



# **Complete College Georgia Plan**

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**Thomas J. Hynes, Jr., President**

**August 22, 2012**

## **Introduction**

Clayton State University (Clayton State) is located 15 miles south of downtown Atlanta in a beautiful lakeside setting, which is complemented by the resources available with its proximity to a major, vibrant metropolitan hub. Additional instructional sites provide outreach to neighboring community populations in Fayette, Henry, and Rockdale Counties.

With an enrollment of over 7,000 students, Clayton State embraces the rich cultural and socio-economic diversity of the greater Atlanta region through its diverse faculty, multi-ethnic and multi-generational student population, and approximately 60% of the alumni working in the area. The Clayton State classroom experience is led by an outstanding faculty with academic and professional expertise in their fields. The University fosters learning and excellence through integrated academic instruction encompassing a technological classroom environment, internships, and student research.

Clayton State's mission is to cultivate an environment of engaged, experience-based learning, enriched by active community service that prepares students of diverse ages and backgrounds to succeed in their lives and careers. The University offers an appropriate array of student support programs, services, and activities through the major institutional units of Academic Affairs, Student Affairs, Information Technology, and Business & Operations. Additionally, through co- and extra-curricular programming, students are challenged to think critically, communicate effectively, and develop a global awareness through participation in an array of field-specific, civic and leadership experiences at the University and within the broader community.

The Clayton State University Complete College Georgia Plan was developed in consultation with University-wide representation (Appendix 1). The plan takes into consideration not only the data provided by the University System of Georgia, but also the changing demographics of our student population and how they contribute to the current and future status of the institution. The goals, objectives, strategies, and implementation plans that follow build and expand on existing initiatives and are grounded in research-based approaches and best practices that have been shown to enhance student success and attainment of degrees.

Because of the timing of the need to create the report, the lateness in the academic year and short amount of time between the Summit, the creation of the committee, and the due date of the report, stakeholder participation was greatly limited. As cited above, the Complete College Georgia Team does contain campus-wide participation and the Provost made two reports, one to the Faculty Senate and the other to the Administrative Council, a very large body of all campus supervisors. The plan draft was also forwarded to all faculty and staff and their feedback was requested. In addition, the plan was discussed during faculty planning week meetings.

However, we have not had sufficient participation of large groups of faculty, staff, students and community members, and that step is the next one to undergo. Once the fall semester is fully underway, the CCG Team will organize a series of meetings, some town hall style, and some more focus group, of just these constituencies (faculty, staff, students, and community). We will likely fold the CCG concerns into institutional concerns about the implementation of our Strategic Plan, a plan that emphasizes highly effective teaching and learning strategies. These two concerns in our view work together with CCG thus we can profit greatly from the advice and responses that we get from our groups.

<b>Chart of Stakeholder Participation Activity</b>		
<b>Activity</b>	<b>Date</b>	<b>Person Responsible</b>
Schedule groups meetings	Sept 1	CCG Team
Town Hall Faculty/Staff	Sept 30	Provost / President
Small Focus Groups: Students	Oct 1	Mark Daddona/Elaine Manglitz
Small Focus Groups: Faculty	Oct 1	Provost/Deans
Small Focus Groups: Community	Oct 15	Provost /President
Survey to all based upon feedback	Nov 15	CCG Team
Results communicated back to all	Dec 1	Provost Office

### **Part I: Goals and Data Analysis**

#### **Clayton State Demographics**

The changing demography of the surrounding geographic area for Clayton State has contributed to significant changes in the student population and the potential for those students to be at risk for failure and drop out from college. In particular, over the past 15 years, the demographic changes in Clayton and surrounding counties has led to a steep decline in the White/Non-Hispanic student population from 69% in 1996 to 24% in 2011 (Appendix 2). During the same period, the population of Black/Non-Hispanic students increased from 26% to 68% (Appendix 3). The number of students who are eligible for federal financial aid has also increased in a significant way. In addition, 15% of individuals in our three largest feeder counties in the area are living below the poverty level.

A review of the data tables prepared by the System Office for 2003-2009 confirms that the number of potentially at-risk Clayton State students has steadily increased. Specifically, enrollment data show the following:

- 24% increase in full-time Black/Non-Hispanic first time and continuing students,
- 45% increase in full-time Black/Non-Hispanic transfer students,
- 40% increase in Hispanic first-time and continuing students, and

- increases ranging from 29%-71% in students receiving Pell grants, with the largest increase in full-time transfer students.

