

Middle Georgia State University – Strategic Plan FY23 Priorities SCORECARD

Imperatives / Institutional Priority	Lead Office(s)	Q1	Q2	Q3	Q4
Strategic Imperative 1) Grow Enrollment with Purpose		July 1 – September 31	October 1 – December 31	January 1 – March 31	April 1 – June 31
HIGHEST	Student Affairs, Academic Affairs	<ul style="list-style-type: none"> The GA Academy is reimagined to be offered at the WR campus for non-residential high-achieving students in Houston County Schools Funds provide for a peer mentoring project to support students in learning support Advising Tiers developed Funding provided for two additional academic advisors Funding provided to hire a Transfer Specialist Student Life hosted 37 events with 1943 attendees CCLD offered 20 career programs; 15 leadership programs; presented to 12 different classes; 2 service-learning events; completed 94 in-person and virtual 	<ul style="list-style-type: none"> Discussions with Houston County District officials on building the collaboration for the GA Academy Peer mentors hired to work with students in LS in Macon and Cochran Advising Tiers implemented Search for two academic advisors begins Transfer Specialist hired to provide advising services and guidance for transfer students Position for AVP of Academic Innovation posted for external hire. Student Life hosted 31 events with 1356 attendees CCLS launched Internship Experiences Program to capture 	<ul style="list-style-type: none"> AVP Academic Innovation hired. Building the curriculum for degrees offered for GA Academy students Offered two GA Academy promotional events for Houston County students Peer mentoring offered for LS students in Macon and Cochran Advisors serving in three levels-Tier I, Tier II and Tier III with increasing responsibilities at each level One additional advisor assigned to the School of Business and Generalist assigned to offer advising services in Dublin Student Life hosted 58 events with 1979 attendees Hosted Student Leadership Conference CCLD hosted largest MGA Teacher 	<ul style="list-style-type: none"> New CS and HS certificates submitted to shared governance to support WR/GA Academy. Obtained \$25K in scholarship money to support GA Academy students Learning Communities planned for the WR and Cochran campuses as a pilot project for Fall 2023 Advisor visibility enhanced on the campuses to build student engagement Student Life has hosted 12 events with 557 attendees Hosted End of Year Celebration for all students who were engaged CCLD Hosted 4 virtual information sessions with employers offering internships; collected student data on 62 internship sites; offered 9 career

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		<p>career advising appointments.</p>	<p>data on students completing internships</p> <ul style="list-style-type: none"> • CCLD hosted All Industry Job & Internship Fair in-person with 38 employers; hosted largest Aviation Career Fair in MGA history with 28 employers • CCLD collaborated with Alumni Relations and Foundation to host two LinkedIn Headshot Days at career fairs; hosted 4 virtual information sessions with employers offering internships; offered 25 career programs; offered 12 leadership programs; presented to 5 different classes on career and leadership; and completed 154 in-person and virtual career advising appointments 	<p>Recruitment Fair with 37 employers; All Industry Job & Internship Fair with 47 employers & record number of 144 students; Aviation Career Fair with 24 employers and 186 students</p> <ul style="list-style-type: none"> • CCLD Collaborated with Alumni Relations and Foundation to host LinkedIn Headshots at Aviation Career Fair; hosted 6 virtual information sessions with employers offering internships; completed 209 in-person and virtual career advising appointments; offered 20 career programs & 10 leadership programs 	<p>programs; offered 3 leadership programs; completed 57 career advising appointments</p>
<p>2. Implement new faculty development initiatives that strengthen the quality of</p>	<p>Academic Affairs Human Resources</p>	<ul style="list-style-type: none"> • New Faculty Orientation • Teaching workshops and consultations • New Faculty Academy 	<ul style="list-style-type: none"> • Regents' Teaching Excellence Awards nominations • Teaching workshops and consultations 	<ul style="list-style-type: none"> • Training for new Instructional Designer position • Teaching workshops and consultations 	<ul style="list-style-type: none"> • Quality Matters coordination (second round) • Design implementation of academic success

