Thank you to everyone who was able to attend the meeting of the Strategic Planning Steering Committee this morning. Hopefully everyone is safe and dry from the recent rains. Because attendance was light, I am forwarding everyone detailed minutes and a synopsis of the meeting with action steps, as approved by the Steering Committee. Since attendance was light, there is still additional review and potential modification to the draft Strategic Plan that should be conducted by the remaining Steering Committee members not in attendance before distribution of a draft to campus. All Steering Committee members should review “Action Steps before the next Strategic Planning Steering Committee – April 15” on page 5.

Strategic Planning Paradigm:
In order to place our progress into proper context and to remind everyone of the jargon used for the Strategic Plan, I refer you to the paradigm for the Strategic Plan as represented by the pyramid. Our draft Mission Statement and Strategic Themes are also included.

Strategic Planning Campus Forums: Construction Objectives and Sub-Objectives
In today’s Steering Committee meeting we discussed the outcomes of the four Strategic Planning Forums held on March 7, 8, 16 and 17. Collectively, 71 faculty and staff attended the forums to provide feedback on the Strategic Themes and to contribute to the crafting of Objectives to support each of the 4 Strategic Themes. Additional feedback was provided through the Blackboard portal. Attendees of the four Strategic Planning Forums provided approximately 160 Strategies, Programs and Activities (not excluding duplication) on individual sheets of paper that could be used in the construction of formal
Objectives to support the 4 Strategic Themes. These 160 Strategies, Programs and Activities bring to light several areas of focus, as represented graphically by the following word cloud:

Construction of Objectives and Sub-Objectives
All of these Strategies, Programs and Activities were compiled and sorted into categories supporting one or more of the 4 Strategic Themes and then used to construct/write Objectives and Sub-Objectives. In the draft Strategic Plan, attached hereto and beginning on page 6, Objectives are listed as #.# and Sub-Objectives listed as #.#.#.
Review of Draft 1 (version 04-01-16) of the Strategic Plan

With the Objectives and Sub-Objectives drafted, the Steering Committee spent the majority of the time today walking through each of the Objectives and Sub-Objectives that support the Strategic Themes. In total, there are 55 Objectives and Sub-Objectives covering all areas of the University’s divisions and departments. If there is a single significant Strategy, Program or Activity being conducted on campus (e.g. out-of-state recruitment), it should map to a Sub-Objective within one of the four Strategic Themes. The breadth, or number, of Objectives is meant to capture all of the University’s many Strategies, Programs and Activities (current and future) in support of the University’s Strategic Plan. In doing so, it allows the University to capture and measure everything, for example, from the development of new academic programs to the design and installation of campus signage.

Not every division/department will have Strategies, Programs or Activities that fall within each and every one of the four Strategic Theme. Some divisions/departments, because of their function/focus, may fit primarily within one or two of the four Strategic Themes. Using the Division of Enrollment Management as an example, their Strategies, Programs and Activities would fit primarily within Strategic Theme 3 & 4. A partial example is included below using simulated Strategies (listed in blue) for demonstration purposes. It bears mentioning, however, that Strategies attributable to the many divisions/Departments will not be listed in the Strategic Plan, per se, but will actually be compiled in a separate Institutional Effectiveness Plan developed by each division and supporting departments therein. The information below is provided to demonstrate how a division/department’s Strategies fit into the overall paradigm of the Strategic Plan:

**Strategic Theme 2. TRANSFORMING CAMPUS CONNECTIONS**

**Objective 2.2** Support a world-class student experience that strengthens the campus community through the development of responsible, civically-engaged students with strong essential skills and leadership skills *(focus on students)*

**Sub-Objective 2.2.3 Establish a legacy of athletic competitiveness** to support the complete development of the student athlete and fostering relationships with University constituents.

**Strategy 2.2.3.1** The Admissions Office will work closely with the Athletic Department to identify and communicate with transfer students concerning participation in collegiate athletics.

**Strategic Theme 3. CULTIVATING COMMUNITY ENGAGEMENT WITH INTENTIONALITY**

**Objective 3.4** Strengthen and expand awareness of Georgia Southwestern on a regional, national and international scale.

**Sub-Objective 3.4.1** Emerge as a destination of choice for faculty, staff and students.

**Strategy 3.4.1.1** Implement Target X as the Office of Admission’s Customer Relationship Management (CRM) technology to automate capabilities recruitment activities and improve efficiency, allowing
recruiting to focus on the relationships they are building with future students.

**Sub-Objective 3.4.2** Improve the University’s website and electronic communication systems to effectively communicate with all university stakeholders and to promote academic programs, campus experience, facilities, regional assets as an education destination.

