

Mission, and Vision

Mission

Cox College is committed to excellence by meeting the educational needs of students and the health care community.

Vision

Cox College is leading the way in nursing and health sciences education.

College Goals

Goals

To provide quality educational programs.

To provide a quality customer experience.

To provide a quality employee experience.

To achieve quality business practices.

College Core Values

Student First

We believe in providing students opportunities and support to succeed and be accountable for their own learning.

Highest Quality

We believe in providing the highest quality education in nursing and health sciences at competitively fair prices that represent the best possible value.

College Core Values

Communication

We believe in honest, open, and transparent communication.

Nothing is Impossible

We believe in working together, taking reasonable risks, and daring to change so that the impossible becomes possible.

Strategic Planning Process

Step One

- ◆ **Strategic plan concept and process introduced at 2007 Faculty/Staff Convocation**

Step Two

- ◆ **College Leadership Council developed key performance indicators for the College**

Step Two continued

- **Individual meetings with all areas within the College to develop area key performance indicators**

Step Three

- ◆ **Survey of external and internal stakeholders**

Step Four

- ◆ **Development of Strengths and Challenges**

Step Five

- ◆ **2008- 2010 Strategic Plan presented to 2008 Faculty/Staff Convocation**

Strengths and Challenges

Strengths

- ◆ **Our history**
- ◆ **Our students**
- ◆ **CoxHealth system**
- ◆ **Faculty**
- ◆ **Leadership**
- ◆ **Success of our graduates**

Challenges

- ◆ **Communications**
- ◆ **Be data driven**
- ◆ **To develop a “college” atmosphere**
- ◆ **To develop the “Student First” atmosphere**
- ◆ **Development of on-line programs**
- ◆ **Competition**

Pillar: Employee Satisfaction

Key Performance Indicator	Current Status	Accountability	Time Frame	Target	Stretch
Cox College will provide the opportunity for each employee to participate in job related professional development program each year - in addition to the programs required by CoxHealth		Department Heads	Annual	100%	
Cox College will host one college wide professional development program each year	Fall 2008 - Generational Diversity	College Leadership Council	Annual	One program per year	Two programs per year
Based upon the results from the Staff Satisfaction Annual Survey, the overall staff satisfaction will be at an acceptable level		President and Director of Institutional Research and Assessment	Annual	70%	80%
Based upon the results from the Faculty Satisfaction Annual Survey, the overall faculty satisfaction will be at an acceptable level		Vice President for Academic Affairs and Director of Institutional Research and Assessment	Annual	80%	90%
Cox College is committed to enhancing the annual employee retention rate		Department Heads	Annual	90%	95%

Pillar: Customer Satisfaction

Key Performance Indicator	Current Status	Accountability	Time Frame	Target	Stretch
Cox College is committed to graduating a Target and Stretch percentage of the original cohort admitted to any program within 150 percent of the expected time of program completion		Dean of Health Sciences and Dean of Nursing	Annual	80%	85%
Cox College is committed to a percentage goal of having students offered a job in his or her degree field or related field at time of graduation		Vice President for Academic Affairs; Dean of Health Sciences and Dean of Nursing	Annual	90%	95%
Cox College is committed to the student's yearly overall college experience		President and Director of Institutional Research and Assessment	Annual	1.25	1.00
Cox College is committed to graduate employer satisfaction after one (1) year		Dean of Health Sciences; Dean of Nursing and Director of Institutional Research and Assessment	Annual	85%	90%

Pillar: Business Practices

Key Performance Indicator	Current Status	Accountability	Time Frame	Target	Stretch
Cox College is committed to having revenues exceed expenditures annually	0%	Vice President for Operations	Annual	5%	7%
Cox College is committed to having the annual budget tied to the College's Key Performance Indicators		College Leadership Council	Annual		
Cox College is committed to increasing the overall enrollment of all programs of the College within five (5) years	Fall 2008 enrollment - 440	Dean of Enrollment Management	Annual	15% increase in enrollment each year with an enrollment goal of 1,000	15% increase in enrollment each year with an enrollment goal of 1,200
Cox College is committed to researching and applying for external funding each year		College Leadership Council	Annual	4 opportunities	6 opportunities
Cox College is committed to integrating our Core Values into our hiring and interviewing processes		Department Heads	Annual	100%	
Cox College is committed to an on going dialogue to strengthen the relationship and collaboration between the College and CoxHealth		President	Annual		

Pillar: Education Programs

Key Performance Indicator	Current Status	Accountability	Time Frame	Target	Stretch
Cox College is committed to faculty having a terminal degree in his or her field	15%	Vice President for Academic Affairs	Annual	50%	70%
Cox College is committed using the Program Development Process (PDP) when considering new programs or modifying existing programs		College Academic Affairs Council and College Leadership Council	Annual	100%	
Cox College is committed to developing blended on-line programs according to the following schedule	Spring 2009 - RN - BSN Program	College Academic Affairs Council and College Leadership Council	Annual	Fall of 2010 2 programs	Fall of 2012 - 1 additional program Fall of 2013 - 1 additional program
Cox College is committed to developing "Degreed" programs	Fall 2008 - Medical Assisting Program	College Academic Affairs Council and College Leadership Council	Annual	2009 - Master of Science in Nursing (MSN)	2010 - Health Information Management (HIM)
Cox College is committed to developing a Center for Excellence and Continuing Education		College Academic Affairs Council and College Leadership Council	Annual	January 2009	August 2009
Cox College is committed to self management of its general education program by housing the program in the new facilities	Involvement in design of new facilities	College Academic Affairs Council and College Leadership Council	Annual	Completion of new College	
Cox College is committed to ensuring excellence in programs and in meeting learning outcomes at all levels		Vice President for Academic Affairs; Dean of Health Sciences and Dean of Nursing	Annual	90% of all programs will be assessed according to a college wide assessment plan	