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<p>teaching and learning across modalities.</p> <p>CONTINUED EMPHASIS</p>		<ul style="list-style-type: none"> Quality Matters coordination for faculty (first round) Launch new implementation of academic success content in 16-week Area B courses 	<ul style="list-style-type: none"> Search for Instructional Designer Assess implementation of academic success content in Area B courses Revise academic success content in Area B courses 	<ul style="list-style-type: none"> Faculty Development Days Training for new Area B Coordinator role Support USG Teaching and Learning Conference 2023 Design faculty mentoring plan for Senate approval Completed the Managers and Leaders training for an additional 21 Faculty and Staff February 1 and March 1, 2023. 	<p>content in 8-week Area B courses</p> <ul style="list-style-type: none"> Revise academic success content in 16-week Area B courses Assist with PTPTR guidelines in school handbooks for faculty Common syllabus language
<p>3. Align academic programming to strengthen the sustainability of each campus.</p> <p>HIGHEST</p>	<p>Enrollment Management Academic Affairs</p>	<ul style="list-style-type: none"> Conducted a review of existing academic programs across all campuses to identify areas of overlap and opportunities for consolidation or expansion. Committed to participate in NSSE to Gather feedback from students on the strengths and weaknesses of current academic programming and areas where additional support or resources are needed. 	<ul style="list-style-type: none"> AMP 2023 Draft Begun – enhanced campus identifies and theming Curriculum planned for the AS and BS in Computer Science DPS and M.Ed. Programs submitted and approved through shared governance Identified potential partnerships with local businesses and organizations to develop new academic programs that meet the needs of the local community and support the 	<ul style="list-style-type: none"> Engaged in Academic Forecasting review with USG – adapting to low enrollment accountability AMP Updated to include residential emphasis and program expansion AS/BS CS Curriculum submitted for approval through the curriculum approval process AS and BS in Computer Science approved as a face-to-face offering for the WR campus. 	<ul style="list-style-type: none"> Academic Deans and program leadership engaged to identify additional costs/opportunity costs for program expansion on Cochran and Macon Explore opportunities to collaborate with other institutions and organizations to share best practices and further advance sustainability efforts in higher education. Host a campus-wide sustainability event and review of USG

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		<ul style="list-style-type: none"> • Proposed the AS and BS in Computer Science to be offered on the WR campus • Utilization of re-registration rates by major and campus to ensure student persistence increases. • Cross divisional program launches were developed for new programs. • Revamped prospective student open house to place greater focus on majors. • Established enrollment goals for graduate programs while measuring application yield data. 	<p>sustainability goals of each campus.</p> <ul style="list-style-type: none"> • Offered student success class for fall 2022 new students in housing with below a 2.0 GPA going into their second semester. • Established enrollment goals for dual enrollment, undergraduate, and graduate while breaking down by campus for following fall semester. 	<ul style="list-style-type: none"> • DPS and MEd submitted to BOR and SACSCOC for approval • Identified opportunities for cross-disciplinary collaboration while ensuring that each program has a clear sustainability focus • Increase major specific communication to prospective students. • Targeted fall 2023 to launch 3 graduate programs onsite seeking to enroll international students. • Began onboarding Salesforce to support academic and social engagement across all majors while supporting financial aid and bursar operations. • Established multiple MOU's promoting a dual enrollment to matriculation by campus/program (nursing pathway, teacher education, and aviation pathway) 	<p>METRICS data to raise awareness about the importance of sustainability in academic programming and showcase the deficits and progress.</p>

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Strategic Imperative 2) Own Student Success					
<p>HIGHEST</p> <p>4. Restore and re-invigorate the residential experience for consistent quality across campuses</p>	Student Affairs	<ul style="list-style-type: none"> Implemented a new programming model in congruence with the Student Life programming model Hired Area Coordinator to create a more consistent conduct process within Housing Transitioned Residence Life Coordinator position from 10 month to 12-month positions, which will add support and services in summer CCLD partnered with Housing to offer a living community in Knights Hall and Lakeview Point so that students in Knights LEAD could live in the same location. Residence Life hosted 40 events with 2255 attendees 	<ul style="list-style-type: none"> Renovations completed on the 800 building of University Pointe Hired Oracle Housing Consultants Residence Life hosted 34 events with 1080 attendees 	<ul style="list-style-type: none"> Worked with Consultants through interviews, focus groups, data gathering, Residence Life hosted 39 events with 1430 attendees 	<ul style="list-style-type: none"> Received Consultant reports and developed action plan to implement recommendations Residence Life hosted 17 events with 684 attendees SWOT group formed to address recommendations
<p>5. Implement and assess economic model benefitting a</p>	President's Office/ Academic Affairs	<ul style="list-style-type: none"> Cabinet prepared and submitted a supplementary budget request to USG to ensure sustainable 	<ul style="list-style-type: none"> President has had follow-up discussions with USG regarding request. 	<ul style="list-style-type: none"> The President hosted new Regents to campus and continues to provide information 	<ul style="list-style-type: none"> On April 12th, USG approved an undergraduate tuition adjustment plan to align MGA's tuition

