

Addendum C2: Examples of Shared Governance Efforts

As described below, the objectives and action steps in Table 1 (see CIR Report page 10) have focused our work and unified us toward outcomes that demonstrate mission affirming decisions.

Strategic Objective 1: Enhance the quality of the College's academic programs and the learning experience of our students (*Action Step 2: The Graduate Admissions, Curriculum & Standards Committee (GCC) will review the graduate curriculum*)

The Office of Academic Affairs initiated conversations with Deans in AY19-20 to discuss the prospect of developing College-specific online graduate certificate programs that would expand market reach and alternative revenue sources for the colleges and University. Additionally, the certificates have the potential to generate positive societal impact for employers seeking labor with in-demand knowledge and skills. The CoB began internal discussions to identify possible graduate certificates leveraging existing faculty resources and courses. With the arrival of the new Dean in Summer 2020, a focused examination of opportunities with the Chair of the Department of Information Systems and Computer Science (IS-CS) resulted in action by the faculty. **Upon further review, the IS-CS faculty developed a proposal for new certificates in IT Auditing, IS Analytics, and Web Developer. Through a rigorous shared governance curriculum process within the CoB and across campus, the three certificates were approved and will be offered starting in Fall 2021.** These certificates are stackable in that they utilize courses offered by the graduate program in Management Information Systems (MMIS); additionally, graduate students outside of the MMIS may apply to enroll in the certificate program(s).

Strategic Objective 2: Enhance the local, state, national, and international visibility of the College's quality programs, student successes, and faculty and staff achievements (*Action Step 6: Assess continually external marketing firm strategies in promotion of online graduate programs*)

In 2011, the CoB began a relationship with a private marketing firm in Atlanta called LENZ. This was initially used to promote the WebMBA, but soon expanded to include our portfolio of graduate programs and included a CoB-sponsored Atlanta-based radio broadcast *LENZ on Business* featuring guests who were graduates of CoB online graduate programs. Since FY17, the average annual expenditures for advertising with LENZ was \$166,000. Upon arrival of the new Dean in 2020, we assessed the return on investment (applicant yield) and determined that it was in our best interest to terminate the contract with LENZ. In 2019 and 2020, less than 1% of our applicants were generated by a landing page (www.makeyournextmove.org) to which the advertising directed prospects. **In coordination with Academic Affairs, the Graduate School, and the Office of Marketing and Communications, CoB leadership decided to centralize advertising efforts to (1) reduce expenditures in light of an 11% budget cut, (2) benefit from economies of scale efficiencies with advertising tactics used across GC graduate programs, and (3) redirect some of our marketing funds to utilize niche advertising outlets for targeted digital campaigns.** While it is too soon to determine impact of the decision to centralize marketing efforts, we are adopting a very focused approach and will be tracking applicant yield and reach of these efforts. A summary of advertising tactics for each graduate program for the AY21-22 may be found in **Addendum K**.

Strategic Objective 3: Enhance resource generation and operational efficiency to support programmatic needs (*Action Step 7: Set annual budget priorities in consultation with the department chairs and the Strategic Management Committee to fulfill programmatic needs*)

Georgia College's budget process includes redirection of existing funds. The CoB has, when needed, redirected faculty lines across departments in response to enrollment shifts. The CoB dean must make a case for retaining

existing faculty and staff lines when lines come open due to retirements or resignations. Academic Affairs has been supportive of CoB needs. **The CoB continues to be intentional about the allocation and reallocation of faculty lines.** In 2019, for example, the Dean in consultation with the leadership team, moved a tenure-track line from Business Communications to MIS to address enrollment growth in the BBA-MIS major. At the same time, the CoB moved a non-tenure-track lecturer from Marketing to Business Communications. Similarly, in Fall 2019 the CoB gained a new logistics line as part of a net-new resource allocation from Academic Affairs. That new line enabled the Management, Marketing, and Logistics Department to shift a newly available line in logistics (due to a resignation) to human resource management as an investment in a new concentration. **Additionally, as referenced in Section B2, a new pilot budget process began in early FY21 that incorporated shared values for transparency and consultative input from multiple stakeholders.**

Strategic Objective 4: Enhance engagement with and impact of various stakeholders through alumni relations, advisory boards, community partnerships, and outreach efforts (*Action Step 5: Enhance relations with alumni, donors, and friends of the College*)

The CoB Leadership Board and Dean Stratton agreed in September 2020 that our alumni want to stay connected in meaningful ways during normal times and during a pandemic. We discussed the option of forming an alumni affinity group (Alumni Council) and ways to increase our outreach. The consensus was to gauge interest and begin the process to submit an alumni affinity group for approval at the June 2021 meeting of the GC Alumni Board. Amber Bennett Brannon, Alumni Engagement Committee Chair for the CoB Leadership Board (Executive Committee), was appointed to spearhead the effort to get the affinity group up and running. This included surveying our alumni, reporting to the board, and coordinating initial informational meet-n-greets for alumni who expressed interest in serving or leading the new affinity group. Based on the survey, 90% of respondents expressed interest in being involved in a CoB specific alumni affinity group where they could connect based on location, area of study, or graduating class. More than 70% of respondents indicated positive need for alumni networking, professional mentorship, job search assistance, and business development. This clearly showed a desire for more structured CoB alumni engagement and outreach. Additionally, increased activity with alumni through the Alumni Council can now serve as a pipeline for increased engagement, donations, and potential opportunity for new and more diverse board members from various backgrounds, industries, and locations. The primary goals for the newly established CoB Alumni Council will be to:

1. Fund a CoB Annual Scholarship.
2. Engage in robust event hosting connecting alumni based on geography or interest groups.
3. Support the CoB Student Mentorship Program by inviting and encouraging CoB alumni to volunteer for one year mentor/mentee program training and participation.
4. Collaborate with the Leadership Board Alumni Engagement committee and the Leadership Board on strategic ways to engage alumni and build affinity.
5. Support new alumni and extend a welcome to the Bobcat alumni family.

Strategic Objective 5: Enhance faculty and staff development and recognition (*Action Step 10: Create faculty and staff recognition activities in support of the teaching, research, and service mission of the College*)

During the time period of this strategic plan, the CoB became very purposeful in nominating candidates for each category of the annual, university-wide awards in the areas of teaching, research, service, and community engagement. The Dean works with the Department Chairs to identify candidates; the Chairs then work with those candidates to prepare packages. The result has been highly impactful. **While only 16.5% of the Georgia College faculty are in the CoB, an average of 42.5% of awards conferred each year go to CoB faculty. In both AY17-18 and AY20-21, CoB faculty were recognized for five out of eight eligible awards for Georgia College**

faculty. We list the award winners in the CoB Annual Report and acknowledge nominees at the annual Atkinson Honors celebration. In AY20-21, the Dean and Chairs decided to honor each nominee as the ‘official’ CoB-winner of the specific award (e.g., the faculty nominee for Excellence in University Service would be the CoB winner of Excellence in Service). We also began using the *Atkinson Insider* and various social media platforms in 2021 to announce each university-wide winner.

A. Describe the impact of COVID-19 on the school to-date.

As part of a statewide response, the University System of Georgia (USG) Board of Regents stopped in-person instruction