

2016-2021 Georgia College Strategic Plan

FY2019 Implementation Plan

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						
G111	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Enrollment Management, Office of Admissions Champion: Associate VP for Enrollment Management	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.	Increased retention; higher academic profile; Other metrics could include: high school GPA; admission essay quality; SAT/ACT; desired major; demonstrated interest (Office of Admissions to create rubric, track # of visits and visits with faculty interaction component); student performance in senior year of high school; number of applications; yield.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

	<p>Enrollment Management, Office of Admissions, Honors Program Champion: Associate VP for Enrollment Management</p>	<p>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.</p>	<p>Implementation of targeted visit programs for high-ability and honors students (e.g., Presidential Scholars Competition and Honors Preview Day); increased high-ability prospect visits; increased number of high ability and honors students who apply, are accepted, and enroll; increased high school GPA; increased SAT/ACT scores; higher academic profile.</p>	<p>FY19, with annual measurement of progress</p>	<p>Redirect existing funds (approval required) or request new funding in the regular budget cycle</p>	<p>The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.</p>
	<p>Enrollment Management, Office of Admissions, Office of Inclusive Excellence, College Deans Champion: Associate VP for Enrollment Management</p>	<p>ACTION ITEM 3: Work with academic colleges to develop college-focused, diversity campus visit programs.</p>	<p>Development of targeted strategies and pilot programs to attract and enroll students from underrepresented populations; increased applications and enrollment of diverse students within the colleges.</p>	<p>Ongoing with annual measurement of progress</p>	<p>Redirect existing funds (approval required) or request new funding in the regular budget cycle</p>	<p>The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.</p>

	<p>Enrollment Management, Office of Admissions, Office of Inclusive Excellence Champion: Associate VP for Enrollment Management</p>	<p>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.</p>	<p>Increased number of programs designed to attract students from underrepresented populations; increased applications and enrollment of diverse students; positive feedback from surveys; Other metrics could include: yield of programs; track what happens to program participants after admission and enrollment.</p>	<p>FY19, with annual measurement of progress</p>	<p>Redirect existing funds (approval required) or request new funding in the regular budget cycle</p>	<p>The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.</p>
	<p>Enrollment Management, Office of Admissions Champion: Associate VP for Enrollment Management</p>	<p>ACTION ITEM 5: Annually host an on-campus counselor visit program.</p>	<p>Increased number of high school counselor visit events and attendees; increased number of referrals and student applications from participating schools.</p>	<p>FY19, with annual measurement of progress</p>	<p>Redirect existing funds (approval required) or request new funding in the regular budget cycle</p>	<p>The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.</p>
	<p>University Advancement Champion: Vice President University Advancement</p>	<p>ACTION ITEM 6: Increase the number of merit and need-based institutional scholarships available to incoming students.</p>	<p>By 2021, increase by 25% the number of both merit and need-based institutional scholarships available to incoming students; track the number of dollars for the scholarships.</p>	<p>FY21, with annual measurement of progress</p>	<p>Redirect existing funds (approval required) or request new funding in the regular budget cycle</p>	<p>The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.</p>

Goal 1: Recruit, admit, enroll, retain and graduate highly qualified and diverse undergraduate students

Initiative 2: Execute the Complete College Georgia Plan to meet established university goals

G112	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Enrollment Management, Institutional Research, Center for Student Success Champion: Associate Provost for Student Success	ACTION ITEM 1: Annually monitor retention rate. Ensure demographic breakdowns (race, gender, Pell, First Gen) are reviewed for retention and graduation rates.	Retention rates match those of other students in the same entering cohort.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Center for Student Success, Enrollment Management, Department Chairs, Student Affairs Champion: Associate Provost for Student Success	ACTION ITEM 2: Determine retention processes that are most predictive of student success from matriculation to timely completion of degrees, and implement programs including Student Success and 15-to-Finish initiatives to increase the four-year graduation rate. Implement programs and services to increase second-year (sophomore to junior) retention rates. Conduct a targeted campaign to retain students who indicate an interest in transferring to another institution.	Development of targeted strategies and pilot programs to enhance retention, progression, and graduation. Increase second-year retention rate from 65% to 75% by 2021. Improve four-year graduation rate to 55% and six-year graduation rate to 70% by 2021. Other metrics could include: Number of student organizations that students are involved with and their RPG; relationship between early choice of major and completion; number of hours completed; engagement with faculty; enhanced mentoring program; increased information sessions; tracking when students take the legislative test (joint project between Institutional Research and Student Success).	FY21, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