Currently 62% of our students receive Pell, and a total of 79% of our students receive some form of need-based Federal financial aid. A review of HOPE Scholarship recipients revealed that 35% of the new freshmen enrolled for the first time in fall 2011 or spring 2012 received the HOPE Scholarship, but at the end of the 2011-12 academic year, approximately one fourth of them had lost their HOPE eligibility.

During the 2003-2009 reporting period, average SAT scores of first-time, full-time freshmen have generally declined. In fall 2006, the average combined SAT math and verbal score was 998, and in fall 2011 it was 960 (Appendix 4). All of the demographic, socio-economic, and scholastic aptitude data place a large percentage of Clayton State students potentially at-risk.

However, the USG Outcome Metric data show that Clayton State is doing a good job in several areas. Degree production has seen a 55% increase from 2004 to 2009 with dramatic increases in granting of degrees to traditionally at-risk, underserved and/or underrepresented populations. In particular,

- the number of degrees awarded to Black students increased by 92%,
- the number of degrees awarded to Pell recipients increased by 118%, and
- the number of degrees awarded to students who took at least one remedial course increased by 64%.

The increase in the number of degrees awarded is due, in part, to the increase in the number of four-year degree offerings. Specifically, in fall 2003, the institution offered 11 associate of applied science degrees, two transfer associate degrees, and 23 baccalaureate degrees. By fall 2011 several of the associate of applied science degrees were discontinued so that number reduced to three, but the number of baccalaureate degrees increased to 32. Over the same time period, the number of degrees conferred increased each year (Appendix 5). *In 2009-10, Clayton State awarded 949 baccalaureate degrees as compared to the average of 432 degrees awarded by 31 IPEDS comparison institutions.* Another contributing factor in the increase in the number of degrees awarded is revealed in transfer student data from the USG Context Metric #1. From 2003-2009 Clayton State experienced a 25% increase in full-time transfer students which included significant growth in key sub-populations: 45% increase in full-time Black/Non-Hispanic and 59% full-time Asian transfer students. The trend in transfer student growth has continued and will likely continue to positively impact degree productivity. In fall 2011 alone, the institution experienced a 24% increase in new transfer students, with transfer students accounting for 45% of the 1,576 new students.

### **Outcome and Progress Metrics**

The Outcome and Progress Metrics from the System Office report indicate that Black/Non-Hispanic students performed lower than the average of all groups on the following: retention rates, graduation rates, and credit accumulation. Male students performed lower than female students on the following: retention, transfer, and graduation rates for the fall 2003 full-time and part-time cohort for each year that data could be compared. Males also performed lower than females in the six- and eight-year graduation rates of the fall 2003 full-time cohort.

In addition, students receiving Pell funds upon admission to Clayton State performed lower than all students across the following outcomes: 2003 cohort six and eight year graduation rates; credit accumulation of full-time students; 2003 full-time and transfer cohort retention, transfer, and graduation for each year. However, Pell recipients experienced greater success than all students in gateway courses (one math and one English) and higher retention, transfer, and graduation for the 2003 part-time cohort for years two and three. Data cells were insufficient to determine differences for years four, five, and six for this part-time cohort. In addition, retention rates for all full-time and part-time students in the 2003 cohort decreased from years 2 to 3.

Approximately 4% of the Clayton State students are classified as Learning Support with the majority enrolled in mathematics. Of this percentage, 2% are enrolled in MATH 0097 and 1.6% are enrolled in MATH 0099. From data collected over the past three academic years, 66% of required Learning Support students who began in MATH 0099 completed their LS Math requirement within the allowed time-frame. However, only 39% of students who began in MATH 0097 were successful at the MATH 0097/0099 sequence. In addition, 62% of these students who completed their LS Math requirements earned a "C" or better in MATH 1101 or MATH 1111.

### **Campus Strengths**

Clayton State students face a variety of academic challenges due to the academic preparation they bring to campus, either from high school or a previous institution, along with personal and financial factors influencing their academic performance. Whether students enroll full-time or part-time or enter as a traditional first-time freshman, transfer student, nontraditional student, or a dual-enrolled student, the administration, faculty, and staff are committed to supporting their success.

