

Middle Georgia
State University

MIDDLE GEORGIA'S PATH TO EXCELLENCE

STRATEGIC PLAN 2023 » 2028



MIDDLE GEORGIA'S PATH TO EXCELLENCE

YOUR PUBLIC UNIVERSITY

Serving a broad geography of five campus communities and a robust online profile, Middle Georgia State University is dedicated to being the most affordable university in the state. We take pride in our access role while delivering excellence in the undergraduate classroom and in our professional graduate programs.

In developing the 2023-2028 Strategic Plan, the University engaged diverse constituent groups to seek consensus on how we will achieve an even stronger identify and purpose by asking what we have done well and what we can do better. The University affirms the necessity of innovation and believes students must be inspired by learning practices that promise significant rates of program completion, career-ready credentials, and an alumni base engaged in giving, service, and leadership. This strategy will lead Middle Georgia State to an ever-brighter role as a change agent for the state.

We would like to extend our gratitude to you for learning about Middle Georgia State University and our strategy to serve the public. As the plan is implemented, it will be monitored and reported quarterly. Progress updates will be available for review online at www.mga.edu/strategic-plan/scorecard.

MISSION: *Middle Georgia State University educates and graduates inspired, lifelong learners whose scholarship and careers enhance the region and the state.*

VISION: *We transform individuals and our communities through extraordinary higher learning.*

VALUES: *Stewardship • Engagement • Adaptability • Learning*

STRATEGIC PLANNING TIMELINE

- August 2022** Ad Hoc Strategic Plan Committee forms
- Fall 2022** Gathers feedback from faculty, students, staff, and community
- Fall 2022** Ad Hoc Strategic Plan Committee meets and develops draft of plan
- Spring 2023** Cabinet receives and refines draft of strategic plan
- June 2023** Ad Hoc Strategic Plan Committee votes to approve strategic plan
- July 2023** *2018-2023: Elevating Middle Georgia* concludes
- August 2023** *2023-2028: Middle Georgia's Path to Excellence* commences

TABLE OF CONTENTS

Strategy 1 - Champion Student Success	2
Strategy 2 - Lead Innovation and Economic Opportunity	4
Strategy 3 - Build Culture and Identity	6
Strategy 4 - Sustain Fiscal Resilience and Brand Value	8

STRATEGY 1

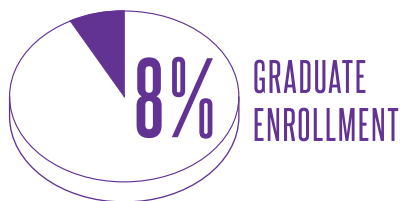
CHAMPION STUDENT SUCCESS

Middle Georgia State owns the imperative of student success and will support practices that assure academic excellence and student engagement.

Priorities:

- Demonstrate standards of excellence in all academic programs
- Grow student engagement at all degree levels
- Expand enrollment and graduation

OVER THE NEXT 5 YEARS:



PRIORITY 1:

DEMONSTRATE STANDARDS OF EXCELLENCE IN ALL ACADEMIC PROGRAMS

- Achieve AACSB (Association to Advance Collegiate Schools of Business) accreditation and SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) reaffirmation, and achieve/maintain program accreditations as available
- Embed Quality Matters in all methods of program delivery
- Increase Boyer-model faculty scholarship outcomes
- Develop faculty expertise in A.I. and other emergent technologies

PRIORITY 2:

GROW STUDENT ENGAGEMENT AT ALL DEGREE LEVELS

- Develop Quality Enhancement Plan through a comprehensive engagement with University stakeholders
- Expand and sustain First-Year Experience tailored for each campus
- Develop robust practices uniting academic and student engagement efforts
- Increase and assess the number, type, and quality of jointly coordinated Academic Affairs/Student Affairs programs
- Launch Study Abroad Office and foster three new international partnerships

PRIORITY 3:

EXPAND ENROLLMENT AND GRADUATION

- ◀ Enroll 8,750 students by 2028
- ◀ Increase undergraduate retention by 5% over five years based on fall 2022
- ◀ Increase graduates by 5% over spring 2023
- ◀ Increase graduate enrollment to 8% of total enrollment over five years
- Resource, grow, and assess school and Career Center partnerships for employment accountability
- Build out Georgia Academy at Warner Robins campus



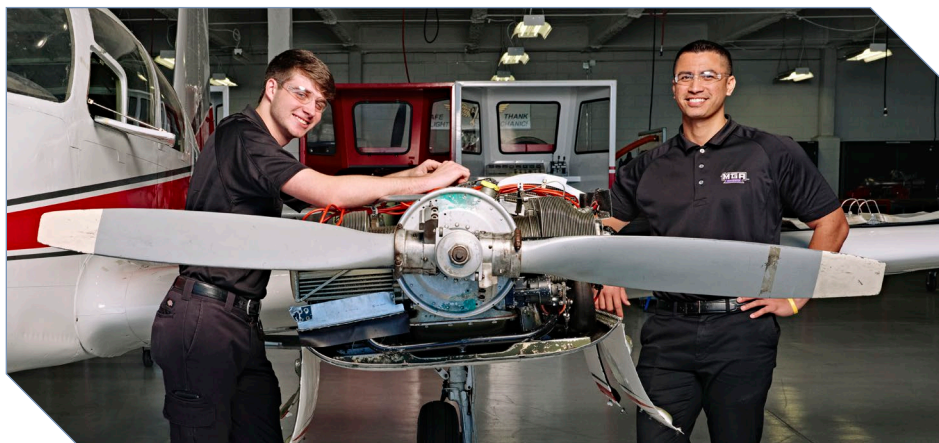
STRATEGY 2

LEAD INNOVATION AND ECONOMIC OPPORTUNITY

Middle Georgia State promotes workforce and career alignment and will drive University outreach through academic centers, faculty scholarship, and grants.

