



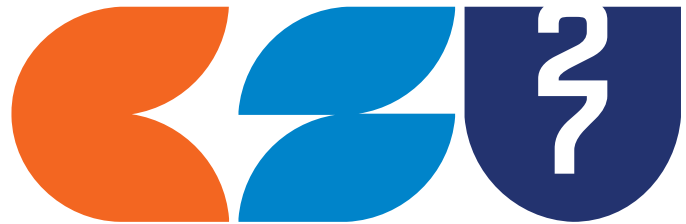
CLAYTON
STATE
UNIVERSITY



STRATEGIC PLAN

Transforming Today for Tomorrow





STRATEGIC PLAN

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PRESIDENT'S MESSAGE

Dear Laker Family,

Clayton State University's 2024-27 Strategic Plan serves as a testament to our institutional commitment to social mobility and positive transformation to better the lives of our engaging and resilient student body. Moreover, by virtue of our dedicated faculty and staff, along with our supportive community of alumni, corporate colleagues, and local educational partners, we will influence the trajectory of Atlanta's southern crescent and beyond.

The theme, *Transforming Today for Tomorrow*, authentically reflects who we are as a university, standing firm on our values of adaptability, collaboration, excellence, integrity and remaining a people-centered institution. The next several years will be integral to the continued success of the university as an anchor institution, becoming an even stronger beacon of education and opportunity in our community, while expanding outside the region.

Our new plan is grounded in four foundational capabilities — *Achieving Financial Sustainability, Advancing Operational Excellence, Enhancing University Well-Being, and Strengthening Reputation and Brand Awareness*. These four foundational capabilities enable our priority areas of focus — *Building Academic and Career Pathways, Driving Student Success and Social Mobility, Growing Enrollment, and Increasing Community and Corporate Engagement*. Taking the lessons that we have learned from the past along with the activation of a high-quality, career-oriented educational experience, these capabilities and priorities will bring our university's full potential to fruition. Moving forward, it is imperative that we build upon our strengths, stand firm in our mission, and be inspired by new ambitions and initiatives.

What we are currently doing, and what we will achieve collectively in the future as a result of this plan, will solidify Clayton State University as a school of choice for anyone looking to transform their lives, advance their careers, and make a difference in the world around them. Let's get to work!

Sincerely,



Dr. Georj L. Lewis



Dr. Georj L. Lewis
President, Clayton State University

It is imperative that we build upon our strengths, stand firm in our mission, and be inspired by new ambitions and initiatives.

Executive Council Members

- **James “Jim” Pete**, Vice President, Information and Technology Services/Chief Information Officer - Co-Chair
- **Antoinette France-Harris**, Associate Professor & Coordinator, Legal Studies - Co-Chair
- **Carol Moore**, Interim Provost & Vice President of Academic Affairs
- **Ashlee Spearman**, Vice President of Enrollment, Marketing, and Student Success
- **Dwayne Hooks**, Dean, College of Health and Interim Dean, College of Arts & Sciences
- **Joshua Meddaugh**, Chair, Dept. of Social Sciences, Professor & Coordinator, Government and Law

Steering Committee Members

Akwai Agoons
Budget and Finance

Shelia Arkwright
Staff Council

Eric Bridges
Chair of Faculty Senate

Rodney Byrd
Human Resources

Mia Collier
Instructional Sites

Deborah Decker Davis
College of Arts
& Sciences

Sonya Gaither
Library

Becky Gmeiner
Registrar

Jonathon Goodson
Information and Technology
Services

Norman Grizzell
Auxiliary Services

Asia Hauter
Marketing &
Communications

Chief John Keener
Public Safety

Elliott Krop
College of Information and
Mathematical Sciences

Katie Lehman
Spivey Hall

Justin Mays
Center for Excellence in Teaching
and Learning

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Career Services

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Christine Smith
Student Affairs-Counseling
and Psychological Services

Darren Thomas
Facilities

Miles Thompson
Student Government
Association President

J. Celeste Walley-Jean
Asst. Provost & School
of Graduate Studies

Allen Ward
Student Affairs




INTRODUCTION

Clayton State University has always been an institution uniquely dedicated to the community which we serve. We are a relatively young institution that was founded in 1969, as a two-year college offering associate's degrees. Then, we transitioned to a four-year institution in 1986, and began offering mainly bachelor's degrees. We evolved further to attaining university status within the University System of Georgia a decade later, in 1996. Since then, we have become one of Georgia's premier public universities.

