

Strategic Plan

2017 – 2022

AS OF 1.15.17

CORE PURPOSE, VISION, & VALUES

Vision Statement: Columbus State University strives to be a first choice institution for discerning students who seek challenging programs, engaged faculty, and a vibrant, globally-connected campus culture

Core Purpose/Mission Statement: We empower people to contribute to the advancement of our local and global communities through an emphasis on excellence in teaching and research, life-long learning, cultural enrichment, public-private partnerships, and service to others.

Values: Listed below as headings below

Discussions/Suggestions on the Vision for this plan: “CSU will become a/an...”

Through planned, sustainable growth, CSU will become the complete educational experience using data to promote enrollment and graduation of the 21st century student. CSU will become a top 10 ranked comprehensive university that is academically excellent, student centered, inclusive and first choice. CSU will be known for community partnerships and innovative educational techniques/models in which all students feel supported by faculty to discover their passion. All CSU students will have the opportunity for international study, mentorships, and internships. CSU will provide students with real world problem solving skills and experiences to ensure a successful transition in the work force upon graduation. CSU graduate employment rates will regularly top 80%.

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STRATEGIC INITIATIVES & ACTION ITEMS

Excellence: Commitment to best practices in teaching and learning, scholarship and creative activity, student engagement, cultural enrichment and campus environment

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Increase enrollment of a diverse and highly qualified student body	Enrollment Services Recruitment Colleges/Departments Program Faculty Foundation Budget & Finance office Distance Learning Committee	<p>Develop and implement a comprehensive, data-driven recruitment plan to attract highly qualified, diverse students locally, regionally, nationally and internationally committed to learning and to enable multicultural experiences for all students</p> <p>Increase scholarship opportunities and other financial assistance to remain competitive with peer institutions and attract highly qualified students in growth areas</p> <p>Enhance our services for active duty military and veterans and continue to be recognized as a military friendly campus</p> <p>Develop and implement a plan regarding online programs and services to meet the needs of students unable to be on campus for a traditional university experience</p> <p>Introduce more dual enrollment programs</p>	<p>Undergraduate enrollment will increase by ____% annually or by 2022</p> <p>Graduate student enrollment will increase by ____% annually or by 2022</p> <p>Brings more local high school students to CSU and allows for a broader area to engage with in</p>		

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		Marketing/Branding	the community		
Sustain increases in retention that will yield graduation rates indicative of a first choice institution	ACE PACE SAFE Colleges QEP Academic Affairs Information Literacy/Library	Expand and enhance effective programs designed to improve student retention and graduation, especially for those from under represented and under-served populations Enhance student academic and other support services to assist student success efforts	Retention and graduation rates will increase by _____% annually o by 2022		
Encourage a culture of excellence in all service areas	HR Colleges/Departments	Provide friendly, effective and efficient service at all times with all people and take pride in doing so Provide proactive training on customer service and job skills to faculty, staff, and student employees Reward exceptional performance			
Pursue national accreditation for all programs that are eligible yet not currently accredited	Office of Budget & Finance Academic Affairs Colleges/Departments				
Create more robust Servant Leadership & Honors programs	Office of Budget & Finance Foundation University Advancement Servant Leadership Honors College	Increase financial and human capital for Honors and Servant Leadership programming and scholarships to attract high achieving students			