Through the implementation of strategic enrollment strategies, the University has experienced moderate enrollment growth over the past two years and experienced a record Fall 2011 enrollment of 6,864 students (4.0% increase over the previous fall semester), record Spring 2012 enrollment of 6,874 (1.7% increase over previous spring semester), and most recently a record Fall 2012 enrollment of approximately 7,180 (4.2% increase over previous fall).

Over the past 5-7 years, Clayton State responded to the changing student demographics and retention and graduation rates by designing a variety of academic support interventions and programs. Some of these programs include expanded tutorial and academic success programs in the Center for Academic Success, rebuilding the learning community program, identifying key faculty members to teach core classes in which first-year students enroll, creating the Division of Enrollment Management & Academic Success, and most recently opening the First-Year Advising & Retention Center. The increase in first-time, full-time retention rate of the 2010 cohort of 65.8% compared to 61.1% of the 2009 cohort (Appendix 6) and the increase in the six-year graduation rate of the 2005 cohort of 27.1% compared to 21.9% of the 2004 cohort (Appendix 7) reflect these efforts.

In addition, Clayton State has recently been identified as a military friendly institution by the University System of Georgia. With this designation, we will continue to improve access and support for our active military and veteran students.

### **Needed Information**

Some additional data is needed so we can better identify those students who are most likely to be at-risk to ensure strategies and objectives are designed for appropriate intervention. We have not routinely collected first-generation data on our new students, and this category has not been officially defined by the BOR. Consequently we are unable to track their academic progress. However, responses to the 2011 National Survey of Student Engagement (NSSE) revealed that 31% of our first-year students indicated their father completed an associate's degree or higher and 31% also indicated the same for their mother. Seniors indicated 31% and 28%, respectively, but we do not know how these two groups intersect. For now, strategies and objectives designed for many other student populations will likely be appropriate to ensure further academic success of first-generation students.

The majority of our students are African American females. Because the Hispanic and Asian populations are so limited, we are unable to perform statistical comparisons of these subgroups with our African American and White populations.

Early planning has started to create a campus infrastructure (data warehouse) for collecting and disseminating data to support campus efforts to meet the Complete College Georgia strategies and objectives. This will include hiring a dedicated individual to work across campus to collect and communicate information to increase efficiencies and the likelihood of student success. In addition, development of the data warehouse will enable the campus to establish a comprehensive system to track students using the metrics included in Complete College America and the USG Metrics Working Group, as well as the National Student Clearinghouse and TCGS as soon as is feasible.

## **Areas for Improvement**

To improve access, retention, and degree completion, our goals address the academic success of all students, in particular Black/Non-Hispanics, males, students receiving the Pell, first-time freshmen, active military and student veterans, and part-time and full-time transfer students.

## **Goals**

1. Improve the first-time freshmen retention rate.
2. Expand retention initiatives for students after their second year.
3. Collaborate with K-12 to create awareness of and readiness for post-secondary education opportunities.
4. Reduce barriers to degree completion.
5. Develop stronger support mechanisms for transfer students from acceptance to degree completion.

The data reveal that our goals should be to strengthen the numbers, profile, and success rates of our incoming undergraduate class, particularly those of the freshman class. In other words, the System Office provided data reveal that our first-to-second-year retention rates and our graduate rates are not what they should be. We match those records with our data of changing demographics and the results point to risk factors: increasing levels of poverty and increasing percentage of students in a demographic designated as high risk, in particular African-American males.

Ongoing analyses of success rates of the incoming freshman classes revealed few conclusive data. However, over the past two years, results of phone calls to students who do not return for their second year reveal these students have financial difficulties due to losing their financial aid. We are trying more to incorporate financial literature into our orientation and our freshman activities to head off some students leaving. We have also invested numerous resources in our new First-Year Advising and Retention Center as is indicated in this plan.

## **Part II. Strategies and Objectives**

The data outlined in Part I demonstrate that students who attend Clayton State fall into demographic groups that are historically high-risk. Because of the population that Clayton State serves, we are already engaged in several efforts to improve student retention and enhance progression toward graduation. In order to achieve our goals, we have developed the following objectives and strategies.