- **Strategy 3.4.1.1** Develop and implement, in conjunction with Public Relations (Marketing), IIT and the academic programs, new recruitment oriented web designs for the GSW front page and Admissions website.
- **Strategy 3.4.1.2** The Office of Admissions, along with the Director of Public Relations (Marketing) will create and update all recruitment materials in collaboration with academic leadership, as programs are identified.
- **Strategy 3.4.1.3** The Office of Admissions will work with the Director of International Programs and the Director of Public Relations (Marketing) to create a series of recruitment brochures that outline requirements for admission and services offered by GSW.
- **Strategy 3.4.1.3** The Office of Admissions will work with the Director of International Programs and the Director of Public Relations (Marketing) to develop a website focused on international recruitment for identified international markets using the native language of the country.

**Strategic Theme 4. PROMOTING ENHANCED STEWARDSHIP**

**4.1 Increase revenue to ensure long-term financial sustainability of the University**

4.1.1 Create and execute a comprehensive Strategic Enrollment Plan that takes into account the University’s mission and identity as a nurturing institution, while also diversifying the University’s enrollment base.

- **Strategy 4.1.1.1** The Office of Admissions reach out to professional and student organizations, such as the National Student Nurses Association, to promote our completion programs on their websites and to their membership.
- **Strategy 4.1.1.2** The Office of Admissions will work with Office of Student Life to develop a program specifically designed to orientate and integrate transfer students into campus life and understand the policies and procedures of a new campus.

4.1.3 Make all reasonable attempts to control costs to ensure that a Georgia Southwestern education remains affordable for students from diverse groups.

- **Strategy 4.1.3.1** The Division of Enrollment Management will work closely with the Office of Financial Aid and the GSW Foundation to ensure best practices in scholarship administration and the targeted allocation of scholarships with maximum return.
Action Steps to be completed before the next Strategic Planning Steering Committee – April 15

1. Review all Objectives and Sub-Objectives in the 04-01-16 draft Strategic Plan (attached hereto). As you read through these Objectives, determine if the individual Strategies, Programs and Activities of your division/department (e.g. advising, fundraising, student recruitment, international programming, instruction, study abroad, student life, residence life, etc.) can be categorized under one or more of the Sub-Objectives (numbered as #.#.#) listed in the document. If you are unable to find a good placement for one or more of your activities, please email/call me.

2. There was some discussion within the Steering Committee regarding the breadth (number) of Objectives and Sub-Objectives – 55 in all. Recall, these are meant to capture all of the diverse activities across all the University’s many divisions/departments. However, as you review all the Objectives and Sub-Objectives, if you think that there are extraneous objectives that should be eliminated, please email/call me and identify these and provide reasoning for deletion.

3. Similarly, if you think one or more Objectives or Sub-Objectives should be merged with others, please email/call me and identify these.

4. The Steering Committee discussed and approved the concept of a 7-year Strategic Plan to reasonably accommodate the breadth of the Objectives as currently written and pending any additional modifications prior to finalizing the Plan. This would result in a plan with a lifespan of 2017-2024.

5. During the meeting on April 15 we will review any changes to the plan, pending feedback received in numbers 1-3 above. At the meeting we will also plan to charge a subcommittee with the development of a Vision Statement and at least 4 Core Values to accompany the Strategic Plan. The Core Values will provide a foundation for faculty, staff, and students to fulfill the mission and achieve the vision of the Institution.
Revised Mission Statement, version 02-15-16

Georgia Southwestern State University is a regional and comprehensive university serving a diverse population of students, offering a range of strong undergraduate and graduate programs in a vibrant learning environment. The University is a collegial community that values collaboration and community engagement with an emphasis on faculty, staff, and student interactions. An active student body and state-of-the-art amenities enhance the learning experience on a visually appealing campus located in historic Americus, Georgia.

Strategic Plan, Consolidated Objectives, version 04-01-16

Strategic Theme 1. EXPANDING HIGH-IMPACT TEACHING AND LEARNING EXPERIENCES

1.1 Provide opportunities for experiential learning and community engagement across the curriculum

1.1.1 Develop new academic programs that incorporate experiential learning outcomes and enable changes to existing programs that allow students to earn credit towards graduation from experiential learning activities.

1.1.2 Increase opportunities for students to engage in research, scholarship, creative works, internships, civic involvement and other co-curricular learning experiences, and encourage and enable all students to participate.

1.1.3 Expose students to faculty expertise and scholarship through signature courses offered across majors and schools.

1.2 Support innovative curriculum that furthers academic excellence

1.2.1 Stimulate academic innovation through the implementation of modular course sequences and competency-based education.

1.2.2 Leverage advanced communication and information technology to improve access to information, enhance the learning experiences and foster innovation in teaching/learning both inside and outside the classroom.

1.2.3 Implement an entrepreneurial curriculum and co-curriculum for students that is supported by private and non-profit collaborators that facilitate career pathways in areas of market demand.
1.3 Incorporate retention and progression efforts as a seamless integration to the learning environment and campus culture

1.3.1 Improve curricular and student support infrastructure to enhance student access, student success and educational quality.