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<p>Build and sustain mutually beneficial relationships with the Columbus community and beyond</p>	<p>Public Relations Advancement The Leadership Institute Colleges/Departments</p> <p>Academic Affairs Colleges/Departments Student Affairs</p> <p>STEM Initiatives</p> <p>Alumni Relations</p> <p>CSU/MCSD Partnership 21st Century Initiative Career Center The Leadership Institute</p> <p>Office of Institutional Research UITs</p>	<p>Increase internship opportunities (full term and mini)</p> <p>Increase student participation in internships opportunities</p> <p>Job shadowing opportunities</p> <p>Continue to encourage public/private partnerships and outreach programs that focus on mutually beneficial exchanges</p> <p>Add an experiential learning component to all degrees by requiring volunteer hours</p> <p>Work with employers, entrepreneurs, non-profits and local government to develop a research agenda that our faculty and students can engage in and that benefits the region</p> <p>Engage faculty, staff, alumni and community members in student mentoring</p> <p>Strengthen relationships with employers to ensure our academic programs are aligned with workforce needs and graduates meet the expectations of employers for disciplinary knowledge, critical thinking, communication and soft skills</p> <p>Improve data collection on graduate and assessment of employer’s perceptions of them and ensure data is shared appropriately</p>			
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	Public Relations Athletics	<p>Stay in tune with workforce needs and help assess employer satisfaction with CSU students</p> <p>Engage the business, professional, local government and non-profit communities to understand their needs for continuing education and soft skill needs and provide it</p> <p>Encourage participation of CSU athletic teams in community events/volunteer opportunities</p>			
Grow STEM programs and research	STEM Initiatives	<p>Increase enrollment in STEM focused programs</p> <p>Increase number of STEM focused programs offered</p>			
Improve faculty/staff attraction, retention, job satisfaction and productivity	HR Academic Affairs Office of Budget & Finance Colleges/Departments Foundation University Advancement Office of Sponsored Programs	<p>Build faculty teaching strength by attracting and supporting faculty devoted to student learning and the vision of this plan</p> <p>Foster growth in funding sources (enrollment/fundraising) necessary to support salary increases necessary to attract and retain strong, diverse and versatile faculty/staff and to help them develop innovative teaching practices.</p> <p>Balance instructional, service, and research loads to enhance faculty collaboration and productivity</p> <p>Improve faculty to student ratio</p> <p>Increase funding for faculty/student travel to conferences</p>			



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	Faculty Center QEP	Provide support, financially and otherwise, for faculty to do research Increase support for mentoring, professional development and recognition programs that will motivate, empower and retain faculty and staff			
Increase faculty and staff development opportunities	Office of Budget & Finance Faculty Center QEP Academic Affairs	Broaden classroom delivery methods			
Improve CSU's name recognition, academic reputation, value, and student-centered culture	ALL		Increase enrollment of academically prepared local and regional students		
More opportunities for student employment on campus to increase student engagement with campus community		Better match University needs with student employment (on campus) needs and skills set			
Use assessment data at all levels to drive curricular and learning outcomes		Use results of evaluated student learning outcomes, core curriculum, disciplinary knowledge, and the co-curriculum, to improve learning Use the QEP to and the components of that program that are successful in aiding student success			
Increase alumni engagement		Communications and programming of value to alumni Develop a coordinated plan to engage alumni with students through their respective colleges			

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		Increase giving my alumni			
Provide a safe and secure campus environment		Provide police services that keep pace with the growth of the university			
		Teach and model safe and responsible behaviors			
Provide 21 st century learning resources and information technology infrastructure		Provide information resource and data security that keeps pace with changing technology and university growth			

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Creativity: The pursuit of distinction through inquiry and innovation, challenging convention and focusing on solutions

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Use LEAP as a framework to become known as a student-centered institution that promotes 21 st century innovative teaching, learning, research, creative problem solving and data collection on effective practices	Student Affairs	Extended student orientation			
	Melody Shumaker	First year experience			
	Melody Shumaker	Learning communities – faculty and staff opportunities to incorporate LEAP framework ideas			
	Cindy Ticknor, Momentum Journal	Research			
	Student Affairs Chief Diversity Officer International Education	Diversity/Global Learning			
	Wendi Jenkins	Servant Leadership/service learning			

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	Career Center Department Coordinator	Internships (centralized)			
	Academic Center for Advisement	Proactive Advising – increasing the number of “certified” advisors and the quality of their interactions with our students			
	VPAA Student Affairs	Enhance support for existing and new programs that capitalize on our institutional strengths and resources			
	VPAA Student Affairs	Create integrative learning opportunities that span the student experience			
	VPAA Student Affairs	Integrate curricular and co-curricular learning			
	VPAA Honors College Faculty Center	Foster a culture of innovation and interdisciplinary research and learning			
Elevate graduate education to support faculty/student research, teaching loads, and University workforce needs	Office of Sponsored Programs VPAA Business	Increase the number of graduate assistants, teaching assistants and research assistants Support faculty in seeking grants that call for/support graduate students			