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<p>Level V/USG State University, to ensure sustainable support for student learning.</p> <p>HIGHEST</p>		<p>support for student learning and funding adequate for a Level 5 institution in the state university sector</p>	<ul style="list-style-type: none"> President has met with regional delegation and Senator Ossoff's office regarding additional programmatic and capital project funding opportunities. 	<p>to USG and stakeholders.</p> <ul style="list-style-type: none"> The President has met with Chancellor and USG regarding the 2nd Year of a 3-year tuition increase 	<p>rate with other Georgia public institutions that are classified as state universities. This change will be effective fall semester 2022.</p> <ul style="list-style-type: none"> Preparation for summer work - to enhance our research and grants support to scale our annual awards to be commensurate with a Level V SACSCOC State University. As we pursue a second doctorate for the institution, we must also plan long term to match that stature on other key metrics for our peer and aspirant institutions. Research and Sponsored Projects is currently an area of opportunity, and we will work to seize it Small subgroup of Cabinet assigned to review student success metric MGA prepared for USG in AY22 for tuition increase

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					<ul style="list-style-type: none"> VPFA working with President to determine how USG budget reduction will be allocated across divisions
<p>HIGHEST</p> <p>6. Raise funds for centers of excellence in schools, for faculty and student access to scholarship and engagement.</p>	<p>Academic Affairs Advancement/ Foundation</p>	<ul style="list-style-type: none"> Funding provided to hire an Academic Success Coach to strengthen the Student Success Centers. Funding provided to the Mathematics Academic Resource Center (MARC) to offer embedded tutoring Funding provided to the Writing Center to strengthen services 	<ul style="list-style-type: none"> Search for an Academic Success Coach begins Writing Center Consultants hired and additional resources like laptops and updated teaching materials added 	<ul style="list-style-type: none"> One Academic Success Coach hired. Student Success content offered as a non-credit hour course for Cochran residential students on probation. Two embedded tutors hired for the MARC to provide assistance with multiple math courses \$1.2 MM gift (anonymous) received to fund Distinguished Chair in Georgian Studies and Distinguished Chair in Biology and Environmental Sciences. 	<ul style="list-style-type: none"> Academic Success Coach working with residential students on probation and on early alert on the Cochran campus Developing proposal for Sheridan Foundation creating a comprehensive center providing access & support for Bibb County high school students. Four additional endowed scholarships this FY (Jeanne Smith Peacock, Brazell, Groover & Thompson)
<p>Strategic Imperative 3) Build Shared Culture</p>					

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<p>7. Sustain a diverse culture of physical, mental, emotional, and social well-being for all the MGA community.</p> <p>CONTINUED EMPHASIS</p>	<p>Human Resources, Student Affairs</p>	<ul style="list-style-type: none"> Conducted search for Student Care Case Manager Continued campaign to increase awareness of BeWell mental health resources Conducted Diversity/Title IX training for Residence Life, New Faculty Orientation, Managers & Leaders with HR & Legal. Selected and Trained 12 iLEAD Peer Educators to promote MGA support resources to their peers and mentor freshmen in Knights LEAD Launched both Knights LEAD and Emerging Leaders programming before September 1 to engage students early 	<ul style="list-style-type: none"> Hired Student Care Case Manager and revitalized the MGA Food Pantry Promoted mental health awareness and resources through events on all five campuses Hired the first staff member - DEI Coordinator; Events that celebrated National Hispanic Heritage Month and National Disability Employment Month 	<ul style="list-style-type: none"> Rebranded the Food Pantry to the Knights' Table and increased donations and requests for assistance. Worked with the MGA Foundation about a donation to the Student Emergency Access to Learning Fund (SEAL) and established policy and procedure to provide emergency assistance to MGA students. Discussion with TogetherAll which resulted in targeted LMS messages during mid-terms which increased new registrations by 24; Will continue targeted messages three times each semester (start, mid-term, finals) Implemented the Inclusion Pledge; Events that celebrated MLK, Black History Month, Women's History Month, International Women's Day, & Wellness Pop-Up; 	<ul style="list-style-type: none"> Celebrate Diversity Month events Participated in Growth Mindset Workshop part 2, Perspectives on Diversity class presentation Earth Day recognition; Clothesline Project - Title IX with community agency