1.3.2 Create living/learning communities and enhance existing academic programs to complement efforts to boost student retention by enhancing student learning.

1.3.3 Increase student retention, persistence and timely graduation to support student success.

Strategic Theme 2. TRANSFORMING CAMPUS CONNECTIONS

2.1 Support a campus environment where the pursuit of excellence, respect and civility prevail in all interactions (focus on the campus community – faculty, staff and students)

2.1.1 Embrace our diverse community of faculty, staff, and students through recognition of race and ethnicity, gender and sexual orientation, geographic origin, political perspective and economic condition.

2.1.2 Create community gathering spaces where wide-ranging professional, academic and social interests can be forged.

2.1.3 Celebrate our campus connections frequently through established and new University-wide traditions that embody the full scope of the Georgia Southwestern brand and identity.

2.1.4 Further our community spirit and campus pride through shared activities and events in the arts, athletics and academic programs as both participants and spectators.

2.1.5 Support an intellectual climate of campus-wide engagement, scholarship pursuits and the free exchange of ideas.

2.2 Support a world-class student experience that strengthens the campus community through the development of responsible, civically-engaged students with strong essential skills and leadership skills (focus on students)

2.2.1 Create a year-round educational experience by extending courses and experiential learning activities throughout the week, summers and between semesters, and secure the additional resources required to support these activities.
2.2.2 Maximize student engagement and student satisfaction through well-planned events backed by marketing and branding.

2.2.3 Establish a legacy of athletic competitiveness to support the complete development of the student athlete and fostering relationships with University constituents.

2.2.4 Provide experiences centered on student success, development and engagement that develops leaders and prepares graduates to succeed in a diverse national and global society.

2.3 Support an environment that values professional experience, academic knowledge, personal health, and cultural proficiency of all of its employees (focus on faculty and staff)

2.3.1 Encourage and enable staff to contribute to the education and scholarship missions of the University to advance their expertise and advance in their individual careers.

2.3.2 Promote the safety and well-being of the University community through programs that support and enhance health, fitness and public safety.

2.3.3 Implement technology solutions to better connect all constituents of GSW, enhance communication among the campus population and, streamline processes across all divisions.

2.3.4 Enhance the infrastructure for research, scholarship and creative activity to allow for the acquisition of external funding to support the performance and visibility of scholarly pursuits.

2.3.5 Foster an entrepreneurial ecosystem for faculty that leverages expertise and encourages outside pursuits while managing commitments to the University.

Strategic Theme 3. CULTIVATING COMMUNITY ENGAGEMENT WITH INTENTIONALITY

3.1 Enhance international learning opportunities to enrich the campus experience and the development of global citizens

3.1.1 Reinforce a global perspective for teaching and learning and prepare students for global viewpoints through integration with the curriculum and engagement activities.

3.1.2 Maximize the value of our global education network by focusing our strategic international engagements across areas of greatest strength.
3.3.3 Globalize our community by increasing the number of on-campus international students and domestic students who actively participate in global studies and experiential learning abroad.

3.2 Build an engaged community of alumni networks, friends, partners and influencers who work to advance the university’s reputation

3.2.1 Expand our influence and effectiveness through strong partnerships with cultural institutions, corporations, and government and nongovernmental agencies.

3.2.2 Affirm our alumni as full-fledged members of our community and lifelong learners through outreach, participation in student mentoring, and on-campus events and reunions.

3.2.3 Further opportunities for leaders in industry and non-profit agencies to serve to provide their expertise through service on advisory boards, mentoring and leadership programs.

3.3 Expand recognition for the University’s role in community engagement and economic development

3.3.1 Establish community engagement as a distinctive feature of the Georgia Southwestern experience by achieving the Carnegie Foundation’s designation as a Community Engaged Institution.

3.3.2 Participate in and improve the civic life of the communities we serve through the active involvement and leadership of our faculty, students, and staff.

3.3.3 Contribute to the region’s economic impact, reputation and competitiveness in the global marketplace for talent, capital, and ideas through University-based initiatives and engagement with faculty, staff and students.

3.3.4 Increase faculty, staff, and student’s contributions towards economic vitality, educational outcomes, and quality of life at the local, state, and international levels.
3.4 Strengthen and expand awareness of Georgia Southwestern on a regional, national and international scale.

3.4.1 Emerge as a destination of choice for faculty, staff and students.

3.4.2 Improve the University’s website and electronic communication systems to effectively communicate with all university stakeholders and to promote academic programs, campus experience, facilities, regional assets as an education destination.

