Georgia Southern University Strategic Plan
2019-2024

Message from the President

People...Purpose...Action--Growing ourselves to grow others!

This is an exciting time to be part of Georgia Southern University, as we envision the future of this institution and the many opportunities that lie ahead with optimism, passion, energy and determination. This new Strategic Plan offers a bold, comprehensive roadmap to unite students, faculty, staff, and the region as one Eagle Nation working together to obtain and discover knowledge, develop talent, and serve a region.

I believe Georgia Southern University’s Strategic Plan articulates our mission and vision, defines our core values, and offers clear goals and objectives, all aligning our efforts to be recognized as a national leader in higher education and the premier educational partner of choice to learn, work and engage.

We will be dedicated to growing ourselves to grow others--investing in our people and clearly defining our goals, objectives and actions, all to have the greatest impact on our students and the communities we serve. Lest we never forget, we are in the business of transforming lives. You will notice that student success is more than just the first “strategic pillar” in the plan--it is the very foundation of our institution and it is through this lens that we will define and measure our success.

We must work together to create a world-class environment where faculty, staff and students are in a continuous state of growth, discovery, and development. This plan provides a strategic pathway to empower our dedicated faculty and align our academic programs to develop global citizens, impact and inform economic development, expand mutually beneficial community partnerships, and enhance high-quality instruction and research that infuses Georgia Southern University with academic purpose and inspired innovation. As we move forward, we will do so together while modeling equity, diversity and inclusion in our intentions, behaviors, and in our actions. We will use these ideals as the lens through which we see our world as we deepen our impact across the region and embrace a culture of operational efficiency and performance excellence that will ensure our long-term sustainability.

The real power of a Strategic Plan lies in its successful implementation, so it is critical that we measure success through key performance indicators, monitoring and continually assessing our progress with a culture of continuous improvement and high performance. The Plan is designed to be a “living
Accordingly, we will assess and evaluate our effectiveness at strategic intervals to ensure that we are on track, relevant, and working at the speed of business.

By any measure, we are already fortunate to have vibrant, distinctive campuses and communities, nationally recognized faculty, staff, alumni and programs, and storied histories and traditions serving our diverse University communities. It is important for us to honor the past as we look to the future. While enhancing, elevating, and leveraging our distinctives, we will be unified as one Georgia Southern, one Eagle Nation inspired and directed by our Strategic Plan--discovering and obtaining knowledge, developing talent, and serving a region.

People...Purpose...Action--Growing ourselves to grow others!

Please join me as we envision the future of Georgia Southern University.

Sincerely,

Dr. Kyle Marrero, President
Georgia Southern University

Georgia Southern University Strategic Plan
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A New Vision for Eagle Nation

In October 2018, a working team of Georgia Southern University faculty, staff, and students was charged to develop a University strategic plan and to update the University’s mission and mission statements. The new plan would not only serve a five-year road map for the University, it would also outline an exciting new vision for Eagle Nation.

Throughout the 2018-2019 academic year, the University Strategic Planning Committee engaged hundreds of University stakeholders in this planning process. The committee and subcommittee members worked together to make the strategic planning process inclusive, transparent, and collaborative.

Over the course of the year, the committee hosted more than 65 events at all campuses, attracting more than 1,400 attendees. In addition, 328 stakeholders provided feedback online.

The collective input and feedback helped to redefine goals, identify missing elements, clarify priorities, and provide a broad-based consensus for the final plan. Members of the University Strategic Planning Committee worked together to draft a vibrant new strategic plan centered on five main pillars:

1. Student Success;
2. Teaching and Research;
3. Inclusive Excellence;
4. Operational Efficiency, Effectiveness and Sustainability;
5. Community Engagement.

Like a well-constructed building, these pillars combine to support a larger structure.

During the 2019-2020 academic year, the University Strategic Planning Committee will reconvene for a second year of work, monitoring and modifying plan elements while tracking progress in achieving the...
goals outlined in the plan. Under the direction of President Kyle Marrero and the University leadership team, the committee will continue to evaluate and adjust the plan to ensure that all goals are being met.

Learn more: georgiasouthern.edu/StrategicPlanning.

**Vision Statement**

People...Purpose...Action -- Growing ourselves to grow others!