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

G1I3	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Office of Inclusive Excellence, Center for Student Success, Office of Enrollment Management Champion: Chief Diversity Officer	ACTION ITEM 1: Expand pathway programs to enroll more students from Early College, the High Achievers Program, Rising Mistrs, and Minority Youth in Business in order to enhance first-generation, underrepresented student enrollment.	Increase underrepresented student enrollment, in part, by recruiting participants in the pathway programs, including students from the immediate surrounding counties. Explore ways to determine the number of students in programs (Early College, HAP, YES, etc.) who enroll at Georgia College.	FY21, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Office of Inclusive Excellence, College of Education, and Student Affairs Champion: Chief Diversity Officer	ACTION ITEM 2: Improve retention and graduation rates of participants in the AAMI and Call Me Mister programs.	Retention and graduation rates for underrepresented students will match the average of their entering cohort.	FY21, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

	Office of Inclusive Excellence, Center for Student Success Champion: Chief Diversity Officer	ACTION ITEM 3: Expand the Diversity Peer Educator program to provide peer training for all first-year seminars and Week of Welcome activities.	All first time, full-time students will participate in peer educator experiences through first-year seminars and ongoing peer education program. Advisors will monitor first-year student progression.	FY21, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	College of Education and Office of Inclusive Excellence Champion: Dean, College of Education	ACTION ITEM 4: Increase the number of participants and provide a stable funding source for the Call Me Mister program.	Number of participants; fully funded program. Track institutional funding going into the Call Me Mister program.	FY21, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

Goal 1: Recruit, admit, enroll, retain and graduate highly qualified and diverse undergraduate students						
Initiative 4: Explore sustainable options for increasing international student enrollment.						
G1I4	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	International Education Center Champion: Assistant VP for International Education	ACTION ITEM 1: Increase the international student presence at Georgia College by conducting a thorough market analysis, identifying five undergraduate markets, and matriculating additional degree-seeking students over the next five years.	Achieve enrollment goals for degree-seeking students established in the International Education Center's strategic plan.	FY21, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

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

G115	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Academic Advising					
	Center for Student Success, Institutional Research, Academic Affairs (Provost's Office) Champion: Associate Provost for Student Success	ACTION ITEM 1: Develop metrics and implement reporting to demonstrate the impact and effectiveness of the Center for Student Success' centralized advising model.	Examine retention by year, by program, and other metrics to determine impact and effectiveness of the Center for Student Success' centralized advising model. Track retention rate of advisees by advisor.	FY18, with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing
	Center for Student Success, Institutional Research, Academic Affairs (Provost's Office) Champion: Associate Provost for Student Success	ACTION ITEM 2: Develop metrics and implement reporting to demonstrate the impact and effectiveness of the EAB tools being used by the CSS.	Track changes (by year and cohort) to both retention and graduation rates. Work with EAB to develop evaluation model.	FY18, with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing
	Center for Student Success Champion: Associate Provost for Student Success	ACTION ITEM 3: Survey a sample of students annually from each cohort to determine satisfaction/concerns with CSS model.	Find a benchmark survey for gaining feedback on student satisfaction with the advising center. Other metrics could include: Associate Provost for Student Success should construct an evaluation instrument. Recommendation for 2-3 questions to be sent to students' mobile devices.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing

	Career Advising					
	Career Center Champion: Director of the Career Center	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.	Develop participation metrics such as: number of students served; % of participants, by major, as compared to totals in each major. Product will be an annual survey and report from the Career Center with participation tracked by major. Saturday session during Week of Welcome. 70% of students interact with the GC Career Center.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.
	Alumni Relations, Career Center Champion: Vice President University Advancement	ACTION ITEM 5: Create/implement impact measures for career outcomes, by major.	90-day-out % hired. Product will be an annual survey and report of May graduates. Advancement should implement the survey by May, 2018. Survey needs to meet requirements of accrediting agencies so that there is no duplication.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

Goal 2

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.

