

Strategic Planning Steering Committee Champion Meeting 2

November 27, 2018

Atkinson 202

The Strategic Planning Steering Committee met in Atkinson 202 on Tuesday, November 27, 2018. Mark began the meeting with introductions and briefed everyone on what will happen during the meeting. This is the second 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.

Susan Allen was the first to present:

Goal 4, Initiative 1, Action Item 3. *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 3: Critically review justifications for all tuition and fee increases, to include continual benchmarking of rates with recognized comparative markets.* Susan suggested deleting this action item as there is already reporting done on mandatory fees. She said there is redundancy and overlap. She gave attachments in Watermark that justify the goals and reviews.

Goal 4, Initiative 2, Action Item 5. *Initiative 2: Monitor program costs and pursue redirection opportunities. Action Item 5: Use the annual Budget Planning process - New and One-Time Funding Request Templates - to ensure that funding allocations are aligned with institutional goals and the Strategic Plan initiatives.* Susan said that action items are needed in drop-boxes on the template. She will try to do this in the next planning cycle so it can all be together. She added her concerns and needs in the comment boxes in Watermark.

Susan Allen is also a Champion of **Goal 4, Initiative 1, Action Item 1; Goal 4, Initiative 2, Action Item 1; Goal 4, Initiative 2, Action Item 3; and Goal 4, Initiative 2, Action Item 4** for which the Co-Champion is Costas Spirou.

Cara Smith presented following Susan Allen. Cara is Champion of the entirety of **Goal 2: Develop and implement distinctive and transformative undergraduate curricular and co-curricular experiences.** *Transformative experiences include but are not limited to: undergraduate research; creative projects; study abroad; service learning; community-based learning; leadership development; diversity and global learning; and field and clinical-based practica, apprenticeships, preceptorships, and internships.* Cara provided a print out of her comments and progress toward accomplishing Goal 2. Cara said that a lot has happened, but a lot more needs to happen with this long-term project. The university has moved away from Portfolium, and a new portfolio software has been adopted. Cards for freshman will be coming soon, and will be introduced in the spring. The biggest accomplishment was re-designing core assessment and skill-based outcomes. Now every core course is tagged with an outcome with a multi-level

rubric that assess the area outcome and the skills employers want. Cara says there now there needs to be benchmarks set for the new core to report to SACS. Also, USG has created their own tagging system that courses will have to use in Banner. Cara brought to the table a few recommendations. She suggested re-wording Goal 2, Initiative 1, Action Item 1. She said Action Item 3 is impossible to determine. She said there are three action items that were not completed because things were not seen through. Again, she developed a document to address Goal 2 and explain her changes and suggestions.

Cara also gave a brief update on Watermark. She suggested breaking each goal into its own work space so the Champions will not have to scroll through all six goals to get to their own. Cara is working with their student worker to have this completed. She mentioned the downside to this being each goal will have to be done by goal due to hypothetical data break. But it will be easier for the Champions to input their data.

Veronica Womack was next to present:

Goal 1, Initiative 3, Action Item 1. *Goal 1: Recruit, admit, enroll, retain and graduate highly qualified and diverse undergraduate students. Initiative 3: Execute the Diversity Action Plan to meet associated benchmarks. Action Item 1: Expand pathway programs to enroll more students from Early College, the High Achievers Program, the YES Program, Rising Mistfers, and Minority Youth in Business in order to enhance first-generation, underrepresented student enrollment.* Veronica mentioned there are some programs on campus that can be used to recruit underrepresented students. Her main focus was on Early College and the Rising Mistfers program. Her concerns are with the climate relating to expanding the programs. She has created a task force allowing the students to work with administrators of the programs. She will hold listening sessions with the students in the programs to see why there are problems with retaining students and with getting new students. She recommended re-wording the action item for easier assessment. Mark suggested the High Achievers program as one to look into for improvements and noted that the YES Program no longer is present at the high school, so it should be removed from the action item.

Goal 1, Initiative 1, Action Item 2. *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 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.* Veronica said this is ongoing. Suzanne Pittman and Carolyn Dennard put together a useful retention report. There was a budget request made. She said until numbers increase for the underrepresented students, there will continue to be problems with these groups. She suggested having a strategic planning document to diversify the student body.

Goal 5, Initiative 1, Action Item 1 and 2. *Goal 5: Enhance a professional environment that encourages the recruitment, retention, and success of an exemplary and diverse faculty and staff. Initiative 1: Foster a respectful, inclusive, and equitable campus climate. Action Item 1: Develop a reward and accountability system that fosters diversity and inclusiveness.* Veronica asked to have this action item assigned to someone else. She said she has done all that she can do with Human Resources for this action item. She said she is not in an organizational position to make this happen. She suggested having Dr. Dorman, Provost Brown, or Cabinet be the Champion(s). *Action Item 2: Expand the ME (Multicultural Empowerment) faculty mentoring network as one initiative designed to increase under-represented faculty success and retention.* Veronica asked that this action item be deleted. She said CTL now has a mentoring program broadly defined. She said diversity will become part of their mentoring program rather than having a separate one. Mark asked if it should be changed or re-worded. The committee agreed to re-word the action item as it does have some merit to it. Veronica expressed concerns that she has been asked to do some action items that she has no control over.

Susan Allen and Andy Lewter jumped in with praise for the Strategic Plan. They both praised the fact that the plan is not being set on a shelf, that it is being enforced and is a living document. Mark said Dr. Dorman wants to see a living plan that is constantly evolving each year and bringing in new action items.

Last to present was Omar Odeh:

Goal 6, Initiative 1, Action Item 1. Omar is Co-Champion with Shaundra Walker. *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 1: Create a faculty/staff expertise directory on our public website to publicize contacts for potential community engagement opportunities.* Omar says the library is taking the lead on the initiative to create a database for faculty research. He says the faculty expertise database will be repurposed to reconnect the media with some faculty members. They have looked into Digital Measures which was suggested by the Provost, but Omar expressed concerns about this program. He said they are looking for a software with better tagging, better categorization, and better aggregation options of the data so it is more helpful and searchable. Omar said Dr. Walker met with the Provost and deans who warmly received the idea of the new program. The next step is for the library liaisons to connect with the department chairs and explain to them what the solution will do. The budget request has been made to purchase Digital Solutions. Omar said this program is important because they need to have a better sense as an institution of what research is taking place at the college, how it's connecting people, better hiring, etc. Omar said his office and the library will be responsible for the data. They are hoping to launch by spring if

they are able to get the funding. The College of Health Sciences has already agreed to be the pilot for this new program. Omar did not have any recommendations at this time.

Mark thanked everyone for their participation. He mentioned the next meeting will be November 29th. At this meeting, more Champions will be interviewed. He asked for committee attendance but did not make it mandatory for everyone to be there.