Positioning the University for continued success during a period of dramatic change in higher education
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PRESIDENTIAL REFLECTIONS

(Pending)
OUR PROCESS
Iterative and interactive, with broad participation across all stakeholder groups

Figure 1. Strategic Planning Process Model
**OUR VISION**
Aspirational, what we want to become, what we want to be known for

To become a national model for university-based community engagement, and for equipping students with the knowledge, skills, and motivations for learning and success.

**OUR MISSION**
Operational, what we do for a living in pursuit of the vision

Through teaching, scholarship, and service, we provide an environment of experience-based learning, enriched by active community engagement, that prepares an increasing number of students from all walks of life to succeed in a diverse society.

**OUR CORE VALUES**
Cultural, our shared beliefs that guide our priorities and behaviors

<table>
<thead>
<tr>
<th>Key Word</th>
<th>Value Statement</th>
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<tbody>
<tr>
<td>Collegiality</td>
<td>We treat each other with respect and work together in a spirit of inclusiveness, collaboration, and teamwork to serve others and reach common goals.</td>
</tr>
<tr>
<td>Excellence</td>
<td>We give our best effort and seek continuous improvement in all our activities.</td>
</tr>
<tr>
<td>Innovation</td>
<td>We are open to new ideas and creative methods for solving problems.</td>
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<tr>
<td>Integrity</td>
<td>We promote ethical behavior, taking responsibility for our attitudes, actions, and results.</td>
</tr>
<tr>
<td>Transparency</td>
<td>We support open, honest, and continuous communication.</td>
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EXTERNAL ANALYSIS\(^1\)
Major trends in the external environment that may impact our future

New Standards of Public Accountability

A key factor in the strategic planning process relates to public and political concern about the rising costs of higher education and the difficulty of finding quality jobs for the graduates who are burdened with large student loan debts. Demands are rising for a greater return on investment in higher education and greater transparency about student outcomes. In the future, as part of new standards of public accountability, universities and colleges will be expected to answer questions such as:

- Is the college affordable?
- What do students need to learn?
- Are the students learning?
- What is the graduation rate?
- How long does it take to graduate?
- What is the average student debt?
- How many get good jobs?
- What is the return on investment?

Other Environmental Trends Related to Higher Education\(^2\)

1. Revenue from key sources is continuing to fall, putting many institutions at severe financial risk due to flat or declining
   a. enrollments (demographic trends – fewer high school graduates),
   b. state funding and appropriations,
   c. investment returns on endowments,
   d. philanthropic gifts, and
   e. government research grants.

2. New business and delivery models, focused on providing competencies and convenience while reducing cost, and time, are gaining traction.

3. The globalization of education is accelerating, which means new competition for international students and more mobility for U.S. students.

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\(^1\) The Ga. Tech Enterprise Innovation Institute provided consultation on the external/internal analysis.
\(^2\) Source: Boston Consulting Group, “Trends to Watch in Higher Education,” April 2014
INTERNAL ANALYSIS\(^3\)
Examination of internal strengths / weaknesses and local opportunities / threats
Top Ten Summary

Strengths

• Diversity of student body
• Faculty commitment to student success
• Beautiful campus with location near Atlanta
• Smaller class sizes
• Value / lower cost
• Engagement with the community
• Collegiality / cooperation among faculty and staff
• Strong leadership support
• Top 100 workplace
• Growing dual enrollment program

Weaknesses

• Low CSU brand awareness
• Lack of resources for graduate programs
• Unreliable IT infrastructure
• Lack of support staff for faculty
• Perception of crime
• Low alumni involvement
• Low / uncompetitive salaries
• Lack of school spirit
• External funding / endowments
• Enrollment, retention, graduation rates

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\(^3\) Perceptions based on focus group sessions with 75 faculty, staff, and students, supplemented by retreat data from the President’s Extended Cabinet and discussions with the Strategic Planning Steering Committee.
Opportunities

- Marketing and recruiting
- Expand partnerships: corporate/healthcare/government
- Increase external funding
- Expand online, with training and support
- Film and television
- Campus expansion
- Expand degree / graduate programs
- Recruit more international students
- Convert more dual enrollment students
- Increasing economic development on south side, e.g., aerotropolis, Porsche, Ft. Gillem, Ft. McPherson, Pinewood Studios

Threats

- Enrollment / funding cycle jeopardizes finances
- Competitors: USG, private, for profit, E-core, online programs
- Student debt, student financial health
- Faculty/staff workload, low salaries = turnover
- USG consolidations
- Local economy
- Outdated facilities / IT systems
- Lack of focus/strategy: “Cannot be all things to all people”
- Declining resources – state funding, reductions in financial aid programs
- Pace of change in state’s workforce needs vs. ability to adapt with new programs and majors
STRATEGIC POSITION
Our strategic position in the marketplace and basis for differentiation

Clayton State is a student-friendly university, with a heart for community engagement, serving the educational needs of the South Metro Atlanta area. We seek to differentiate ourselves in the marketplace through the combination of the following seven elements:

1. Our superior value, providing a quality education at an affordable price.

2. Our focus on distinctive high-demand career programs.

3. Our student-centered faculty who provide a relationship-based educational experience in a smaller class environment.

4. Our proactive professional academic and career advisors supported by data analytics and an innovative career planning process.