Today, Clayton State University distinguishes itself with our campus and student success resources, as well as the quality and dedication of our faculty, staff, and students. The beauty of our campus is unique in the Southern Crescent. Our seven lakes create a welcome respite from the bustle of the City of Atlanta, and prompt both opportunities for reflection and innovation. Additionally, Clayton State University is the home of Spivey Hall, an acoustically superb, world-renowned recital hall that attracts prominent musicians and artists from around the globe and serves as a conduit for the community to the campus through its myriad events and performances. The campus is enriched further by the diversity of our students, many of whom are the first in their families to attend college. Moreover, the institution is respected for our excellent faculty, who are devoted to not only advancing their respective academic fields, but also changing the lives of their students. The student-centered approach of our staff also permeates campus, fostering a strong collegial culture and a shared commitment to student success and social mobility.

President Georj L. Lewis was appointed in February 2023, to lead Clayton State University in this exciting period of transformation. The institution is committed to changing the lives of our students and ultimately having a positive effect on our students' families, our communities, the State of Georgia and beyond. The average Clayton State University student comes from a family with an Adjusted Gross Income (AGI) of \$29,020 per year (as of the 2021-22 financial aid year). Ranked #38 in Top Performers on Social Mobility by U.S. News & World Report in 2023, we remain dedicated to helping our students achieve *all* of their aspirations. Clayton State University is determined to help students and their families advance in society through educational attainment and career opportunities. This is no small feat when only 16% of children born into poverty will be consistently working or in school, and not poor, between the ages of 25 and 30.¹ It is Clayton State University's faculty and staff and their commitment to serving the community that make us well positioned to meet this complex challenge.

¹ Ratcliffe, C. & Kalish, E. (2017). *Escaping Poverty: Predictors of Persistently Poor Children's Economic Success*. U.S. Partnership on Mobility Poverty. <https://www.mobilitypartnership.org/file/1016/download?token=NrvF5ELs>.



Our 2024–27 strategic plan aims to use past lessons to shape the future through our foundational capabilities and priority areas of focus.

Clayton State University's new strategic plan, *Transforming Today for Tomorrow*, takes the lessons we have learned from the past 50+ years and applies them to crafting an ambitious new future. This future will be realized by a combination of innovative new initiatives and intentional stewardship over the next three years. The new plan identifies four foundational capabilities — *Achieving Financial Sustainability, Advancing Operational Excellence, Enhancing University Well-Being, and Strengthening Reputation and Brand Awareness* — which will be critical to ensuring we have the resources, talent, and processes in place to achieve our priorities. We have identified four priority areas of focus — *Building Academic and Career Pathways, Driving Student Success and Social Mobility, Growing Enrollment, and Increasing Community and Corporate Engagement* — which will help realize our potential of providing a high-quality, career-oriented educational experience to a growing number of undergraduate and graduate students.

OUR MISSION[†]

Our mission is social mobility.
We transform lives through
teaching, scholarship, and service.

OUR VISION

We will have a positive impact on the State of Georgia
and beyond by serving students and our community
through broadening access to high-quality education
and advancing workforce development.

[†] Mission statement pending Board of Regents approval.

OUR VALUES

ADAPTABILITY

We are agile and responsive in the face of change.

COLLABORATION

We leverage our diverse knowledge and skillsets to achieve institutional goals.

EXCELLENCE

We give our best effort and seek continuous improvement in all our initiatives.

INTEGRITY

We promote ethical behavior, taking responsibility for our attitudes, actions, and results.

PEOPLE-CENTERED

We value and invest in our students, faculty, staff, and community.