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	Office				
Increase international student enrollment and student enrollment in study abroad experiences	Center for International Education	Increase meaningful interaction between on campus international students and non-international students	Improved diversity of thought and experience for all CSU students		
Increase students exposure to real life problem solving opportunities	QEP	<p>Challenge individuals with creative problem solving responsibility</p> <p>Problem solving opportunities through internships/collaborative research projects with faculty/staff</p> <p>Increase opportunities for students, faculty and staff that encourage and reward the development of solutions to real world problems - innovation, continuous learning and adaptability</p>			
Increase funding and support for faculty and student research and creative endeavors that bring regional, national and international attention to CSU	Office of Sponsored Programs				
Increase marketability/real world skills of graduates	Career Center	Increase student knowledge of soft (essential) skills – offer programs and certificates			
Examine degree requirements against industry entry level competencies for each degree program	Office of Alumni Engagement				
Create a university-wide culture that supports, values, rewards and celebrates creative activity	Deans	Encourage and support faculty and staff to become involved in creative activities with others in their fields who are not affiliated with the university			
	Deans	Encourage collaboration of non-arts departments with Departments in the College of the Arts on student projects, faculty/student research, etc.			



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	QEP Faculty Center	Systematic collaboration among faculty and students, teaching faculty how to engage in interdisciplinary collaboration (seminars) to take back to students			
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Engagement: Active civil participation by students, faculty and staff in the university experience

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Increase school spirit and engagement through student/faculty/staff/community participation in cultural, social and athletic activities	Office of Alumni Engagement	Increase student engagement through diverse cultural and social activities (Greek life, professional/social organizations, athletics, Winterfest, Arts events, Guest Speakers, etc.)			
	Academic Affairs	Have vibrant student honor societies and student organizations in every discipline where they are available			
	CIE	Promote co-curricular through advising, participation, etc.			
	Students	Expand TCOB's passport practice for attending events			
	Honors College Leadership				
	Student Affairs				
	Athletics				
	Student Affairs	Fill the dorms for University Experience			
	Academic Affairs	Have a co-curricular transcript			
	Enrollment				
	TCOB				
	Academic Affairs				



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	<p>CCD University Relations</p> <p>Human Resources</p> <p>University Relations</p>	<p>Increase and celebrate university traditions, achievements and success</p> <p>Remind every employee that they have a role in representing and promoting the university in our community and beyond</p> <p>Provide a welcoming environment and ensure our community is well-informed about the University to encourage area residents to identify with the University as an integral part of the community</p>			
Increase opportunities for collaborative research and teaching	<p>Academic Affairs</p> <p>HR Student Affairs Academic Affairs</p>	<p>Celebration of research symposium on RP and MC</p> <p>Increase the opportunities for interdisciplinary collaboration among faculty, staff and students</p>			
Promote overall health and well-being for students/faculty/staff	<p>Rec Center HR Wellness Department</p>	<p>Increase use of Rec Center by Students/Faculty/Staff</p> <p>Promote fitness activities and healthy lifestyles (bike trails, intramural sports clubs, Rec Center, etc.)</p>			
Cultivate “One CSU”	ALL	Tower Day, Inter-faith Fair in the community			
Improve on-boarding process for new employees (faculty & staff) and newly appointed supervisors	<p>HR The Leadership Institute Faculty Center</p>	<p>New Faculty Seminar</p> <p>New Staff Orientation/Seminar</p>			

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Strengthen the relationship with the Muscogee County School District, Columbus Tech and Georgia Military College	Academic Affairs College of Education	Pre-K to Ph.D partnership			
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Servant Leadership: Effective, ethical leadership through empowerment and service

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Establish servant leadership as a concept practiced by faculty and staff throughout the University	The Leadership Institute supported by the Faculty Center for the Enhancement of Teaching and Learning	<p>Educate campus community to ensure an understanding of the servant leadership philosophy by:</p> <ol style="list-style-type: none"> 1. Identify qualified faculty to teach leadership development for undergraduate and graduate students; 2. Increasing opportunities for faculty and staff leadership development through the LEADCSU program; the department chair development program; Jim Blanchard Leadership Forum; etc. 3. Increase the number of faculty and staff participating in leadership development programs; 4. Develop and implement a leadership development program for department chairs; 5. Expand the scope and capacity of the Faculty Center and The Leadership Institute to equip and educate campus leaders in principles and practices of servant leadership. 	By 2020 every unit submits a written plan on how servant leadership is practiced, taught, showcased		
Establish servant leadership as a concept practiced by students throughout the University	Academic Affairs and Student Affairs	<ol style="list-style-type: none"> 1. Increasing the availability of leadership courses for students; 2. Increase the number of students successfully completing leadership courses and related co- 			