5. Our diverse student body, offering significant opportunities for interaction with people from all walks of life.

6. Our safe and beautiful campus convenient to metropolitan Atlanta.

7. Our systematic approach to community engagement.

“Though online pedagogies continue to improve and are likely to produce cognitive learning superior to those of the traditional classroom lecture, the most lasting, transformative learning is personal, the result of an intimate, lasting connection with a great teacher.”

Clayton Christensen
The Innovative University
STRATEGIC PRIORITIES
Our focus and frame for tactical planning and resource allocation

1. Increase enrollment, retention, and graduation rates.

2. Increase external funding.

3. Build brand through community engagement and program development focused on career preparation and success.

4. Promote the brand through an integrated marketing communication program.

5. Advance innovation in experiential teaching styles, methods of delivery, and research.

6. Continue investing in infrastructure improvements.
STRATEGIC PROJECTS
Major tactical initiatives at the institutional level keyed to strategic priorities

1. Increase enrollment, retention, and graduation rates
   
   a. **Strategic Enrollment Management Plan**: Create a multi-faceted plan, in collaboration across the university, designed to increase enrollment, retention, and graduation rates for all student populations.
   
   b. **Support Services for Student Success**: Continue development of support services associated with student success, such as improving child care access.

2. Increase external funding

   a. **Strategic Funding Plan**: Develop and implement a comprehensive campaign for external funding.
   
   b. **Grow Grants**: Establish a project director and center to provide faculty, staff, and students with grant writing training to increase external grants.

3. Build brand through community engagement and program development focused on career preparation and success

   a. **PACE (Partnering Academics with Community Engagement)**: Continue development and implementation of PACE.
   
   b. **EDGE (Exploration, Discovery, Goal Setting, and Experience)**: Increase student participation in internships and other learning opportunities such as job shadowing and mentoring. Students will participate in career-development opportunities along each step of their college paths and learn about the critical knowledge, skills, abilities, and attitudes that employers seek.
c. **Laker Solutions**: Create a cross-discipline consulting group consisting of students and faculty serving community businesses, non-profits, and chambers of commerce with emphasis on economic development.

d. **High Demand Scan**: Develop an on-going scanning system for identifying future workforce and employment needs and strategically mapping to curricula development and maintenance.

e. **Doctoral and Professional Graduate Program Investigation**: Explore possibilities for justifying and developing select doctoral and other professional graduate programs to address unmet market needs, perhaps in collaboration with other institutions.

4. Promote the brand through an integrated marketing communication program.

a. **Strategic Marketing Plan**: Develop and implement a comprehensive external marketing and communication campaign.

b. **Institutional Communication Audit**: Review and enhance internal communication processes.

5. Advance innovation in experiential teaching styles, methods of delivery, and research

a. **Faculty and Staff Development 2022**: Identify and implement meaningful investment opportunities and programs for developing human capital and supporting continuous learning.

b. **Recognition and Support Systems**: Develop recognition and support systems to reward faculty and staff for innovations in teaching, research and service that support the institution’s strategic priorities.

6. Continue investing in infrastructure improvements.

a. **IT and Physical Infrastructure**: Continue to invest and, where needed, to expand the infrastructure necessary to support the other strategic initiatives.
IMPLEMENTATION PLAN
A disciplined system to insure execution and follow-through

Each strategic initiative will be supported by a tactical project team consisting of the following elements:

• A project leader who has project management experience and a passion for the initiative

• A cross-discipline team of five to seven members

• A project action plan outlining the team charter, tasks, target dates, assignments, and deliverables

• A budget and resources

• Success measures and goals

Periodic status updates for each team will be scheduled with the President’s Cabinet across the academic year.

In addition, to insure the whole campus is engaged and helping move the strategic priorities forward, each college and division will be asked to identify and implement one or more projects within their area of control to support the strategic plan.
SUCCESS MEASURES
Critical measures of overall success at the institutional level that should reflect the impact of our strategic initiatives and operational excellence

1. Enrollment
   a. Cumulative fiscal year enrollment: Total and % change / prior year
      i. Undergraduate
      ii. Graduate
   b. Cumulative fiscal year FTE credit hours: Total and % change / prior year
      i. Undergraduate
      ii. Graduate

2. Retention
   a. Freshmen – Sophomore Retention Rate for First Time Full-Time Freshmen Students: Fall vs. Prior Fall (% change)

3. Graduation
   a. Cumulative fiscal year degrees awarded: Total and % change / prior year
   b. Cumulative fiscal year degrees awarded as % of FTE credit hours
   c. First time full time freshmen 4-year graduation rate (%)
   d. First time full time freshmen 6-year graduation rate (%)

4. External Funding
   a. Grants and gifts: Total fiscal year dollars

Additional measures will be developed and tracked for each strategic initiative. In addition, each college and division will continue to maintain and be accountable for measures of excellence at the operational level.