

Strategic Planning Steering Committee Champion Meeting 1

November 15, 2018

Atkinson 202

The Strategic Planning Steering Committee met in Atkinson 202 on Thursday, November 15, 2018. In attendance were Mark Pelton, Dale Young, Andy Lewter, Chris Ferland, SGA President Amelia Lord, Veronica Womack, Susan Allen, Suzanne Pittman, Michael Watson, David Johnson, Linda Bradley, Jennifer Graham, and Cara Smith. Absent from the meeting were Omar Odeh, Sandy Gangstead, Chavonda Mills, and Bob Orr.

Mark began the meeting with introductions and discussed who was unable to attend and why. Mark suggested using this meeting time to interview the committee members who are also Champions in the Strategic Plan. This is the first meeting of the Champion interviewing process. Each Champion will be asked a series of questions regarding their goal. Questions may be geared towards: how it was accomplished, any changes to be made, any concerns or improvements, etc.

Dale Young was the first to present.

Goal 6, Initiative 1, Action Item 4. *Goal 6: Strengthen community and regional ties through service, research, programs, and partnerships that enhance economic, educational, and cultural opportunities to improve the quality of life for citizens of Milledgeville/Baldwin County and the middle Georgia region, Initiative 1: Leverage creative expertise, leadership, and other institutional resources to help alleviate educational, environmental, economic, and health disparities, Action Item 4: Explore the feasibility and desirability of creating a new center--or utilizing an existing center-- that will focus on the convergence of health/wellness and education to improve the quality of life of Central Georgians.* Dale mentioned the deans were the assigned responsible party. They met and discussed the action item and Sandy Gangstead had a meeting with those in Health Sciences. They created a report which is now attached to the action item in Watermark. There were concerns from the deans that this action item was too broad. They asked to have it re-worded and re-evaluated by the committee. Linda Bradley offered to look at grants and sponsored projects and some of their recent work with CIS. Linda suggested this as a start to this action item that could help the action item grow through the university.

Goal 6, Initiative 2, Action Item 1. *Initiative 2: Explore additional direct partnerships to address targeted community needs. Action Item 1: Contingent upon the results of the report from Goal 6, Initiative 1, Action Item 4 immediately above, assess the major challenges and needs related to health and educational disparities in Baldwin and contiguous counties, and determine if there are feasible mission-related programs or initiatives the university could develop and implement to improve conditions.* Dale expressed concern with this action item saying it is dependent on the activity and decision made on Goal 6, Initiative 1, Action Item 4. At this moment, there were no additional changes or concerns made.

Chris Ferland was the next to present.

Goal 4, Initiative 1, Action Item 4. *Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities. Initiative 1: Maximize revenue by properly managing an appropriate enrollment mix. Action Item 4: Monitor enrollment and retention in low producing programs.* Chris brought concerns that this measure is already being done and may not need to be in the Strategic Plan as it is monitored each year and tough to measure. Dale suggested asking the colleges to address programs that are seeing enrollment declines to tell us what they are doing proactively before they get on the list. He expressed the need to re-word the action item. Dale suggested to make it an action item for the planning committee as an open item coming out of this discussion. It will then move to the Steering Committee which will change the wording of the action item and assign a new champion.

Goal 4, Initiative 2, Action Item 2. *Initiative 2: Monitor program costs and pursue redirection opportunities. Action Item 2: Utilize relevant benchmarking data from identified peer and aspirational institutions to assist in cost comparisons for academic departments and non-instructional programs and services. Develop a consistent, comparative report regarding the levels of program subsidies. Conversations will then occur at the college and academic department level.* Chris suggested dropping this action item as there is no data available by academic programs for our peers. Dale suggested to add the justification of trying to collect the data and failing to do so due to data not being available.