**Mission Statement**

At Georgia Southern University, our learner-centered culture prepares us to think, lead, teach, and serve. We value collaboration, academic excellence, discovery and innovation, integrity, openness and inclusion, and sustainability. We promote talent and economic development to enhance quality of life through scholarly pursuits, cultural enrichment, student life, and community engagement across distinctive campuses. Our success is measured by the global impact of our students, faculty, staff, and alumni.

**Values**

**Collaboration:** Georgia Southern University embraces shared governance, teamwork, and a cooperative spirit that shapes our engagement with students, faculty, staff and communities.

**Academic Excellence:** Georgia Southern University academically challenges students, providing them with the knowledge, experiences, and support they need to develop into productive and responsible citizens.

**Discovery and Innovation:** Georgia Southern University promotes environments and technologies that encourage and facilitate creative, problem-solving collaborations among students, faculty, staff, and community partners.

**Integrity:** Georgia Southern University creates a caring, respectful environment that is deeply committed to ethical decision-making in the spirit of collegiality.

**Openness and Inclusion:** Georgia Southern University values the diversity of all people, communities, and disciplines with an unwavering commitment to equity and inclusion.

**Sustainability:** Georgia Southern University is a conscientious steward of resources and supports the well-being of students, faculty, staff, and communities.

**Strategic Pillar #1**

**Student Success**

Goal: Support students in achieving their individual, unique goals and provide a wide range of opportunities for engagement in academic, personal, and professional development activities--investing in our students to grow others!
Georgia Southern University is dedicated to helping students reach their full potential. Through engagement with the institution and exposure to a student-centered approach, students are able to thrive, reach their goals, and complete their degrees. By providing access to resources for support, as well as strong curricular and co-curricular opportunities, the University promotes the intellectual, personal, and professional development of students. Each student is challenged to define what success means to them and to follow customized, well-supported pathways to success.

**Recruitment and Retention**

**Objective 1.1:** Recruit quality students from across the region, state, and nation who support Georgia Southern University’s mission and values and are eager to contribute to the University community.

**Actions:**

a. Identify key student profiles and targeted populations to recruit for enrollment.

b. Develop and execute a strategic recruitment plan that leverages University-wide resources to drive sustainable enrollment growth in key markets.

c. Expand graduate programs through strategic recruitment and increase funding in order to attract a diverse range of exceptional graduate students.

d. Develop and execute a strategic marketing plan that highlights the unique qualities of each campus as well as the overall strength of “One Eagle Nation.”

**Objective 1.2:** Increase retention of continuing students and encourage timely progression to degree completion.

**Actions:**

a. Develop and execute a strategic retention plan that leverages University-wide resources to increase retention, progression, and graduation rates.

b. Create a University-wide culture that promotes students’ sense of belonging through engagement and connection to others.

c. Strengthen and expand pathways for intellectual, personal, and academic development.

d. Support students’ academic and co-curricular experiences with programs and services that help them discover or better understand potential career paths.

**Affordability, Access, and Infrastructure**

**Objective 1.3:** Expand affordability and accessibility to undergraduate and graduate education opportunities.

**Actions:**

a. Ensure accessibility to the University's academic programs and minimize financial barriers to degree completion through affordable tuition rates, fees, and course costs and the expansion of need-based and merit-based scholarship opportunities.

b. Provide sufficient staffing to maximize opportunities for meaningful student-faculty engagement and mentorship; flexible, innovative curricula; timely completion of academic programs; and equitable academic, social, and co-curricular activities on all campuses.

c. Optimize student-centered processes of admissions, financial aid, and registration to support student engagement and success.

b. Commit to infrastructure investments that promote student engagement on all campuses and among all campus constituents.

**Intellectual and Academic Development**
Objective 1.4: Continually assess and strengthen pathways to intellectual and academic development.
Actions:
  a. Enhance and promote initiatives that give students equitable access and opportunities to participate in research, global learning, capstone courses and projects, and other high-impact educational practices.
  b. Commit to a robust, inclusive, and accessible academic and enrollment infrastructure that meets the needs of all admitted students.
  c. Foster critical thinking, problem solving, and written and oral communication skills within both academic and co-curricular programs to prepare students for success beyond graduation.