### **Objective 1: First Time Full- and Part-Time Freshmen**

First-time freshmen often experience academic difficulty during their first and/or second semester, and some are not retained after their freshman year. By fall 2014, we will increase

the first to second year retention rate by 2% from the previous year. Specific strategies include the following:

- Strategy 1: Track students utilizing MAP-Works, a web-based retention management system designed to monitor the progress of first-year students, including two student surveys each semester, risk indicator level designations for each student, and alert and referral procedures. This program will allow the First-Year Advising & Retention Center to closely monitor and track the risk level and provide immediate support and interventions to first-year students.
- Strategy 2: Develop a Peer Mentoring Program which matches trained mentors to specific first-year learning communities in order to work with students identified as at-risk via MAP-Works and instructor referrals.
- Strategy 3: Match students' strengths, abilities and interests using MajorFocus, a major/career exploration program, which will help them select a major or reaffirm their choice of major thus reducing the likelihood that students will change their major and will take courses required for their major.
- Strategy 4: Implement a freshman common reading assigned to students prior to the start of the fall semester, with semester-long thematic activities related to the book to increase opportunities for engagement and connection to the institution.
- Strategy 5: Increase collaboration between residence life and academic support services to target the retention rate of residential students through a seamless approach toward academic success.

## **Objective 2: Partnerships with K-12**

In order to better prepare students for college, especially first-generation students, it is important to increase partnerships with middle and high schools. Therefore, by fall 2014, we will achieve the following:

- Strategy 1: Survey current partnerships and build two additional K-12 partnerships with surrounding school districts to ensure students have opportunities to develop 21<sup>st</sup> century competencies which will translate to college readiness.
- Strategy 2: Increase college readiness and potential college success of low income and minority students in Clayton County by exploring the establishment of a Clayton State-Clayton County Public Schools Early College Academy.
- Strategy 3: Increase by 10% the number of dual enrollment students.
- Strategy 4: Collaborate with Clayton County Public Schools through the AmeriCorps National Service grant to provide academic support and inventory other current tutorial partnerships to determine possible expansion.



**Objective 3: Improving Access and Completion for Students Traditionally Underserved**

The demographic data in Part I show that the majority of Clayton State students are traditionally underserved. Improving access and completion for these students, as well as some other groups, is a high priority. By 2014, we will use the following strategies:

- **Strategy 1:** Expand efforts to identify needs and increase access to University programs and degree completion for active military and student veterans. Although Clayton State is currently designated as military friendly, additional assessment, planning, and intentional programs and services are needed.
- **Strategy 2:** Identify and implement means to address students' financial needs. Proposed efforts will include seeking outside funds, changing policies on campus, and providing financial literacy education.
- **Strategy 3:** Identify and address barriers that prevent traditionally underserved students from progression and completion. We will continue to assess additional support service needs of our students.
- **Strategy 4:** Expand student engagement and involvement opportunities, and identify the most salient nonacademic factors that contribute to degree completion among various student populations.

**Objective 4: Shorten Time to Degree**

By shortening the time it takes students to complete their degree, we will increase the number of degrees awarded by 5% from 2012 to 2014:

- **Strategy 1:** Improve the academic advising process for all students to ensure students are taking the appropriate courses, proper course sequence, and reasonable course load each semester to reduce the likelihood that students will enroll in courses that are not needed for their degree program.
- **Strategy 2:** Improve the process for transfer students from time of acceptance to approval of transfer credit and class registration in an effort to make it as seamless and easy to navigate as possible.
- **Strategy 3:** Establish alternative methods for earning class credit such as prior learning assessments, including CLEP examinations and ACE credit, which will reduce the number of required courses for some students.
- **Strategy 4:** Implement academic intervention programs to improve success for seated and online classes thus reducing the number of D, F, W grades.

**Objective 5: Restructuring Instructional Delivery**

Since research has shown that students who are actively engaged in learning have a higher likelihood for success, we will employ several research-based high impact practices (HIPs) to restructure instructional delivery by 2015 to increase student access and success. The Liberal Education and America's Promise (LEAP) initiative and the Association of American Colleges and

Universities (AAC&U) have presented evidence that these HIPs have a positive impact on the learning and personal development of students (Brownell and Swaner, 2010). The campus action plan for High Impact Practices for Student Success can be viewed under separate cover.