Priorities:

- Ensure high-demand programs for workforce and career alignment
- Use Center for Middle Georgia Studies to drive University outreach
- Coordinate faculty scholarship and grant awards to build University reputation



PRIORITY 4

ENSURE HIGH-DEMAND PROGRAMS FOR WORKFORCE AND CAREER ALIGNMENT

- Modify and expand existing programs for new career-ready populations
- Provide undergraduate programs that meet residential capacity in Macon and Cochran
- Develop A.I. program as credit or non-credit credential



PRIORITY 5

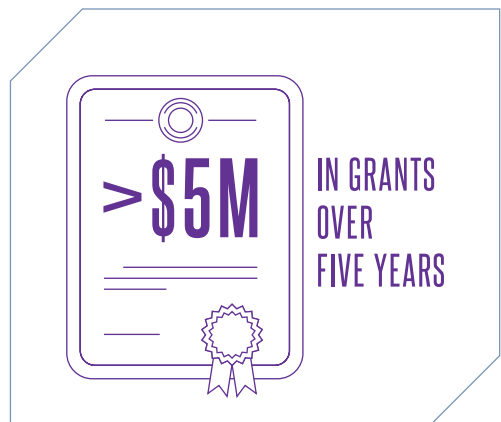
USE CENTER FOR MIDDLE GEORGIA STUDIES TO DRIVE UNIVERSITY OUTREACH

- Strengthen University centers
- Increase the systematic promotion of the MGA family on local boards and organizations

PRIORITY 6

COORDINATE FACULTY SCHOLARSHIP AND GRANT AWARDS TO BUILD UNIVERSITY REPUTATION

- Resource and staff grant operations
- ▶ Attract grant money over five years to exceed \$5M



STRATEGY 3

BUILD CULTURE AND IDENTITY

Middle Georgia State will refine the roles and strengths of each campus and emphasize the University as a destination workplace for employees.

Priorities:

- Plan, resource, and promote campus roles and identities
- Pursue great-place/college-to-work designation
- Promote culture of wellness throughout the MGA community
- Compete and win at the NCAA Division II level



PRIORITY 7

PLAN, RESOURCE, AND PROMOTE CAMPUS ROLES AND IDENTITIES

- Refine, promote, and distinguish all campus locations
- Prioritize Oracle consultants' recommendations for residential life
- Grow our Alumni Association

PRIORITY 8

PURSUE GREAT-PLACE/COLLEGE-TO-WORK DESIGNATION

- Strengthen the role of Staff Council
- Maintain CVIG (Carl Vinson Institute of Government) market standards for staff and faculty salaries
- Develop employee retention plan with metrics

PRIORITY 9

PROMOTE CULTURE OF WELLNESS THROUGHOUT THE MGA COMMUNITY

- Embed and enhance wellness outcomes throughout University culture and activities
- Meet SACSCOC Standard 13.8 by taking reasonable steps to provide for the safety and well-being of our campus community

PRIORITY 10

COMPETE AND WIN AT THE NCAA DIVISION II LEVEL

- Build, support, and manage athletic programs on Cochran and Macon campuses
- Raise designated athletics money to cover 20% of operating cost



STRATEGY 4:

SUSTAIN FISCAL RESILIENCE AND BRAND VALUE

Middle Georgia State will build upon its strong accreditation portfolio and will support this commitment by broadening revenue streams that drive University brand and affordability.

Priorities:

- Apply data-driven accountability to all operations
- Maintain access, affordability, and value for all students
- Grow and diversify streams of revenue



PRIORITY 11

APPLY DATA-DRIVEN ACCOUNTABILITY TO ALL OPERATIONS

- Develop a communication strategy for data culture and its dissemination
- Create, maintain, and publish scorecards that reflect University System of Georgia priorities and standards

PRIORITY 12

MAINTAIN ACCESS, AFFORDABILITY, AND VALUE FOR ALL STUDENTS

- Meet SACSCOC Standard 12.6 by promoting financial literacy to student borrowers
- Launch grant-funded financial literacy program in Macon-Bibb
- Increase use of low-cost/no-cost course materials

PRIORITY 13

GROW AND DIVERSIFY STREAMS OF REVENUE

- Complete a second comprehensive campaign and double funds raised in previous campaign
- ▼ Increase employee giving to campaign by 3% each year over five years
- ▼ Double the number of private gifts over five years with at least six major gifts by 2028
- ▼ Increase alumni giving to 8% of all alumni populations



INCREASE EMPLOYEE GIVING BY
3% PER YEAR

INCREASE ALUMNI GIVING TO
8% OF ALUMNI 



2X
PRIVATE GIFTS
PLUS
6+ MAJOR GIFTS



Middle Georgia
State University

YOUR PUBLIC UNIVERSITY

Questions or comments? strategicplan@mga.edu

Learn more and follow our progress at:
mga.edu/strategic-plan