**Synthesis of Activities Data**

The Strategic Planning Implementation Committee made a request for every department of Clayton State University to submit an inventory of current activities that aligned with action steps of the strategic plan. Instructions included marking whether a metric was associated with the activity.

The College of Arts and Sciences is currently engaged in an activity to re-examine their alignments with a critical eye towards whether the activity does support the goal. The departments will supply more detail on metrics, if they exist. The departments will also submit annual progress goals for the next 4 fiscal years.

**Summary**

The relationship between activities at the department level and the action steps of the strategic plan varied from weak to strong. The activities submitted by Enrollment Management and Natural Sciences are good examples of departments with plans aligned with university goals.

A reading of the activities supplied by each department suggests the following actions as priorities for implementation activities:

* Connecting, or integrating, the activities among departments and divisions to build a culture to support the implementation of the plan;
* Communicating and emphasizing the goals of the strategic plan by VP’s, AVP’s and Deans. Literally every review and management meeting should remind individuals of where we are going;
* Expanding upon current activities which support the themes of the plan while communicating the progress of those activities to the rest of campus;
* Creating, reporting, and learning from metrics needs to be done tactically, but emphatically. Less than 20% of all activities have metrics;
* Our external partners define the relevance of Clayton State University by how well Clayton State reacts and fulfills the needs of our surrounding region and state. We must demonstrate relevance by connecting our activities to external data and events.

In general, Enrollment Management provides a good example of how a focus on the student, integrating numerous technology tools, can traverse departments and provide a “big picture” of how the campus is performing against selected metrics. Much work is required to create a sense of urgency as to the importance of executing the plan, measuring progress against the plan, and communicating across organizational boundaries to encourage organizational learning sufficient to affect cultural change.

**Summary of FY 12 Priorities**

Participants of last year’s retreat produced a prioritized list of action steps for FY12. The attached tables are an abridged list of activities from this spring’s inventory for each of the prioritized action steps. Two steps are largely complete. Action Step D5 is complete as a Sponsored Program officer has been hired. The completion of the branding study by Stamats largely completes action step F1. The remaining priorities for FY12 have tasks remaining to be assigned and/or completed.

An examination of the edited table for Action Step A1, and the unabridged list, shows

1. few references to data representing the environment external to Clayton State;
2. few references to solid partnerships with external political, civic, and commercial entities;
3. and, when partnerships and connection to economic needs are mentioned, the term “innovation” is lost.

**Summary of Current Activities**

Dr. Hynes noted 5 themes found within the strategic plan; innovation, active learning, communication, diversity, and partnerships. Campus students, faculty and staff operationalize these themes through the activities that they execute in alignment with plan goals. An abridged list of activities identified by these themes is attached.

Examination of the activities for all action steps provides many opportunities to facilitate an effective system for sharing knowledge of plan successes and to encourage future successes. For example, a separate survey of internship and community service activities showed that we have a reliable means of counting the number of students who participate in those activities each year. However, that number represents about 10% of the student head count. Creating a systematic means of tracking student engagement via relationships to courses, degree requirements, and voluntary organizations will strengthen the data and provide the university with means of understanding the impact of engagement upon student success and the quality of life of our community partners.

Among examples of experimentation and innovation, the Law, Economics, Accounting and Finance (LEAF) and Psychology departments are “flipping” the classroom and abandoning the traditional, rigid, class scheduling structure. Enrollment Management provides means to track factors and behaviors critical to student success. The English Department is reaching across disciplines, integrating writing and literary skills through multiple majors and is exploring how to teach students to communicate using digital media effectively. Continuing Education is testing programs that may serve as gateways to continued, lifelong learning for Clayton State Alumni as well as entry for the regional workers seeking skill updates. Continuing Education is also employing an open source learning management system that offers the potential for larger community partnerships and decreased costs of maintenance and operation.

These innovations are the key to a successful implementation of the plan. The focus of the committee and campus leaders must be to “spotlight” these innovations, which have origins among the dedicated faculty, staff and students of Clayton State. A strong focus by the committee to strengthen metrics, and a rigorous review of the feedback from the experience of implementing these activities, provides the shortest path to success.

**Method**

This synthesis looked for elements within campus activities self-reported by departments to be aligned with strategic plan action steps. Those elements were grouped into the following themes using the criteria noted:

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| --- | --- |
| Theme | Criteria |
| Innovation | * + review design of learning strategies   + Identify/create innovative learning opportunities   + Create/modify services to support those learning opportunities   + Id innovative strategies to assess/share     - Student learning     - Faculty scholarship     - Student scholarship   + Other innovations as committee identities |
| Active Learning | * + - Student actions connected to learning     - Preparing student for marketplace     - Enhancing student engagement     - Programming linkages to outcomes |
| Partnerships | strategies to create/improve partnerships in the following areas:   * + - Employers – Career Services and employers designing academic and support programs     - Community engagement –       * Other educational institutions to foster learning success in shared students       * Create environments for students to partner to support their own learning (not only CSU students, by K12 as well)     - Financial partners – focused on learning activities |
| Communication | strategies designed to promote Clayton State University to the following target audiences:   * + - CSU Community     - Potential Students     - Current Students     - Alumni     - Partners     - Friends     - Friends who do not yet know us |
| Diversity | * + strategies to leverage diversity to promote CSU growth   + existing programs and innovations that demonstrate CSU success in creating learning opportunities appropriate to the diverse groups present |