Goal 5, Initiative 2, Action Item 2. *Goal 5: Enhance a professional environment that encourages the recruitment, retention, and success of an exemplary and diverse faculty and staff. Initiative 2: Cultivate outstanding faculty and staff and increase their satisfaction by implementing evidence-based retention strategies and offering targeted training and professional development. Action Item 2: Utilize an existing survey instrument such as Great Places to Work or Edu-cause every three years to gauge sentiments and satisfaction across a broad range of areas that speak to professional development, inclusion, and diversity. Review the recently administered Great Places to Work and GC Climate Survey, as well as exit interviews collected by Human Resources.* Chris said the survey was administered, waiting on cabinet to set time to go over results. Results were not particularly good due to what seems to be tension between faculty and administration. There was a great response rate from faculty, 40%. The Provost is the only one who has seen this data, and she suggested waiting for the Cabinet meeting to move forward any further.

Goal 5, Initiative 3, Action Item 1. *Initiative 3: Determine the desired proportion of full-time tenure track faculty. Action Item 1: Implement a study of the faculty cohort composition among defined peer institutions to provide relevant context.* Chris said there is already a faculty task force in existence right now. He suggested waiting until the study is complete or re-assigning this action item to Russ Williams or Susan Allen. Susan Allen agreed to be added as a Champion to the action item. Dale said this is more of a data coding issue.

Suzanne Pittman was the next to present:

Goal 1, Initiative 1, Action Item 1. *Goal 1: Recruit, admit, enroll, retain, and graduate highly qualified and diverse undergraduate students. Initiative 1: Determine and implement undergraduate admissions criteria and processes that are most predictive of student success from first-year enrollment to timely completion of their undergraduate degree. Action Item 1: Use the holistic admissions evaluation process to more thoroughly review applicants based on criteria that lead to student success including their academic preparation and demonstrated interest. The admissions process will include increased scrutiny of applicants for majors that are oversubscribed.* Suzanne expressed concerns about the reporting period. The benchmark was fall of 2016 entering class, but the data they are reporting on is now fall of 2017 class so a year has passed. There is a yearly recruitment plan in place so a lot has already been completed. She says they are continuing with this plan as it has always been done. She has reported in Watermark what they have done and how the students were evaluated. Grade point average and retention rate have shown an increase. She has requested a budget of \$20,000 for this.

Goal 1, Initiative 1, Action Item 2. *Action Item 2: Enhance high-ability student marketing plan. Note: High-ability students are those who have an unweighted academic G.P.A. (as calculated by the Office of Admissions) of 3.5 or higher with a redesigned SAT score of 1270 (Evidence Based Reading and Writing + Math) or ACT Composite of 26. The minimums for the Honors Program are set at these same points, but reviewers also look for intellectual curiosity through the Honors Program application and essay by using a holistic approach.* James Callaghan is a Co-Champion of this action item. Suzanne said this action item is already being done, and it continues to increase. They would like to ask for a \$5,000 budget in order to recruit students earlier, in high school. They will continue to monitor this from year to year.

Goal 1, Initiative 1, Action Item 3. *Action Item 3: Work with academic colleges to develop college-focused, diversity campus visit programs.* Suzanne mentioned wording was changed on this action item. She called Cara Smith. Cara and Suzanne think this action item should be split into two action items. Mark said Suzanne was looking at the older version of this action item but the option of splitting the action item can still be evaluated. Dale said this will be an assignment for the Steering Committee and the target will be an increase over last year. Suzanne mentioned class size is getting more competitive and it is increasing.

Goal 1, Initiative 1, Action Item 4. *Action Item 4: Increase the number of events designed to attract students from underrepresented populations, including Glimpse Day, STEM, Call Me Mister, and Minority Youth in Business.* Suzanne said there are events planned with all of the colleges for this year, with the exception of Health Sciences which will have an event in the spring. There have been increases in minority freshman and in applications, but they are not at the level of where they would like them to be.

Goal 1, Initiative 1, Action Item 5. *Action Item 5: Annually host an on-campus counselor visit program.* Suzanne said this action item is already in works. She said there is no direct funding for this, so a budget of \$5,000 has been requested in the regular budget cycle.

Mark thanked everyone for their participation. He mentioned the next meeting will be November 27th. At this meeting, more Champions will be interviewed. He asked for committee attendance but did not make it mandatory for everyone to be there.