Initiative 1: Establish an institutional level requirement for student participation in transformative experiences that broadly support student development and individual growth.

- Departments and colleges will establish expectations for student participation in transformative experiences that support student learning, course curricula, and academic unit missions.

G211	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 1: Collect a plan from each academic program, indicating their preferences for contributing and commitment to the GC Journeys Program.	On August 16, 2017 (Assessment Day), each academic program will be asked to complete a tentative plan indicating their anticipated contributions to the GC Journeys program. Based on the information collected in their preliminary survey results, final plans will be due Sept. 15, 2017. The plans will include Transformative Experiences (TEs) currently offered by their program and a plan (via survey) to expand offerings. Other information will include the program's plan to incorporate the AAC&U ELOs into their core courses.	FY18	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 2: Provide faculty development opportunities for development of TEs and LEAP core implementation.	Hold no less than 14 faculty development opportunities fall and spring semester (5 TE x 2, 4 LEAP core sessions).	FY18	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 3: Develop Faculty Learning Communities to further develop the university's Transformative Experience offerings and LEAP aligned core and majors.	Establish one FLC for each TE offered in the Journeys program, for a total of 7. Establish one FLC for the ELO areas. The overall target is to form 8 ELO Faculty Learning Communities.	FY18	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 4: Provide summer training for department chairs.	The LAC Coordinators will schedule three meetings during summer 2017 with groups of department chairs, with one in June, one in July, and one in early August.	FY18	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

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.

Initiative 2: Design, implement, measure, and communicate student, faculty, and staff participation in transformative experiences.

- Develop a portfolio system and models of implementation for university wide adoption, including accessibility, cost, and functionality.
- Track the level of utilization of course-embedded transformative experiences.
- Assess learning outcomes from co-curricular experiences.

G2I2	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 1: Implement a portfolio system for assessment of the GC Journeys Program.	In progress. Portfolium campus demo was launched on 5/1/17. Campus launch on 6/23/17 to 2nd-4th year students. Launch to new freshmen cohort on 8/28. Assessment plan for portfolios will be in place by 12/30/17. Training will be embedded in 1st year seminar class. Faculty development opportunities through CTL. Level of utilization of course-embedded transformative experiences will be assessed through Portfolium and tagged in Banner. Learning outcomes from co-curricular experiences will be assessed through Portfolium and AACSU ELO for leadership.	FY18	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 2: Design and implement Journeys LEAP core assessment. Fall 2017: Phase I implementation (GC1Y, Area A); Spring 2018: Phase II Implementation (GC2Y, Area C); Fall 2018: Phase III Implementation (Area D, Area E).	Metrics will include the number of core courses carrying each ELO and number of faculty in courses completing implementation (signature assignments and assessment).	FY19	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 3: Establish new assessment requirements and thresholds for core assessment.	Metrics cannot be determined until after baseline data are collected, however, targets will be set similar to what we currently report to SACSCOC. New requirements, based on the new core assessment, should be completed early due to impact on SACSCOC standards regarding general education and the assessment of student learning outcomes in the core.	FY18	No new operational funds needed – use existing funding	Ongoing
	Liberal Arts Council, Registrar Champion: Director of Institutional Effectiveness	Action Item 4: Work with the Registrar to develop course attributes/'tagging' system.	Development of system to tag applicable courses with TE tags (UR, SA, INT, CAP, FYE, PATH).	FY18	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

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.

- Support integration of Liberal Education and America’s Promise (LEAP) outcomes into the general education and degree program curricula.

G2I3	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 1: Redesign freshmen seminar, and, if necessary, redesign senior capstone.	In progress. C&C committee teams dedicated to both will have FYAS redesigned by 8/15/17. New capstone will be implemented 4/2021.	FY21	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	International Education Center, ENGAGE, Leadership Programs, Academic Departments Champion: Director of Institutional Effectiveness	Action Item 2: Increase transformative experience offerings for Study Abroad, ENGAGE, Leadership, MURACE, and Internships.	In summer, 2017, establish baseline and target increase for FY21 for each transformative experience.	FY21	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 3. Track retention/graduation rates prior to and after implementation of Journeys Program.	Retention/graduation rates prior to 2017 cohort and after.	Annually	No new operational funds needed – use existing funding	Ongoing
	Liberal Arts Council Champion: Director of Institutional Effectiveness	Action Item 4: Establish annual transformative experiences focus groups for assessment of experiences (students and faculty).	Conduct one student and one faculty focus group per transformative experience per semester for years 2, 3, and 4.	FY20	No new operational funds needed – use existing funding	Ongoing

