

Strategic Planning Steering Committee Champion Meeting 4

December 13, 2018

Atkinson 202

The Strategic Planning Steering Committee met in Atkinson 202 on Thursday, December 13, 2018. Mark began the meeting with introductions and briefed everyone of what will happen during the meeting. This is the fourth 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.

Mary Roberts was first to present:

Goal 1, Initiative 5, Action Item 4. *Goal 1: Recruit, admit, enroll, retain and graduate highly qualified and diverse undergraduate students. Initiative 5: Enhance academic and career advising and other university services to fully support student success and satisfaction. Action Item 4: Deepen participation in the Career Center by GC undergraduate students while enrolled by: encouraging faculty to include milestone activities in courses; including the Career Center in Week of Welcome and orientation; linking milestones to LEAP and leadership initiatives.* Mary noted the participation of undergraduate students, while enrolled, has deepened in the Career Center. They started implementing the Strategic Plan strategies before they were put into place, so due to this, they already have 24 programs with a consistent strategy already in place. Currently, 90% of students enrolled for the fall semester are interacting with the Career Center. This is a 30% increase from last year and this number should continue to increase as the Career Center has added more staff to meet student demand. Mary said some of the faculty are making it a requirement in their courses that the students are to report to the Career Center.

Mary recommended changing the way the students are being tracked. She mentioned confusion about some of the metrics. For example, being able to track student participation is difficult due to majors being phased out or turned to other degrees, enrollment changes, etc. She would like not to have to do that again. Another metric—measuring if students know what the milestones are. We want to increase awareness, but both the participation and the surveys will show this. These will be good metrics to show this increase – discrepancies may be from Cara and the student worker transferring everything to Watermark. Mary also had questions about linking milestones with the LEAP and leadership initiatives. Cara piped in and explained it further. It has been accomplished through the works being done already—a career outcomes piece that connects back to the milestones. Alumni Relations has a staff member that completes this survey and consistency is needed in this survey – a concern. She is hoping that Handshake will bring more information to this concern.

Dr. Costas Spirou was next to present:

Goal 3, Initiative 1, Action Items 1-3. Goal 3: Offer a limited number of exceptional quality graduate programs that are highly relevant to workforce demand and supportive of the university mission. Initiative 1: Increase enrollment in each program to viable levels. Action Item 1: Use CPR data to complete graduate program self studies. Provost to pursue modifying graduate CPR review dates to speed process and ensure review of all graduate programs over the next 2-3 years. Review all program self-studies; return comments/suggestions. Action Item 2: Review self-studies of programs below BoR thresholds for viability and productivity; comments back to program directors/deans. Annual review of progress toward teach out or growth above viability and productivity thresholds. Action Item 3: Review distribution of supplemental and regular graduate assistantships; determine most strategic allocation. Process and guidelines for assistantships need to be formalized and codified. (Create a document.)

Initiative 2, Action Item 1-2. Initiative 2: Develop and implement program-specific marketing strategies. Action Item 1: Identify recurring funding source for graduate program advertising and promotional expenses. Centralize funds in University Communications, earmarked specifically for graduate program advertising and promotional expenses. Academic Affairs will commit to setting aside funding at the beginning of each year, and then develop a process for allocation. Sr. Associate Provost and head of University Communications will meet regularly to determine how funds should be allocated. Action Item 2: Develop annual calendar-year marketing plan for each GC graduate program.

Goal 4, Initiative 1, Action Item 5. 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 5: Enhance graduate enrollment base and related revenue streams through targeted recruitment efforts and a variety of online and face-to-face content delivery methods. **Initiative 2, Action Item 4** (Co-Champion with Susan Allen). Initiative 2: Monitor program costs and pursue redirection opportunities. Action Item 4: Ensure that all fee-supported revenue streams (e.g., Student Activity fee, Technology Fee, Health and Wellness fee, and lab fees, etc.) address strategic goals where applicable. Monitor annually through mandatory fee report to USG. Establish consistent business practices and approval flow for all institutional elective fees. The Mandatory Fee Committee should address support for strategic goals/plan for fee usage and report to the Strategic Plan Steering Committee.