STRATEGIC PLAN

Transforming Today for Tomorrow

OUR VALUES

ADAPTABILITY • COLLABORATION • EXCELLENCE • INTEGRITY • PEOPLE-CENTERED

Priority
Areas
of Focus

Building
Academic
and Career
Pathways

Driving
Student
Success
and Social
Mobility

Growing
Enrollment

Increasing
Community
and Corporate
Engagement

Achieving Financial Sustainability

Advancing Operational Excellence

Enhancing University Well-Being

Strengthening Reputation and Brand Awareness

Foundational
Capabilities





FOUNDATIONAL CAPABILITIES

To achieve our three-year vision, Clayton State University will strengthen and develop critical skillsets, resources, technology, and other assets:

- Achieving Financial Sustainability
- Advancing Operational Excellence
- Enhancing University Well-Being
- Strengthening Reputation and Brand Awareness

Each of these foundational capabilities includes a representative set of signature initiatives as well as representative success measures to track our progress.

Achieving Financial Sustainability

Promoting long-term financial health through revenue diversification, responsible stewardship of resources, and optimized management of University assets.

SIGNATURE INITIATIVES

- **Identify opportunities for revenue diversification** including increasing fundraising from individuals, corporations, and foundations, as well as seeking grants and contracts to support funding institutional priorities.
- **Promote responsible stewardship of University resources** through appropriate expenditure management and the ongoing reallocation of resources to our highest priorities.
- **Unlock the potential of under-utilized assets** where the University has considerable capital investment to advance strategic priorities.

SUCCESS MEASURES

- Total Revenues Year-over-year
- Operating Expenditures per FTE
- Amount of Private Funds
- Corporate and Foundation Giving
- Number of Successful Grants and Contracts
- Amount of Additional Funding from Grants and Contracts

Advancing Operational Excellence

Increasing effectiveness in processes to provide excellent faculty, staff, and student-centered service across the institution.

SIGNATURE INITIATIVES

- **Complete a process and policy review** to identify barriers and increase process efficiencies both within and across units.
- **Establish service level agreements** for operating units to improve customer service.
- **Promote a data-driven culture** through creation of standards for collection, management, reporting, and utilization of data.
- **Reimagine traditional ways of working** and serving students by increasing campus communications, cross-training staff, and focusing on stakeholder outcomes.

SUCCESS MEASURES

- Time-to-response and Time-to-solution
- Service Level Attainment
- Student Surveys
- Number of Business Processes Improved
- Number of Business Processes Digitized
- Number of Policies Contained within the Policy Library
- Number of Report Requests Fulfilled
- Number of Employee Logins to a Data Insight Tool or Dashboard
- Number of Community-Developed Reports

Enhancing University Well-Being

Ensuring high levels of morale and engagement among faculty, staff, and students through campus activities, professional development, and support services.

SIGNATURE INITIATIVES

- **Cultivate faculty and staff growth** through enhanced professional development and training opportunities, mentorship, and career planning.
- **Foster a supportive and inclusive environment** through mental and physical health programming and support.
- **Promote campus vibrancy and engagement** through expanded and improved University events and communications.

SUCCESS MEASURES

- Employee Turnover Rate
- Faculty, Staff, and Student Satisfaction and Belonging
- Faculty and Staff Participation in Professional Development
- National Survey of Student Engagement (NSSE)

Strengthening Reputation and Brand Awareness

Creating clear and compelling messages about the value proposition of a Clayton State University education and amplifying those messages to targeted audiences.

SIGNATURE INITIATIVES

- **Create a communications strategy and calendar** to increase the responsiveness and timeliness of University communications.
- **Empower Enrollment Management** to own the design and delivery of targeted marketing campaigns to prospective students.
- **Promote a unified and consistent Clayton State University message** across all University, department, and unit communications.
- **Strengthen the central communications team** with responsibility for creation and management of brand templates, tools, and messages.

SUCCESS MEASURES

- Total Enrollment Year-over-year
- Number of Website Visitors
- Email Open Rates
- Number of Social Media Followers
- Number of Recognitions and Awards
- Number of Faculty/Staff Presentations and Conferences





PRIORITY AREAS OF FOCUS

Clayton State University will achieve its three-year vision by pursuing four priorities:

- Building Academic and Career Pathways
- Driving Student Success and Social Mobility
- Growing Enrollment
- Increasing Community and Corporate Engagement

Each of these priorities includes a representative set of signature initiatives to advance our vision in these areas over the next three years as well as representative success measures to track our progress.

PRIORITY AREAS OF FOCUS

Building Academic and Career Pathways

Promoting academic excellence through high-quality educational experiences and creation of flexible degree pathways linked to workforce needs.