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				<ul style="list-style-type: none"> Participated in Growth Mindset Workshop part 1; Title IX Love Yourself Week with Health Clinic 	
<p>8. Implement CVIG faculty salary study scaling for FY23.</p> <p>CONTINUED EMPHASIS</p>	<p>Human Resources, Academic Affairs</p>	<ul style="list-style-type: none"> The Salary Study has been completed, results have been reported and notification letters sent to the faculty. Contracts have been sent. Phase One of Salary adjustments have been implemented resulting in 50% of the total adjustment effective 7/1/2022 for 12-month Faculty and 8/1/2022 for 10-month Faculty 	<ul style="list-style-type: none"> Academic Affairs updated the MGA Faculty Workload Policy - attending to the logistical and fiscal demands of our institution 	<ul style="list-style-type: none"> Faculty Summer Pay rules were drafted and distributed. FA and AA worked to ensure equity and maximize pay rates with a focus on results grounded in the protecting the implementation of the CVIG, phases 2 and 3. No further reductions in summer are expected as a result of the CVIG in the next few years, and 9% puts MGA in line with many other institutions in the USG. 	<ul style="list-style-type: none"> Provost communicates in faculty AA in light of FY24 Budget cuts. Budget priorities 1) serving students, 2) executing academic planning, and 3) implementing the next phases of the CVIG Faculty Classification and Compensation Salary Study.
<p>9. Assess new onboarding and career-pathway</p>	<p>Human Resources</p>	<ul style="list-style-type: none"> The new Executive Director of HR started July 1st. 	<ul style="list-style-type: none"> ED presented plans to cabinet for onboarding. 	<ul style="list-style-type: none"> Collaborated with Title IX and Legal Counsel to outline training for all 	<ul style="list-style-type: none"> Launched the MGA New Hire Orientation Experience on August

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<p>programs for employee success and growth.</p> <p>CONTINUED EMPHASIS</p>			<ul style="list-style-type: none"> Transitioned to CAREERS for all new job postings 11/2021. 	<p>employees who are in positions managing individuals. Training includes hiring, inclusive leadership, Title VI, IX, protected classes, Free Speech, EEOC, Emotional Intelligence and other topics.</p> <ul style="list-style-type: none"> Training to be delivered beginning in June 2022. 	<p>1. 2022 as a component of the new onboarding process.</p> <ul style="list-style-type: none"> Manager and Leader training implemented with the first pilot class launched on August 2, 2022. Second class completed on August 30, 2022. A total of 28 managers have been trained. Remaining classes will take place on Sept 14th, Sept 27th, and October 11th. Collaborated with Staff divisions to implement career paths for Academic Advisors, Student Assistants, and Recruiters.
<p>10. Build support for Athletics to inspire pride and loyalty on our campuses and in our communities.</p> <p>CONTINUED EMPHASIS</p>	<p>Student Affairs, Development</p>	<ul style="list-style-type: none"> Began development of an alumni plan to encourage athletic attendance. Conducted a feasibility study for transition to NCAA DII 	<ul style="list-style-type: none"> Met with 9 stakeholder groups about NCAA transition proposal Submitted proposal to USG Conducted #KnightsGive Campaign for athletics 	<ul style="list-style-type: none"> Earned approval from USG to start the NCAA DII transition Requested membership to Peach Belt Conference Hosted Student-Athletes Appreciation Day 	<ul style="list-style-type: none"> Have interviewed several AD applicants Applied for USG Capacity Building grant to support increased fundraising for athletics Joint workgroup met to discuss NCAA transition project status and next steps Hosting 9th Annual Knights Golf Tournament

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<p>11. Begin feasibility and planning for the next comprehensive campaign.</p> <p>CONTINUED EMPHASIS</p>	Development	<ul style="list-style-type: none"> Consultants interviewed 	<ul style="list-style-type: none"> Planning paused as VP candidates are interviewed 	<ul style="list-style-type: none"> Interim VP Named Planning paused as VP candidates are interviewed 	<ul style="list-style-type: none"> Update TBD at end of June
<p>12. Develop new 5-Year Strategic Plan.</p> <p>HIGHEST</p>	President's Office	<ul style="list-style-type: none"> Cabinet met for a SP Retreat in August to review the multiple division engagements President Blake had conducted to discuss what had gone well and what needed further work for the previous SP Ad hoc SP Committee formed and given its charge by President Blake 	<ul style="list-style-type: none"> 11 meetings of the Ad Hoc SP Committee via Teams and F2F Committee Chair KC presented updates to Senate, Staff Council, and Cabinet Four meetings of Writing Committee of Ad Hoc SP Committee 	<ul style="list-style-type: none"> Draft of SP presented to Cabinet and President Blake resulting in extensive discussion/revision Working group of Cabinet (KC, CC, EB, and DJ) met four times to continue to rethink language and structure 	<ul style="list-style-type: none"> Four strategic imperatives drafted with priorities President Blake marked up draft and returned to chair Senate updated on progress