**Strategic Theme 4. PROMOTING ENHANCED STEWARDSHIP**

4.1 Increase revenue to ensure long-term financial sustainability of the University

4.1.1 Create and execute a comprehensive Strategic Enrollment Plan that takes into account the University’s mission and identity as a nurturing institution, while also diversifying the University’s enrollment base.

4.1.2 Diversify and conduct good stewardship of fiscal resources to ensure long-term economic viability of the University.

4.1.3 Make all reasonable attempts to control costs to ensure that a Georgia Southwestern education remains affordable for students from diverse groups.

4.2 Continue the physical transformation of the GSW campus and maintain the University’s classical, historical architecture, while ensuring updated, state-of-the-art facilities and amenities are provided.

4.2.1 Update the University Master Plan to take into account long-term growth and facilities needs.

4.2.2 Enhance the University’s aesthetics and visual appeal through continued beautification projects throughout campus to ensure a pleasing environment to current and prospective students.

4.3 Generate enduring private and philanthropic support for infrastructure and institutional aspirations.

4.3.1 Increase philanthropic giving for priority needs through defined case statements and implementation of specific, sustainable programs

4.3.2 Implement a comprehensive campaign to support the long-term vision of the university as supported by the strategic plan.
Additional Information: Compilation of outcomes from the four University Forums conducted in March, 2016

- Adjust the salary grade structure to align with market
- Allocate existing scholarship dollars for maximum impact
- Assist recent stop-outs with re-enrollment and advising focused on degree completion
- Attract and support excellent faculty and staff
- Conduct equity and market analyses of staff positions by job category
- Create programming and opportunities to engage all members of the GSW family in the life of the institution
- Develop a plan for data- and needs-driven prioritization of classroom improvements
- Develop and enhance innovative programs focused on student well-being
- Develop and offer new upper-division general education/core curriculum courses with a strong global dimension
- Develop honors tracks within additional majors degree-granting status
- Develop incentives to support externally-funded research and creative activities
- Enhance advising of transfer students
- Enhance and expand online research guides and access to e-books
- Enhance capacity to build the giving pipeline through alumni and donor relations
- Enhance infrastructures to support faculty research and scholarly activity across all disciplines
- Enhance retention and advising at senior levels
- Enhance the brand and visibility of the Honors Program
- Establish programs to encourage and support involvement of faculty and staff as participants in University-led study abroad or international travel programs
- Establish themed academic, co-curricular and community programming focusing on a different country/region each year
- Expand co-curricular program offerings and student services
- Expand faculty involvement on proposal review panels
- Expand joint admissions programs with partner institutions
- Expand leadership training and development opportunities for students
- Expand marketing and branding efforts campuses
- Expand non-credit programs for continuing education
- Expand programs to identify and mentor students for national scholarships and other prestigious recognition
- Expand University/community partnerships that address regional stewardship priorities.
- Explore development of new professional degree programs
- Explore joint degrees with other institutions
- Explore scheduling options intended to reduce students’ time to degree
- Explore transit services through collaborative efforts with the City of Americus
- Further ongoing Fine Arts Series as part of a Cultural Enhancement Series programming
- Identify cross-disciplinary efforts and target appropriate external funding sources
• Implement “Student for a Day” for little brothers/sisters, prospective transfer students and advisors
• Implement a multi-year plan to achieve competitive staff and salary levels
• Implement a revised core curriculum aligned with Association of American Colleges and Universities Liberal Education and America’s Promise (LEAP) outcomes
• Implement best practices in scholarship administration
• Implement faculty-student engagement programs to support student-driven scholarship and creative activity
• Implement minority faculty and staff hiring programs
• Implement need-based programs for students in the funding gap
• Implement strategic hiring of tenure-track faculty to address core and growth needs
• Improve cohort tracking and advising of students throughout progression
• Improve placement and advising of students needing developmental/supplemental coursework
• Increase partnerships with agencies that serve diverse populations
• Increase the visibility, number and overall funding amount of scholarships available
• Increase work-study opportunities for both Pell-eligible and non-Pell-eligible students
• Initiate plans, expand technology, and build infrastructure for the next comprehensive campaign
• Maintain strong and relevant interaction with Chamber and economic development partners
• Move local and regional cultural programs to the GSW campus
• Offer a season pass with reserved seating for the Cultural Enhancement Series
• Partner with the local community to expand and improve our facility portfolio
• Plan an appropriate, visible space for the Honors Program Office of International Programs and other high-value student support programs
• Promote an emphasis in global studies as a curricular option for students
• Regularly send faculty to visit funding agencies
• Secure funding and continue enhancement of athletics facilities
• Secure state bonding for new construction and deferred maintenance
• Streamline event and venue services for campus and community
• Support an active and data-driven Enrollment Management Committee with timely responses to recommendations
• Support continued growth of the English Language Institute (ELI) program
• Update the Campus Master Plan
• Utilize both academic and co-curricular initiatives to identify and support at-risk students