SIGNATURE INITIATIVES

- **Design flexible degree pathways that promote student progression and graduation** by strengthening academic advising, increasing mentoring, and leveraging technology.
- **Evaluate and refresh the curriculum more frequently** to increase student engagement and alignment with market demands.
- **Expand course and program delivery modalities** to increase flexibility and access for students.
- **Launch and grow new degree and non-degree programs** that address workforce trends.

SUCCESS MEASURES

- Time to Degree
- Degrees Awarded in Key Employment Sectors
- Experiential Learning Participation
- Career and Graduate School Outcomes
- Course and Licensure Exam Pass Rates

Driving Student Success and Social Mobility

Increasing student retention and success at Clayton State University and after graduation through student support services, proactive outreach, and institutional data gathering.

SIGNATURE INITIATIVES

- **Design and measure comprehensive student services** with a tiered advising and case management support model to build student capacity to persist and graduate.
- **Expand alumni network and services** including mentoring and continuing education programs.
- **Leverage institutional data and predictive modeling** to drive student success and retention.

SUCCESS MEASURES

- Retention Rates
- Graduation Rates
- Graduation Rates of Pell-awarded students and first-gen students
- Number of Degrees Awarded
- Career and Graduate School Outcomes
- Median Earnings
- Lifetime Earnings Premium
- Social Mobility Index

Growing Enrollment

Attracting undergraduate and graduate students to Clayton State University through targeted recruitment marketing, financial aid optimization, and the evaluation of program infrastructure.

SIGNATURE INITIATIVES

- **Evaluate graduate program infrastructure** to facilitate enrollment growth in high demand areas.
- **Execute targeted recruitment plan** for key audiences including dual-enrollment, adult, and underrepresented populations.
- **Finalize and execute Strategic Enrollment Management Plan.**
- **Optimize and leverage scholarships and financial aid** to maximize enrollment and student success outcomes.

SUCCESS MEASURES

- Total Enrollment Year-over-year
- Enrollment of Georgians
- Number of Undergraduate and Graduate Applications
- Admissions Yield
- Conversion Rate for Dual Enrollment Students
- Cost of Attendance
- Average Loan Borrowing

Increasing Community and Corporate Engagement

Increasing impact on the State of Georgia and beyond through reciprocal partnerships, faculty scholarship, and economic development.

SIGNATURE INITIATIVES

- **Advance faculty scholarship and research through established partnership parameters** for community and corporate partnerships.
- **Establish a central office to track, coordinate, and expand University partnerships** with government, corporations, foundations, and community organizations.
- **Launch a President's Roundtable series** convening community and corporate leaders to engage in diverse topics.
- **Promote community engagement and economic development** through programs that leverage the knowledge and skillsets of faculty, staff, and students to solve real-world problems.

SUCCESS MEASURES

- Number of Community Engaged Teaching, Learning, and Research Activities
- Number of Community Service Hours and Projects Completed
- Number of Individuals Served
- Number of New and Existing Community and Corporate Partnerships





CONCLUSION

Clayton State University has a history of responding to the particular needs of the day, and this moment is no different. This is an institution with an exciting future. It is built on a strong foundation and is growing with the support of vibrant and dedicated champions across all ranks. While our methods may shift to reflect new and emerging opportunities, our aim is unwavering: to transform the lives of our students and to have a positive impact on our community.

This strategic planning process has engaged numerous students, faculty, staff, alumni, Board members, community, and corporate partners, and the resulting plan represents the future of Clayton State University — a future that is incredibly bright. The work ahead is the responsibility of every member of Clayton State University, and each of us has an important role to play in the achievement of this plan. The success of our students, and the ability of our institution to continue to provide the transformative power of education, rests on us coming together to build on our foundational capabilities and to invest in our strategic priorities.