Goal 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						
G3I1	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Graduate Council, Graduate Program Coordinators, Deans, Associate Provost, Provost Champion: Senior Associate Provost & Director of Graduate Studies	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.	Metrics are embedded in the CPR template. Use CPR as the self-study, but review data annually to assess progress, productivity, and viability. Compliance Assist will also be used for annual reviews. Results/progress will be reviewed annually by Graduate Council and Provost's designee.	Annually, beginning FY18	No new operational funds needed – use existing funding	Action item was removed from the Implementation Plan by the 2018 Annual Report on the Implementation Plan. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.
	Deans, Associate Provost, Graduate Council, Graduate Coordinators Champion: Senior Associate Provost & Director of Graduate Studies	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.	Number of inquiries and applicants; BoR measures for enrollment and number of graduates.	Annually, beginning FY18	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

	Provost, Associate Provost, Deans, Graduate Council, Graduate Coordinators Champion: Senior Associate Provost & Director of Graduate Studies	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.)	Number of GA's relative to program enrollment; number of graduations and GA instructional load. Annual audit is conducted by Sr. Associate Provost who then makes determination of strategic allocation in consultation with Graduate Council.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.
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Initiative 2: Develop and implement program-specific marketing strategies.

G312	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Provost, Associate Provost, Deans, Graduate Council, Graduate Coordinators, University Communications Champion: Senior Associate Provost & Director of Graduate Studies	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.	Total amount funded annually tied to generation of graduate credit hours.	FY18	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	University Communications, Graduate Coordinators, Associate Provost Champion: Senior Associate Provost & Director of Graduate Studies	ACTION ITEM 2: Develop annual calendar-year marketing plan for each GC graduate program.	Review metrics (e.g., site traffic, # impressions, cost per impression) from marketing reports.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

Goal 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.						
G4I1	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Financial Services, Institutional Research, Enrollment Management, College Deans, Directors, and Executive Cabinet Champion: Vice President for Finance and Administration	ACTION ITEM 1: Monitor tuition revenue streams to ensure adequate resources are maintained and new unrestricted resources (e.g., from tuition increases, more out-of-state students, and new formula funds) are utilized at an optimal level.	Review ROI-indicators including the Enrollment Management Model to predict incoming class size. Other measures include: quarterly financials, credit hour reports, number of new enrollees, and new resources from the USG.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

	<p>Enrollment Management, International Office, Institutional Research, and Financial Services Champion: Associate VP for Enrollment Management</p>	<p>ACTION ITEM 2: Enhance out of state recruitment base through targeted recruitment efforts in other states.</p>	<p>Increase in related student headcount and revenue collection, as measured through Institutional Research, Financial Services, and USG annual reports.</p>	<p>Ongoing with annual measurement of progress</p>	<p>Redirect existing funds (approval required) or request new funding in the regular budget cycle</p>	<p>Ongoing</p>
	<p>Financial Services, Institutional Research, Deans, Fee Managers, Mandatory Fee Committee, and Executive Cabinet Champion: Vice President for Finance and Administration</p>	<p>ACTION ITEM 3: Critically review justifications for all tuition and fee increases, to include continual benchmarking of rates with recognized comparative markets.</p>	<p>1) Ensure all rate increase justifications include proof of the exhaustion of the possibility of cost-cutting measures and possible alternative revenue measures, and 2) Annually document tuition and fee rate structures with identified aspirational and peer institutions. New Academic Affairs fee committee will look at new fees and existing fees including course fees. Data can be pulled from IPEDs for the institutional level, but not by program.</p>	<p>Ongoing with annual measurement of progress</p>	<p>No new operational funds needed – use existing funding</p>	<p>The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.</p>

	Academic Departments, College Deans, Associate Provost Champion: Assistant Vice President of Institutional Research	ACTION ITEM 4: Monitor enrollment and retention in low producing programs.	Degrees conferred report	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.
	Graduate Coordinators, College Deans, Senior Associate Provost/ Director of Graduate Programs Champion: Senior Associate Provost & Director of Graduate Studies	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.	Increase in related student headcount and revenue collection, as measured through Institutional Research and Financial Services USG annual reports.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Enrollment Management, International Office, Institutional Research, and Financial Services Champion: Assistant VP for International Education	ACTION ITEM 6: Enhance international student enrollments through strategic recruitment, plus international partnerships and pipelines.	Increase in related student headcount and revenue collection, as measured through Institutional Research, Financial Services, and USG annual reports.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

Initiative 2: Monitor program costs and pursue redirection opportunities.