Personal Development

Objective 1.5: Enhance curricular and co-curricular environments where students are challenged and developed in a holistic way.
Actions:
  a. Provide students with the tools necessary to develop personal responsibility and take ownership of their actions while equipping them with the ability to seek out resources to support their success while in college and after graduation.
  b. Enhance opportunities for students to learn and develop effective communication skills.
  c. Create a University culture that promotes students’ sense of belonging through engagement and connection to others.
  d. Invest in and initiate peer mentoring and other mentoring programs for students in order to develop a larger sense of purpose and provide networking opportunities.
  e. Promote a culture of health and wellness that allows students, faculty and staff to thrive.

Professional Development

Objective 1.6: Support students’ academic and co-curricular experiences with programs and services that help them discover or better understand potential career paths.
Actions:
  a. Create clear processes and pathways to access resources that promote, empower and strengthen student-led programs and organizations.
  b. Incorporate career development and professional skill-building into the student experience with an emphasis on service learning, student employment, co-ops, and internships.
  c. Develop specific programming and initiatives that create, promote, and support professional networking, career mentoring, and industry education opportunities with an emphasis on fully engaging communities at each campus location.

Strategic Pillar #2
Teaching and Research

Goal: Advance knowledge and innovation through a culture of integrated teaching, research, and creative scholarly activity—investing in our faculty to grow others!

Teaching and research are the keystones to advance knowledge, foster creativity, inspire innovation, and improve quality of life. Georgia Southern University will increase investment in research programs, faculty development, and current technologies that enhance the faculty as teacher-scholars and support their ability to model best practices for students. As a result, faculty can improve student learning, prepare
students to compete in the global marketplace, and enhance student success by providing access to a complete experiential learning environment that develops students into holistic critical thinkers who contribute as productive citizens to societal enrichment.

**Teaching**

**Objective 2.1: Evaluate the capacity of current academic programs to meet the needs of the region and develop new programs to fill gaps.**

**Actions:**
- a. Leverage the University’s location, culture, history, and natural resources in Southeast Georgia to recruit diverse, exemplary undergraduate and graduate students.
- b. Strengthen and grow undergraduate programs in response to regional educational needs.
- c. Expand graduate programs through strategic recruitment and increased funding in order to attract a diverse range of exceptional graduate students.

**Objective 2.2: Promote and invest in faculty and staff support services to maximize instructional effectiveness and increase dedication to teaching excellence.**

**Actions:**
- a. Support the continuous development of all faculty and staff in their roles as professionals engaged in service to the institution, the community, and the profession.
- b. Develop a formal mentoring program that fosters and supports teaching and learning at every level, including undergraduate and graduate students, new and existing faculty, staff and administrators.
- c. Create processes and infrastructure to share information and resources related to best practices and innovative, applied teaching approaches.

**Objective 2.3: Increase availability and accessibility to online education opportunities, current technology, and resources to support the delivery of high quality instruction and professional development.**

**Actions:**
- a. Expand access to educational technology to improve communication efficiency and instruction in order to support student success and increase retention.
- b. Increase offerings in alternative formats of instruction (e.g., online, blended, micro-credentials) and support and promote high-quality instruction in all formats.
- c. Strengthen support for faculty and graduate student instructors to design and implement effective teaching across modalities.
- d. Achieve excellence in teaching, encouraging application to real-world practices.

**Teaching and Research**

**Objective 2.4: Develop mutually beneficial partnerships with a diverse range of local, regional, national, and international organizations and communities to enhance teaching and learning, research and scholarship, and professional development.**

**Actions:**
- a. Assess and respond to the academic and scholarly needs of external stakeholders, and underserved communities and populations.
- b. Cultivate and maintain global educational partnerships that expand diversity and foster sociological and cultural awareness.
- c. Create opportunities for the mutual exchange of teaching, research, scholarship, and professional development, including alumni involvement, foreign exchange agreements, research
collaborations across universities, community leadership endeavors, and planning and implementation of conferences.

d. Encourage and support interdisciplinary training opportunities.

**Objective 2.5: Foster a culture of innovation and collaboration in teaching and research.**

**Actions:**

a. Develop a Center of Technology Transfer to promote and nurture innovative research/commercialization.

b. Unify academic programs to ensure effectiveness, quality, and consistency of curricula across University campuses.

c. Invest in infrastructure and innovative sustainable processes that support high quality efficient and consistent communication, evaluation, collaboration, and innovation across disciplines, centers, colleges, and campuses.