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		curricular opportunities through programs such as iLEAD;			
Practice the tenets of servant leadership by engaging a variety of service opportunities.		<ol style="list-style-type: none"> 1. Increase internal and external partnerships that support local, regional, national and international service opportunities (e.g. partnerships with local non-profits and schools). 2. Increase the number of community service hours completed by faculty, staff, and students. 3. Increase incentives for faculty, staff and students to participate in service opportunities on and off campus 4. Track, recognize and celebrate the amount of community service completed by students, faculty and staff 			

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Sustainability: Commitment to behaviors that recognize and respect our environmental context

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Explore more sustainable energy sources	Plant Operations Logistics Environmental Sciences Department Aramark/Cafeteria	solar garden, wind power, more water bottle refilling stations Eliminate Styrofoam, plastic bags, plastics utensils. Use eco-friendly products and produce			
Expand concept of institutional social responsibility across campus	All Departments Sustainability officer Sustainability committee	Increase community sustainability efforts through education Increase in local sustainability efforts More recycling Less driving/parking Incentives for reducing waste Add stops to the shuttle from Main Campus and RiverPark Campus Campus garden – opportunity for faculty/student collaboration – possibly on top of a parking garage			
Broaden the concept of sustainability to include human capital, programs, partnerships, and community engagement in addition to environmental sustainability		Sustain the University’s growth by focusing resources in areas with strong potential Manage human resources to provide optimal	Increase number of faculty and		



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		<p>staffing</p> <p>Manage financial, physical, technological, and human resources efficiently, effectively, and responsibly.</p> <p>Identify and capture cost savings throughout the university to maximize resources</p> <p>Review processes to identify methods of increasing efficiency</p> <p>Conduct on-going reviews of personnel to ensure an adequate yet “lean” workforce</p> <p>Utilize technology to streamline processes</p>	<p>staff by _____% to meet the needs of a growing university</p>		
Additional day of service event in spring semester centered around community clean-up projects	Center for Career Development Volunteer Services Fraternities & Sororities	Increase student awareness – “Sustainability peers” or peer educators			
Rewards to faculty/staff/students or clubs/organizations in recognition of CSU attaining target level of annual recyclables or for new ideas to increase resource efficiencies within the University	Awards committee SGA Honors committee	<p>Annual competitions</p> <p>Partner with the Community Foundation</p> <p>Cash awards</p> <p>More sustainability partnerships/collaborations</p>			
Ensure sustainability is a core part of next campus master plan	Sustainability Office/committee Partner with the City of Columbus,	<p>Become a pedestrian-centered campus</p> <p>More sidewalks</p>			



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	businesses, etc. Pat McHenry	More electric service vehicles, power-up stations for electric cars, and bike racks Biking and camping equipment rental on campus Implement additional green initiatives to lower cost and continue to foster a sustainable environment Automatic lighting (motion detected)			
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Inclusion: Fostering and promoting a campus that embraces diverse people, ideas, views and practices

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Attain a level of diversity among faculty and staff that more closely reflects the student population by 2022	Search Committee process	<p>More intentional search and hiring practices</p> <p>More diversity among search committees</p>			
Leverage internationalization efforts to include more faculty/staff/students (multi-cultural discovery)	CIE	<p>Continue to broaden opportunities for study abroad</p> <p>Ensure academic mentorship programs and co-curricular programs provide learning experiences working in ethnically and culturally diverse groups</p> <p>Raise awareness of international programs, among faculty/staff/students</p>			
Create and maintain a supportive campus that welcomes conversations, concerns, issues, complaints from all constituents and celebrates learning in an inclusive environment	President Provost	<p>Continue to find ways to foster conversations about controversial subjects (provide students with diverse backgrounds the ability to look for common ground)</p> <p>Speakers, training, roundtable discussions</p> <p>Continue to attract a diverse and highly qualified student body</p> <p>Administer campus climate survey, forums, discussion</p>			



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Expand diversity programs to include a broader focus on various populations		Conduct diversity education workshops for students/faculty/staff			
Chief Diversity Officer to house Diversity, Equity and Inclusion		Mandatory training for all lead inclusion efforts			

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