G412	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	College Deans, Program and Service Directors, Institutional Research, Financial Services, Chief Information Officer, and Executive Cabinet Champion: Vice President for Finance and Administration	ACTION ITEM 1: Utilize internal and external data to evaluate all instructional and non-instructional program delivery costs and mission relevance. Establish Sales and Services Business Plan Standing Review Committee in FY18.	Establish and document annual review processes and procedures for instructional cost per-credit-hour evaluations, and under-performing program and service duplication identification, to be annually implemented at the college and departmental levels. For Sales and Services accounts, the Sales and Services Business Plan Standing Committee will submit an annual report to the Strategic Planning Steering Committee.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing

	<p>Provost, College Deans, Department Chairs, Program Directors/Managers, Institutional Research, Financial Services, Chief Information Officer, and Executive Cabinet Champion: Assistant Vice President of Institutional Research</p>	<p>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.</p>	<p>Document comparative analysis of relevant University System of Georgia and national data elements, including IPEDS, USG curriculum data inventory and USG financial reports.</p>	<p>Ongoing with annual measurement of progress</p>	<p>Redirect existing funds (approval required) or request new funding in the regular budget cycle</p>	<p>Action item was removed from the Implementation Plan by the 2018 Annual Report on the Implementation Plan. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.</p>
	<p>Executive Cabinet Champion: Vice President for Finance and Administration</p>	<p>ACTION ITEM 3: Make certain that usage of all temporary and permanent lapse (by categories - to be determined) across all divisions is allocated in a way that best supports the goals of the strategic plan.</p>	<p>Determine if there is a need for more centralized oversight, by division, of lapse allocations each year. The CBO will create an annual report describing usage of lapse for the Strategic Plan Steering Committee.</p>	<p>Ongoing with annual measurement of progress</p>	<p>No new operational funds needed – use existing funding</p>	<p>Ongoing</p>

	<p>Related Fee Managers, Financial Services, and Executive Cabinet Champions: Vice President for Finance and Administration and the Senior Associate Provost for Academic Affairs & Director of Graduate Studies</p>	<p>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.</p>	<p>All new fee requests and subsequent allocations must include the related institutional goal(s).</p>	<p>Ongoing with annual measurement of progress</p>	<p>No new operational funds needed – use existing funding</p>	<p>Ongoing</p>
	<p>Financial Services, Institutional Research, Enrollment Management, College Deans, Directors, Strategic Planning Steering Committee, and Executive Cabinet Champion: Vice President for Finance and Administration</p>	<p>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.</p>	<p>All funding requests and subsequent allocations must include the institutional goal(s) and related strategic initiative(s) they will support, as measured through the annual budgetary planning and allocation processes. This is currently being done at the goal level, but should be expanded to the initiative level.</p>	<p>Ongoing with annual measurement of progress</p>	<p>No new operational funds needed – use existing funding</p>	<p>Ongoing</p>

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

Initiative 3: Expand grant and sponsored project funding.

G4I3	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Grants Office, Independent Contracting Firm for federal legislative representation, GC External Relations, and Executive Cabinet Champion: Director of Grants and Sponsored Projects	ACTION ITEM 1: Utilize contracted liaisons for federal representation to optimize federal grant opportunities to support targeted instructional needs.	Annual dollar value of federal grants garnered through contracted liaisons for federal representation. Number of projects in process; number of contacts by OGSP.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing
	Grants Office, GC Foundation, College Deans, Executive Cabinet Champion: Vice President University Advancement	ACTION ITEM 2: Establish/extend funding partnerships with foundations.	Annual dollar value of grants garnered through foundation partnerships - amount requested; amount awarded.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing