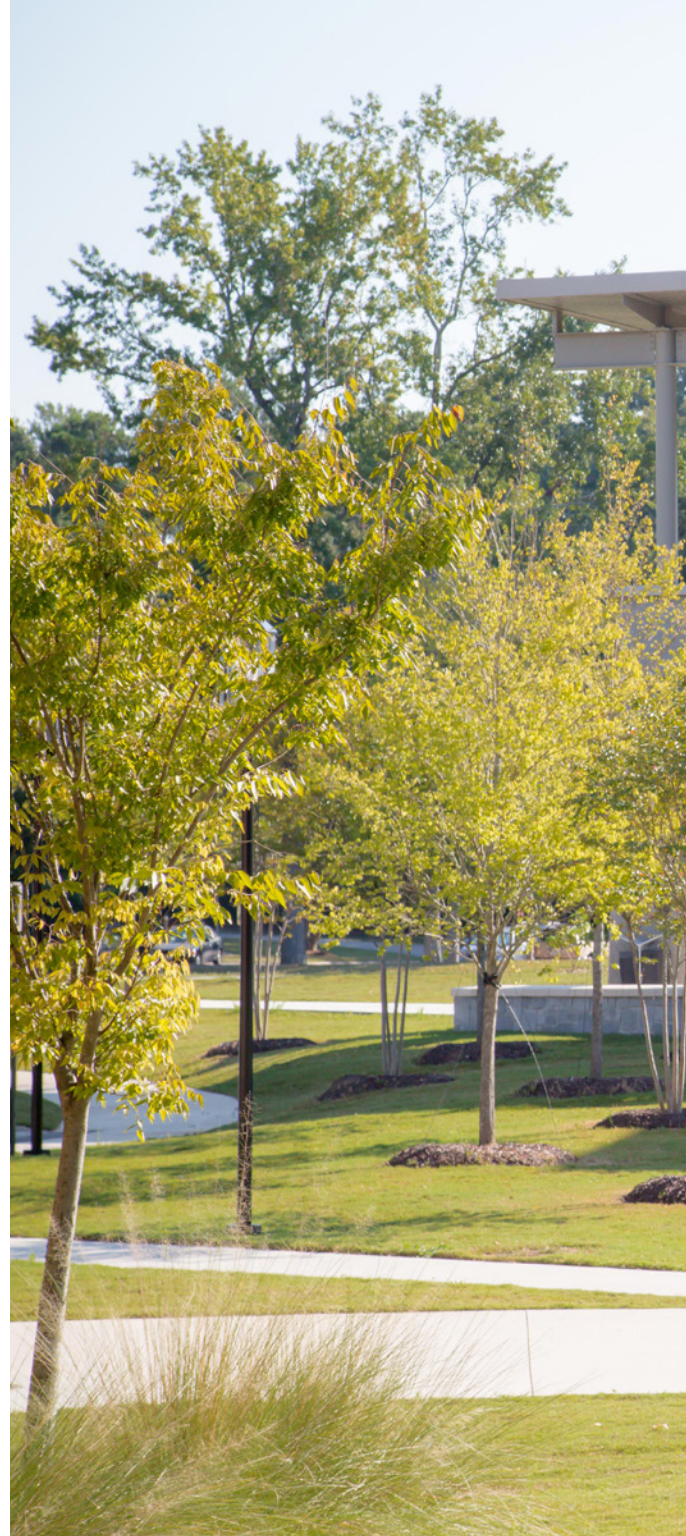
In the coming months, we eagerly anticipate the beginning of the implementation process. We look forward to working collaboratively on each of the signature initiatives outlined herein. Clayton State University is committed to achieving our goals and objectives for the next three years, as well as making our greatest ambitions a reality for decades to come.

Acknowledgements

We would like to express heartfelt appreciation for all on campus and in the community who were instrumental in the strategic planning process. Hundreds of individuals have participated in the development and refinement of our 2024-2027 Strategic Plan including, but not limited to the following:

- Huron Consulting Group
- Members of the Executive Council
- Members of the Strategic Planning Steering Committee
- Members of the President's Extended Cabinet
- Faculty, staff, students, alumni, and community and corporate partners who participated in workshops, focus groups, town halls, interviews, and surveys
- Faith Gonzalez
- Faculty Senate
- Staff Council
- Student Government Association
- Council of Student Organization Leaders
- Alumni Association
- CSU Foundation Board of Trustees
- Local Chambers of Commerce
- Public school officials
- County officials
- City officials and community leaders

We are thankful for your enthusiastic engagement and welcome your continued support as we move forward with our commitment to *Transforming Today for Tomorrow*.







www.clayton.edu