**Objective 2.6: Strengthen our teacher-scholar identity to solidify the University’s recognition globally, nationally, and locally.**

**Actions:**

a. Focus on quality teaching and research with equitable workload distribution (i.e., class size, teaching load, and teaching-research-service balance) to capitalize on the strengths of each faculty and staff member.

b. Equitably celebrate excellence in teaching, research, creative scholarly activities, service and their integration through marketing and awards of excellence.

c. Set the standard as a model institution for developing teacher-scholars.

d. Enhance support services, such as Centers for Teaching Excellence, University Libraries, and Office of Research Services and Sponsored Programs which provide a foundation for the teacher-scholar model.

**Research**

**Objective 2.7: Create and sustain research infrastructure that enhances the research and creative scholarly activities of faculty, staff, and students.**

**Actions:**

a. Develop consistent funding sources and policies to support research and creative scholarly activities, adding new graduate assistantships and undergraduate research opportunities.

b. Streamline and support procedures for grants, research approval, and outreach while promoting and incentivizing faculty research.

c. Fund the acquisition of materials that facilitate the development and completion of research and scholarly activities (e.g., databases, journals, software, and lab equipment).

d. Expand and update research facilities and support centers (e.g., library and lab space).

e. Promote and incentivize faculty research, including support for disciplines with limited opportunities for external funding and Scholarship of Teaching and Learning (SoTL).

f. Improve communication channels across the University to develop and promote scholarly activities.

**Objective 2.8: Invest in research personnel to facilitate interdisciplinary research.**

**Actions:**

a. Assist faculty and staff who are interested in acquiring externally funded projects by providing access to additional professional development opportunities.
b. Define and ensure equitable distribution of research resources.
c. Support creative research programs that assist faculty and students in reaching scholarly achievements.
d. Support the development of interdisciplinary collaboration and professional development to make collaborative research more sustainable.

Objective 2.9: Invest in expanding research programs to solidify our identity as a top R2 research university through all forms of funded and unfunded research

Actions:
a. Strengthen our capability to recruit diverse and exceptional graduate students by investing in graduate programs and graduate assistantships.
b. Develop productive undergraduate research programs that enhance the research process for faculty, staff, and students.

Strategic Pillar #3
Inclusive Excellence

Goal: Promote an equitable, diverse, and inclusive institutional culture to eliminate institutional barriers for underrepresented groups and to unify the Georgia Southern University community as one Eagle Nation--investing in inclusiveness to grow others!

Georgia Southern University celebrates diversity in all its forms. All populations will feel valued and respected, regardless of race, gender, ethnicity, religion, national origin, age, sexual orientation or identity, education, or disability. In addition, the University will capitalize on distinctive, unique campus cultures while encouraging strong institutional unity.

Inclusion

Objective 3.1: Deepen the University’s commitment to being a welcoming institution founded on the principles of equity, diversity, and inclusion for all of its internal and external constituents.

Actions:
a. Identify historical and current institutional barriers, including potentials for marginalization.
b. Develop a plan to address current institutional barriers and to create a more inclusive culture.
c. Strategically recruit and retain diverse faculty, staff, and students.
d. Create, identify, and support advocates/allies/affinity groups/role models across the University community.
e. Review and revise University policies, practices, programs, and services to ensure a consistent focus on equity, diversity, and inclusion.

Cultural Competency and Training

Objective 3.2: Expand the commitment to University-wide equity, diversity, and inclusion training, programming and education.

Actions:
a. Allocate funding to design, create, and implement equity, diversity, and inclusion training and education for all members of the University community.
b. Identify and develop new research and curriculum opportunities designed to enhance awareness about equity, diversity and inclusion issues.
c. Conduct public research and raise awareness about the University’s institutional history, with a focus on issues of equity, diversity, and inclusion.

**Reporting and Transparency**

**Objective 3.3: Develop transparent, equitable processes with reliable, accountable reporting mechanisms.**

**Actions:**
- a. Create a new Ombudsman position.
- b. Hire an AVP of Equity, Diversity, and Inclusion (EDI)/Chief Diversity Officer.
- c. Promote collaboration between university committees, offices, and programs to encourage transparency and equity.
- d. Measure progress of increasing EDI efforts throughout the University.
- e. Include EDI representation in an advisory capacity on the Dean’s Council and President’s Cabinet.