	Grants Office, College Deans, Executive Cabinet Champion: Director of Grants and Sponsored Projects	ACTION ITEM 3: Annually review indirect cost funding to optimize usage and transfer opportunities to redirect general fund related costs where applicable. Goal: use indirects to help fund grant-supported projects.	Amount of indirect cost revenue utilized to support administrative overhead of grant administration costs as a percentage of indirect income. The Grant Activity Report produced by OGSP should provide information on the distribution and uses of indirect funds as reported by the business units.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing
	Grants Office, College Deans, Executive Cabinet Champion: Director of Grants and Sponsored Projects	ACTION ITEM 4: Develop ways to increase faculty participation in project grant writing, sharing of indirect cost revenue, and continued access to Faculty Research Grant program.	Number of grant applications and incentives attributed to the application (if applicable).	Ongoing with annual measurement of progress	Fund by indirect cost recovery	Ongoing

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

Initiative 4: Deepen the culture of philanthropy by expanding outreach and engagement efforts with alumni, parents, faculty and staff, friends, and current students.

G4I4	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Advancement and Alumni Champion: Vice President University Advancement	ACTION ITEM 1: Engage students upon their arrival at GC. Build programs including class giving campaigns and student alumni clubs to increase student giving.	Annual review of campaign results and student giving numbers. Increase giving from students to 5%.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.
	Advancement and Alumni Champion: Vice President University Advancement	ACTION ITEM 2: Engage alumni early and often. Use the young alumni board to build strength in alumni volunteers.	Annual review of campaign results and activities. Increase alumni support to 5%.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

	Advancement Champion: Vice President University Advancement	ACTION ITEM 3: Further develop a partnership with faculty and staff. Provide additional training and keep faculty and staff apprised on goals and success.	Continuous communications review, annual review of campaign results and activities, annual engagement of focus groups for feedback, increased percentage of faculty and staff who give to the university.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing
	Advancement Champion: Vice President University Advancement	ACTION ITEM 4: Create and encourage development opportunities beyond academic units including increased giving from parents.	Annual review of campaign results and giving numbers. Increase giving from parents of enrolled students to 8% by 2020.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing
	Advancement Champion: Vice President University Advancement	ACTION ITEM 5: Increase the university's endowment.	Increase the endowment to \$45 million, complete \$30 million comprehensive campaign, increase annual fundraising to \$6 million.	Ongoing with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

Initiative 5: Enhance sustainability of the physical environment and university programs and services.

G415	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Plant Operations, Office of Sustainability, Sustainability Council, student sustainability organizations Champion: Assistant Vice President Facilities Operations	ACTION ITEM 1: Focus efforts on reducing energy consumption and water usage, and improving recycling efforts.	5% electrical power/KWI reduction, 5% natural gas volume reduction, 5% water volume reduction, and 10% recycling improvement over 2016 baselines.	Ongoing with annual measurement of progress	One-time funding required; source TBD	Ongoing
	Office of Sustainability, Sustainability Council, University Communications Champion: Chair of the Sustainability Council	ACTION ITEM 2: Increase student, staff, and faculty engagement with sustainability initiatives through course offerings, public events, and media contact.	Increase number of courses with sustainability content. Increase number of sustainability public events and participation of the campus community. Promote sustainability initiatives on official GC and social media outlets to better connect with the student body.	FY21, with annual measurement of progress.	No new operational funds needed – use existing funding	Ongoing

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

Initiative 6: Improve facility utilization.

G416	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Space Utilization Committee, Plant Operations, College Deans, Unit Directors, Building Managers, Extended University, and Executive Cabinet Champion: University Architect	ACTION ITEM 1: Improve space utilization throughout the university with a focus on classrooms and teaching laboratories.	Annually track utilization and establish reporting procedures to notify the colleges/departments of their utilization. Report by room, building and time. ID units that are performing well and those performing poorly. Recommend changes to procedures to aid in increasing utilization with a goal of a 15% increase in classroom and teaching laboratories utilization within five years over 2016 baseline.	FY21, with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing
	Director of the Center for Teaching and Learning; Vice President for Finance and Administration; CIO; University Architect; Deans Co-Champions: Director of the Center for Teaching and Learning and Chief Information Officer	Action Item 2: Transform selected traditional classrooms around best practices in active-learning classroom environments including easily transformable, transitional space, learner-focused design, and innovative technology solutions that enhance teaching and learning.	The number of dollars spent to create active learning spaces through construction, furniture, and technology; the number of traditional classrooms and other spaces converted to active learning spaces.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

Initiative 7: Ensure exemplary, effective, and efficient processes, services, and operations to maximize available resources.