Dr. Spirou said the graduate numbers for the fall have significantly increased in enrollment. The greatest increase was shown in the College of Education which currently has the 3rd highest enrollment in the history of the university. The College of Business is a little softer, struggling with the MBA, which is a problem seen across the country at other universities. Dr. Spirou said some of the graduate education across the university has been centralized. There are fewer low-producing programs due to the numbers increasing. There are currently only two low-producing programs: A&S Music and Health Sciences Music Therapy. There are plans to advertise and promote these programs with hopes to increase enrollment. He noted centralizing promotional efforts are currently taking place and funds have been allocated for promotional efforts. There will be a branding campaign across all programs in the fall and in the

spring which will focus on programs that need a little extra enrollment and attention. He said graduate assistants fall into two categories: supplemental or state funded. He said that he personally reviews graduate internships, which have increased since 2012. He would like to make greater efforts to maintain the supplemental graduate internships by continuously monitoring the graduate internships here. Referring specifically to Action Item 1 and the CPR data, he referenced there is a schedule for conducting the studies already in place. He suggested to maintain the comprehensive review schedule that is already in place. Cara also suggested that we not change the CPR procedures already in place. Dr. Spirou said the state of graduate education at the university is in good shape.

Joe Peters was next to present.

Goal 1, Initiative 3, Action Item 4. *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 4: Increase the number of participants and provide a stable funding source for the Call Me Mister program.* Joe would like to have someone hired as a fulltime person for the Call Me Mister program. He would also like to stabilize it and possibly offer scholarships for the participants. He said the biggest issue is competing for scholarships for the participants. He would like to work towards finding help for the program and finding scholarships, possibly through grants. He said he has good funding so far. He started GlimpsED Day which allows him to go to school districts and recruit some of the minorities for the program. There will also be a Call Me Mister partnership beginning soon with Morehouse College.

Monica Delisa was the last to present.

Goal 1, Initiative 1, Action Item 6. *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 6: Increase the number of merit and need-based institutional scholarships available to incoming students.* They were given a goal of 25% increase by 2021. This goal has already been met.

Initiative 5, Action Item 5. *Initiative 5: Enhance academic and career advising and other university services to fully support student success and satisfaction. Action Item 5: Create/implement impact measures for career outcomes, by major.* Monica noted that Emily Saunders, the former Champion of this initiative from Advancement, left the university. There has been an increase in the knowledge rate of where undergraduate alumni are now. They will continue to work to increase the knowledge base on the percentage of graduate alumni. The goal has not yet been met. Monica said she would like to see a survey go out, possibly using the new Handshake software system to do this.

Goal 4, Initiative 3, Action Item 2. *Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities. Initiative 3:*

Expand grant and sponsored project funding. Action Item 2: Establish/extend funding partnerships with foundations. Monica said she is working with Robin Lewis in Grants on this initiative. The goal has been exceeded. The Grants office is working hard to continue to increase the goal. There can be more done with expansion in the Foundation area, Monica says.

Initiative 4, Action Items 1-5. *Initiative 4: Deepen the culture of philanthropy by expanding outreach and engagement efforts with alumni, parents, faculty and staff, friends, and current students. Action Item 1: Engage students upon their arrival at GC. Build programs including class giving campaigns and student alumni clubs to increase student giving.* There is a goal set of getting 25% of graduation students to become donors when they graduate. Monica suggested engaging the students more while they are still students. This increased last year due to increased engagement, but Emily Saunders was the frontrunner on this initiative. With her having left the university, the numbers may drop this year. However, Monica said that the numbers will come back up. *Action Item 2: Engage alumni early and often. Use the young alumni board to build strength in alumni volunteers.* The goal has not been met. The denominator continues to increase due to the number of graduating students increasing. Monica says due to this increasing denominator, it will be hard to meet the goal, but the alumni council is great and very active. *Action Item 3: Further develop a partnership with faculty and staff. Provide additional training and keep faculty and staff apprised on goals and success.* The increase in donors and target has been met. However, this is another goal that may not be met next year. Leadership Summit was conducted last year and it will be done again in 2019. There will continue to be emphasis on this in the State of the University Address. In January 2019, there will be a faculty and staff alumni program. *Action Item 4: Create and encourage development opportunities beyond academic units including increased giving from parents.* Monica says they have not met this goal. She said one thing to do is work better on our own data base and do proper measuring. Problems that showed were: not all students have parents, the parents are already supporting us in other ways, etc. *Action Item 5: Increase the university's endowment.* This goal also was not met. There was a change in holders of the endowment done intentionally by the investment committee. A \$30-million dollar campaign was very nearly met and the overall numbers are looking better this year.

Mark thanked everyone for their participation. He mentioned he would meet with the Champions who were unable to make the designated meetings to gather their information. The Steering Committee will meet as scheduled on January 17, 2019 in Atkinson 202.