**Unity and Shared Values**

**Objective 3.4: Create a unified, inclusive University culture centered on shared values.**

**Actions:**
- a. Develop and execute a plan to deepen the overall sense of community and connection for students, faculty, staff, and alumni, designed to bridge all campuses.
- b. Emphasize the importance of the University’s “One Eagle Nation” theme.
- c. Uphold common mission, vision, and values to create a sense of cultural unity.
- d. Share good news on across all campuses via email and social media to create a sense of pride and to unite students, faculty, and staff.
- e. Encourage University-wide projects bringing together students, faculty, and staff across campuses and in various organizational units.

**Objective 3.5: Respect individual campus histories and leverage unique community connections.**

**Actions:**
- a. Acknowledge each campus’s distinct identities, histories, and traditions within the overall context of the University’s shared vision, mission, and core values.
- b. Expand signature University traditions while maintaining those that are unique to individual campuses.
- c. Deepen community partnerships across all campuses, responding to the unique needs of those communities.

**Strategic Pillar #4**

**Operational Efficiency, Effectiveness, and Sustainability**

**Goal:** Increase operational efficiency and effectiveness while maximizing financial capital and human resources to ensure the University’s long-term sustainability—investing in our people and processes to grow others!

Georgia Southern University will implement robust policies, procedures, and practices to ensure current and future sustainability, highlighting financial management, risk management, and employee satisfaction. We commit ourselves to achieving performance excellence and the continuous improvement of our people and processes.
Human Resources

Objective 4.1: Define Georgia Southern University as an employer of choice, providing a compensation policy and work environment for all faculty and staff that encourages creativity, rewards excellence, and fosters high morale.

Actions:
- a. Implement a market-driven compensation philosophy that ensures a living wage for all employees.
- b. Address and correct issues of salary compression, inversion, and pay equity.
- c. Support a robust professional development program, including leadership development training.
- d. Establish a performance-based management system that attracts, retains, and rewards outstanding employees at all levels.
- e. Create clear pathways for employees to progress in their chosen careers.

Objective 4.2: Create a positive, inclusive work culture.

Actions:
- a. Establish a culture dedicated to work-life balance and wellness, increasing employee motivation and engagement.
- b. Create a welcoming campus environment that reflects a diverse, inclusive, and globally representative community of faculty and staff.
- c. Develop and implement enhanced employee recruitment strategies focused on diversity, inclusion, and national best practices.
- d. Develop and implement programs to support and retain a diverse, engaged workforce to maximize productivity and excellence.
- e. Foster an environment of inclusive and collaborative leadership with a commitment to transparency, collegiality, open communication, and shared governance.

Financial Resources

Objective 4.3: Develop sustainable, transparent, and inclusive financial and budgeting models to be a responsible steward of all funding sources.

Actions:
- a. Ensure responsible allocation of funding sources, including, but not limited to, public and private funding, Foundation funds, auxiliary and student fees, and tuition.
- b. Enhance processes to guide budget development, budget review, and budget reallocation processes.
- c. Implement procedures to ensure managers of institutional units are engaged throughout the budgeting process.
- d. Update spending policies to ensure policies align with the University’s strategic goals and comply with current regulatory mandates.

Objective 4.4: Provide resources to support student success and scholarly activities.

Actions:
- a. Allocate personnel and financial resources to ensure that all University programs meet or exceed national benchmarks and best practices with resource allocations comparable to peer institutions.
- b. Invest in appropriate facilities, technology, and transportation across the University’s campuses, focusing on efficient collaborations, equitable access to University programs and services, and effective resource utilization.
- c. Ensure growth in facilities and other resources is strategically managed and aligned with community growth and identified needs.
d. Allocate resources and simplify procedures to provide “best in class” support to students, faculty, staff, and the University’s internal and external constituents.

**Objective 4.5: Maintain a leadership position in conservation efforts, promoting a University-wide culture of environmental sustainability.**

**Actions:**
- a. Enhance environmental sustainability education on all campuses.
- b. Increase the number and scope of green programs.
- c. Maximize returns on University investment and reduce the negative financial, social, and environmental impacts of operations on all campuses.

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**Strategic Pillar #5**

**Community Engagement**

**Goal:** Build and nurture sustained, mutually beneficial, collaborative partnerships to increase quality of life in surrounding communities and to share knowledge and resources that foster civic and social responsibilities among students, citizens, faculty, and staff—investing in our communities to grow others!