G417	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Auxiliary Services, Financial Services, Executive Cabinet, Mandatory Fee Committee Champion: Assistant Vice President for Auxiliary Services	ACTION ITEM 1: Operate Auxiliary Enterprises to meet institutional needs with minimal fee increases, minimal charge-backs to the institution, and watchful savings and redirection opportunities. Eliminate services or outsource where practical and financially viable. Expand existing services to the community where a need is currently not being met.	Annual survey results on student requests, document review of potential elimination or outsourcing opportunities, number of profitable extended services.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

Goal 5

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.

G511	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Promotion and Tenure Task Force, Deans, Department Chairs, University Senate, Office of Inclusive Excellence, Human Resources (for staff) Champion: Chief Diversity Officer	ACTION ITEM 1: Develop a reward and accountability system that fosters diversity and inclusiveness.	Success will be measured by tracking the number of colleges/departments that include a component for fostering diversity and inclusiveness within the IFR, Tenure and Promotion, and staff evaluation processes. Faculty can discuss work related to diversity and inclusiveness within and across their teaching, scholarship, service, and/or professional development as most appropriate.	FY21, with annual measurement of progress	No new operational funds needed – use existing funding	Ongoing

	Office of Inclusive Excellence, Provost Champions: Chief Diversity Officer and the Assistant Director for Faculty Development	ACTION ITEM 2: Expand the ME (Multicultural Empowerment) faculty mentoring network as one initiative designed to increase under-represented faculty success and retention.	50 percent of underrepresented new faculty will have the opportunity to participate in the Multicultural Empowerment program by 2020 and 100 percent will have the opportunity to participate in the empowerment program by their third year. Need baseline data on retention of underrepresented faculty compared with faculty who are not considered underrepresented. Compare the retention rate of faculty who go through the ME program with those who do not participate.	FY21, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Action item was removed from the Implementation Plan by the 2018 Annual Report on the Implementation Plan. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.
	Office of Inclusive Excellence, Provost Champion: Provost	ACTION ITEM 3: Develop a faculty fellow program to diversify the faculty and promote a diverse curriculum. The faculty fellow would teach courses each semester to promote a diverse curriculum and deliver public lectures on diversity-related topics.	Hire or use a visiting faculty model for staffing of one faculty fellow to promote diversity and inclusion at GC.	FY18, with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

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.

G5I2	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Institutional Research, Deans, Human Resources Champion: Chief Human Resources Officer	ACTION ITEM 1: Identify exemplary personnel practices to enable GC to benchmark and provide context for discussions around compensation, benefits, and other best practices related to retention of faculty and staff.	Human Resources to develop a list of best practices to retain faculty and staff including compensation, benefits, and training. This will enable the university to develop a brief report of gaps and best practices to inform better decision-making related to employee retention.	Ongoing with annual review of progress	No new operational funds needed – use existing funding	Ongoing
	Institutional Research, Human Resources, University Senate Faculty Affairs Policy Committee, Center for Teaching and Learning, Office of Inclusive Excellence Champion: Assistant Vice President of Institutional Research	ACTION ITEM 2: Utilize an existing survey instrument such as Great Places to Work or Educause 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.	Execution of the survey instrument every three years. Benchmark where the university currently is and compare that with data from surveys conducted in future years to gauge the impact of our efforts.	Cyclical as specified by the Action Item	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

	Deans, Department Chairs, Promotion and Tenure Task Force, University Senate, Champion: Provost (for faculty)	ACTION ITEM 3: Provide professional development and other incentives and rewards to encourage faculty to create transformative experiences for students.	Success is measured by tracking the number of colleges/departments that include a component for fostering development of transformative experiences within the IFR and Tenure and Promotion processes. Faculty can discuss work related to transformative experiences within and across their teaching, scholarship, service, and/or professional development as most appropriate.	Ongoing with annual review of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing
	Center for Teaching and Learning; Office of Academic Affairs Champion: Director of the Center for Teaching and Learning	Action Item 4: Provide ample faculty development training opportunities teaching instructional strategies that support research-based, technology-infused, learner-focused pedagogies.	The number of faculty trained to use active learning techniques and new technologies through faculty development; the number of students participating in classes that utilize active learning strategies; ECARS survey.	Ongoing with annual measurement of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Ongoing

Goal 5: Enhance a professional environment that encourages the recruitment, retention, and success of an exemplary and diverse faculty and staff.

