

# 2016-2021 Georgia College Strategic Plan

*October 5, 2017 Version with Action Items*

**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   |
|------|---|---|--|---|--|
|      | Enrollment Management, Office of Admissions<br>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   |
|      | Enrollment Management, Office of Admissions, Honors Program<br>Champion: Associate VP for Enrollment Management | 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. | 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. | FY19, with annual measurement of progress   | Redirect existing funds (approval required) or request new funding in the regular budget cycle |

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| <p>Enrollment Management, Office of Admissions, Office of Inclusive Excellence, College Deans<br/>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>Enrollment Management, Office of Admissions, Office of Inclusive Excellence<br/>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>Enrollment Management, Office of Admissions<br/>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>University Advancement<br/>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> |

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

| G112 | <b>RESPONSIBLE PARTY/UNIT</b>   | <b>STRATEGIES TO ACCOMPLISH INITIATIVE</b>   | <b>METRICS</b>  | <b>TIME FRAME (FY)</b>                      | <b>FUNDING: REDIRECT, NEW</b>  |
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|      | 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 |
|      | 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 |

**Initiative 3: Execute the Diversity Action Plan to meet associated benchmarks**

| G113 | <b>RESPONSIBLE PARTY/UNIT</b>   | <b>STRATEGIES TO ACCOMPLISH INITIATIVE</b>  | <b>METRICS</b>   | <b>TIME FRAME (FY)</b>                    | <b>FUNDING: REDIRECT, NEW</b>  |
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|      | Office of Inclusive Excellence, Center for Student Success, Office of Enrollment Management<br>Champion: Director of Institutional Equity and Diversity | ACTION ITEM 1: Expand pathway programs to enroll more students from Early College, the High Achievers Program, the YES Program, Rising Misters, 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 |
|      | Office of Inclusive Excellence, College of Education, and Student Affairs<br>Champion: Director of Institutional Equity and Diversity                   | ACTION ITEM 2: Improve retention and graduation rates of participants in the SOAR, 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 |
|      | Office of Inclusive Excellence, Center for Student Success<br>Champion: Director of Institutional Equity and Diversity                                  | 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 |
|      | College of Education and Office of Inclusive Excellence<br>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 |

**Initiative 4: Explore sustainable options for increasing international student enrollment.**

| G114 | RESPONSIBLE PARTY/UNIT   | STRATEGIES TO ACCOMPLISH INITIATIVE  | METRICS  | TIME FRAME (FY)                           | FUNDING: REDIRECT, NEW   |
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|      | International Education Center<br>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 |

**Initiative 5: Enhance academic and career advising and other university services to fully support student success and satisfaction.**

| G115 | RESPONSIBLE PARTY/UNIT  | STRATEGIES TO ACCOMPLISH INITIATIVE   | METRICS  | TIME FRAME (FY)                           | FUNDING: REDIRECT, NEW                                 |
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|      | <b>Academic Advising</b><br>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 |
|      | 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 |

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| Center for Student Success<br>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:<br>Associate Provost for Student Success should construct an evaluation instrument.<br>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 |
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**Career Advising**

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| Career Center<br>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 |
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| Alumni Relations, Career Center<br>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 |
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