Community engagement is critical to ensure that Georgia Southern University’s impact extends far beyond the geographic boundaries of its multiple campuses. The University is committed to being a strong partner with community members, area organizations, U.S. military, and local companies. By deepening strategic relationships, expanding cultural opportunities, and encouraging community members to engage, the University will distinguish itself as a valued partner and community resource.

**Partnerships and Collaborations**

**Objective 5.1: Develop long-term relationships and build multidimensional pathways defined by clear communication and reciprocal engagement with stakeholders.**

**Actions:**
- a. Create a welcoming campus environment for all stakeholders, encompassing all campuses.
- b. Establish pathways for mutually beneficial interaction between the University and the community at large.
- c. Communicate and celebrate positive interactions with University partners.

**Objective 5.2: Strategically coordinate, implement, assess, and enhance mutually beneficial engagement efforts related to community, government, business, industry, and other external constituents.**

**Actions:**
- a. Align curriculum to support talent, economic, and workforce needs to attract and support developing industries.
- b. Enhance and coordinate all University components that facilitate mutually beneficial interaction with the community.
- c. Demonstrate evidence-based documentation of institutional practices for self-assessment and quality improvement such as achieving Carnegie Elective Community Engagement Classification.
- d. Promote institutional outreach in order to enhance research and development, consulting services, and workforce development.
Objective 5.3: Collaborate and partner with military representatives in the region to enhance relations and sustain long-term, mutually beneficial partnerships that improve quality of life.

Actions:

a. Develop a strategic communication plan that informs all regional military installations about the educational and research capabilities of Georgia Southern University.
b. Make educational programs user-friendly to members of the military as well as their families and employees at regional military installations.
c. Offer research capabilities to military installations in the region to assist the nation’s future needs and requirements.
d. Explore collaborative opportunities for the University to engage military community partners with internships for University students.
e. Investigate opportunities to improve services for veterans in the region in areas including education, healthcare, and employment.

Education and Enrichment

Objective 5.4: Increase educational opportunities for citizens across the region.

Actions:

a. Strengthen and expand K-16 partnerships to support college readiness, enrollment, and completion.
b. Expand online course offerings, online learning, and transferable college credits to better serve non-traditional students, including active military personnel, veterans, transfer students, part-time students, dual enrollment students, and community learners.
c. Facilitate the expansion of broadband access to all parts of Southeast Georgia to increase the ability to deliver online learning instruction.
d. Support opportunities for student engagement through community-based internships, co-ops, service-learning, professional development events, networking, volunteerism, study abroad, career mentorship, and job placement.
e. Promote and support lifelong learning among students, faculty, staff, alumni, and community members.
f. Increase involvement from the University’s alumni community, including mentorship and leadership opportunities with students.

Objective 5.5: Enhance enrichment opportunities and increase community involvement through support of intercollegiate athletics, cultural events, and outreach.

Actions:

a. Introduce cultural opportunities that cultivate understanding, appreciation, and commitment to personal and community well-being.
b. Expand visual arts, performing arts, and outreach programming to appeal to community members.
c. Leverage NCAA intercollegiate athletics as a major University resource.
d. Increase the physical presence of the University faculty, staff, and students in community spaces through University activities and collaborative investment in infrastructure.
Key Performance Indicators

**Strategic Pillar 1: Student Success**
1. Student credit hours
2. Total headcount
3. Yield rate
4. Freshmen retention
5. 4- and 6- year graduation rate
6. Degrees and certificates conferred
7. Student employment persistence
8. Student leadership persistence
9. Student participation in student affairs programs, services and activities
10. Professional development opportunities for students
11. Student participation in wellness curriculum programs
12. Housing residents intentional engagement
13. Total scholarships awarded
14. Total need-based and gap funding provided
15. Percentage of available scholarship dollars distributed
16. Number of newly created endowments
17. Number of unique visitors to university website
18. Cost per inquiry click via digital advertising
19. Engagement on social media channels

**Strategic Pillar 2: Teaching and Research**
20. External recognitions of academic excellence
21. Percent of faculty with terminal degree
22. SSI/NSSE overall quality/satisfaction in academic program
23. Student/faculty ratio
24. Annual R&D expenditures
25. External grant/contract activity
26. Research funding awards