Initiative 3: Determine the desired proportion of full-time tenure track faculty.

G5I3	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Institutional Research and Ad Hoc work group appointed by the Faculty Affairs Policy Committee Champion: Assistant Vice President of Institutional Research	ACTION ITEM 1: Implement a study of the faculty cohort composition among defined peer institutions to provide relevant context.	Completion of review among defined peer institutions.	FY19, with annual review of progress	No new operational funds needed – use existing funding	Ongoing

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.

G6I1	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	University Communications and Library to collaborate Champions: Associate Vice President for Strategic Communications and Library Director	ACTION ITEM 1: Create a faculty/staff expertise directory on our public website to publicize contacts for potential community engagement opportunities.	Develop, post, and annually update the faculty/staff expertise directory. Work with community-linked campus units, such as the Give Center, to notify community partners about the directory.	FY18, with annual review of progress	No new operational funds needed – use existing funding	Ongoing
	Institutional Research, Registrar's Office, ENGAGE, GIVE Center Champion: Assistant Director of Assessment/QEP Director	ACTION ITEM 2: As part of Goal 2 efforts to track experiential learning (GC Journeys Program), develop a process for tracking service learning (course tags and Portfolium) and community-based learning projects (e.g., ENGAGE).	Track service learning and community-based learning project hours using metrics such as client, course, supervising faculty/staff member, and student. Summarize by college and by discipline.	FY18, with annual review of progress	No new operational funds needed – use existing funding	Ongoing

	Office of Grants and Sponsored Projects Champion: Director of Grants and Sponsored Projects	ACTION ITEM 3: Capture the impact and data related to grant-development assistance provided by the university to community agencies.	# of proposals assisted with; total dollars secured	FY18, with annual review of progress	No new operational funds needed – use existing funding	The 2018 Annual Report on the Implementation Plan deemed this action item to be accomplished and operationalized. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.
	Deans of the Four Colleges Champion: Dean of the College of Business	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.	Feasibility study report	FY 18	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Action item was removed from the Implementation Plan by the 2018 Annual Report on the Implementation Plan. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

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 2: Explore additional direct partnerships to address targeted community needs.

G6I2	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Office of Grants and Sponsored Projects, College of Education, College of Health Sciences, GIVE Center, ENGAGE, Extended University (YES Program, High Achievers Program, Communities In Schools, Academic Outreach) Champion: Dean of the College of Business	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.	Development and execution of needs assessment and identification and implementation of programs and initiatives to address health and educational disparities.	FY18, with annual review of progress	Redirect existing funds (approval required) or request new funding in the regular budget cycle	Action item was removed from the Implementation Plan by the 2018 Annual Report on the Implementation Plan. It is not an active action item for FY19 or subsequent years and no longer requires an annual report.

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 3: Increase faculty and staff engagement in external activities, while ensuring these contributions are valued and recognized by the institutional reward system.

G6I3	RESPONSIBLE PARTY/UNIT	STRATEGIES TO ACCOMPLISH INITIATIVE	METRICS	TIME FRAME (FY)	FUNDING: REDIRECT, NEW	STATUS FOR FY2019
	Promotion and Tenure Task Force, Deans, Department Chairs, University Senate, Champion: Provost	ACTION ITEM 1: Develop a tangible P&T/annual appraisal criterion that values engagement with additional weighting for those engagement activities that are within academic discipline. Such activities should be counted as "Public Scholarship" (which is peer reviewed) vs. "Service."	Success will be measured by tracking the number of colleges/departments that include a component for fostering engagement in external activities within the IFR, Tenure and Promotion, and staff evaluation processes. Faculty can discuss work related to engagement within and across their teaching, scholarship, service, and/or professional development as most appropriate.	FY18, with annual review of progress	No new operational funds needed – use existing funding	Ongoing