**Strategic Pillar 3: Inclusive Excellence**
27. Progression and retention of underrepresented populations
28. Graduation rates of underrepresented populations
29. Perceptions of institutional commitment to diversity
30. Faculty/Staff salary equity of protected classes
31. Faculty/staff participation in inclusive excellence training
Strategic Pillar 4: Operational Efficiency, Effectiveness and Sustainability
32. Auxiliary affordability index
33. Faculty/Staff salary equity
34. Annual state audit results
35. Time to complete work orders
36. First-year employee retention
37. Professional development activity
38. Employee engagement survey scores
39. Information security awareness
40. Contract review turnaround time
41. Number of applications

Strategic Pillar 5: Community Engagement
42. National Survey of Student Engagement (NSSE) scores
43. Economic impact
44. Alumni financial support
45. Total amount of cash, pledges, and in-kind gifts received
46. News stories recorded in local/regional/national media
47. Student participation in community outreach
University Strategic Planning Committee:

Co-Chairs:
Dr. Helen Bland         Professor, Jiann-Ping Hsu College of Public Health
Julie Gerbsch           Executive Director of Development

Committee Members:
Ashlea Anderson    Executive Director of IT Service & Delivery
Tabitha Atmore West Business Manager for Academic Affairs
Rebecca Carroll    Associate Vice President of Human Resources
Kelsey Elam        Graduate Student, College of Arts & Humanities
Dr. Brent Feske    Associate Dean, College of Science and Mathematics
Tobe Frierson      Assoc. Director of Admissions for Armstrong & Liberty Campuses
Dr. Andrew Hansen  Associate Professor, Jiann-Ping Hsu College of Public Health
Angela Harn        (Ex Officio) Communications Officer
Dorothy Kempson    Director, Liberty Campus
Dr. Bridget Melton Professor, Waters College of Health Professions
Dr. Marcus Mitchell Lecturer, College of Arts & Humanities
Alisha Tolbert    Undergraduate Student, Parker College of Business
Maliece Whatley    Senior Lecturer, Parker College of Business
Mark Whitesel      Associate Dean of Student Advocacy

Subcommittee Members:
Corine Ackerson-Jones Delena Gatch
Carolyn Altman       Julie Gerbsch
Heidi Altman         Reinhold Gerbsch
Nipuna Ambanpola    Glenn Gibney
Ashlea Anderson     Daniel Gleason
Greg Anderson       Cynthia Groover
Urkovia Andrews     Andrew Hansen
Helen Bland         Megan Heins
Cynthia Bolton      Starr Holland
Kelly Bouthillett   Christopher Johnston
Donna Brooks        Dorothy Kempton
Dawn Cannon-Reech   Lissa Lege
Rebecca Carroll     Francisco Lugo
Christopher Cartright Allison Lyon
Cheryl Ciucevich    Devin Maffei
Claudia Cornejo-Happel Carol Marro
Kelly Crosby        Julie McBrayer
Tiffany Davis       Jonathan McCollar
Danielle Deben      Adrianne McCollar
Kelsey Elam         Benjamin Mckay
Brent Feske         Bridget Melton
Jacquelyn Messenbrink
Teresa Plateby     [Missing Name]
Jill Forehand       America Minc
Leigh Fouts         Marcus Mitchell
George Frederick    Tosca Morgan
Tobe Frierson       Aolany Navas
Stephanie Neal      Stephanie Neal
Ann Fuller          Nathan Palmer
Angela Peden
McKenzie Peterman
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Willette Stevens
J. “Sandy” Streater
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Alisha Tolbert
Ashley Walker
Tabitha West
Maliece Whatley
Mark Whitesel
Michael Wiggins
Meca Williams-Johnson
Naronda Wright
Rob Yarbrough
Jeff Yawn

Special Contribution Acknowledgements:
Bettye Apenteng
Lawrence Clark
Samuel Opoku
John David Walker
First Row: Tobe Frierson, Rebecca Carroll, Helen Bland, Julie Gerbsch, Marcus Mitchell, Ashlea Anderson
Back Row: Angela Ham, Tabitha West, Kelsey Elam, Mark Whitesel, Andrew Hansen, Bridget Melton, Maliece Whatley, Dot Kempson, Alisha Tolbert
*Not Pictured, Dr. Brent Feske