- Strategy 1: Increase high impact practices in instruction to increase active student engagement.
- Strategy 2: Redesign online and hybrid course/program delivery.
- Strategy 3: Redesign instruction for courses that traditionally have a high DFW rates.

### **Objective 6: Redesign of Learning Support**

A student's failure to succeed in mathematics is often a significant barrier to success in college. While there are a number of reasons why students may not be successful in mathematics, Clayton State is committed to providing pathways to success for students who are underprepared for college-level mathematics. At Clayton State, there are two student populations served by learning support mathematics courses. While nontraditional students are placed into Learning Support mathematics via the COMPASS Test (roughly 4% of total enrollment), some traditional freshmen and transfer students place into learning support mathematics via the ACCUPLACER Test. Therefore, by Fall 2013, we will implement instructional redesign of learning support mathematics courses in order to improve success by 10% over a two-year period by:

- Strategy 1: Exploring the computer-based laboratory approach based upon the (Virginia Institute of Technology) Emporium model as well as other successful models of redesign of learning support.
- Strategy 2: Developing co-requisite courses that provide just-in-time remediation for students who place (via ACCUPLACER) into learning support mathematics.

## **Part III. Planning and Implementation**

### **Objective 1: First Time Full- and Part-Time Freshmen**

#### Strategy 1: Implementing MAP-Works

Responsibility: First-Year Advising & Retention Center, Faculty of First-Year Students, Administrative Systems Office, Residence Life Staff

Timeline: 2012-2013 academic year

#### Action Steps:

- Purchase site license for one year.
- Train CSU 1022 instructors, peer mentors, resident assistants, First-Year Advising & Retention Center staff, and other instructors of first-year students.
- Create program parameters and links to Banner.
- Assign students to complete survey (week 3 and week 10) as part of CSU 1022.
- Monitor risk level of each student; provide appropriate referrals and interventions as needed throughout their first year.

- Determine accuracy of program after one year; compare risk levels and first-year student success and retention.

#### Strategy 2: Developing a Peer Mentoring Program

Responsibility: Orientation & New Student Programs, First-Year Advising & Retention Center, CSU 1022 Instructors

Timeline: 2012-2013 academic year

##### Action Steps:

- Advertise, interview, and select 15-18 peer mentors.
- Conduct three-day summer training.
- Assign mentors to first-year learning communities CSU 1022 sections.
- Assist and monitor mentors throughout their work with individual students and small groups.

#### Strategy 3: MajorFocus - major/career exploration

Responsibility: First-Year Advising & Retention Center

Timeline: 2012-2013 academic year, FYE/CSU 1022 Instructors

##### Action Steps:

- Purchase Program in the First-Year Advising & Retention Center (FYARC).
- Train FYARC staff in use and interpretation of program.
- Email post-card to all admitted first-year students with directions to program.
- Interpret results with students during new student orientation in August.
- Continue discussing career/major options during advising sessions throughout first year.

#### Strategy 4: Freshman common reading

Responsibility: First-Year Advising & Retention Center, CSU 1022 Instructors

Timeline: 2012-2013 academic year

##### Action Steps:

- Select and purchase book for all first-year students (Choosing Civility)
- Distribute books with reading schedule during Freshmen Premiere events.
- Assign assessment and conduct small group discussions of book during new student orientation.
- Conduct CSU 1022 class discussions and follow-up book talks during first semester.

**Strategy 5:** Collaborate between residence life and academic success units

Responsibility: Housing & Residence Life, First-Year Advising & Retention Center, Center for Academic Success

Timeline: 2012-2013 academic year

Action Steps:

- Develop a plan for bring academic support services such as tutoring and workshops to the residence hall/campus apartments.
- Schedule on site academic advising with the FYARC.

**Objective 2: Partnerships with K-12**

Strategy 1: Build upon partnership with Rex Mill Middle School (RMMS) in Clayton County.

Responsibility: A cross-disciplinary team of Clayton State faculty and administrators (Computer Science, Honors Program, Mathematics, Natural Sciences, and Teacher Education) will work closely with faculty and administrators at RMMS, administrators from Clayton County Public Schools, and the RMMS community stakeholders.

Timeline:

- A Race to the Top (RT3) Innovation Fund proposal was submitted in July 2012 (with anticipated notification in September). If the RT3 grant is funded, planning will begin immediately with faculty training/development scheduled for summer 2013 and implementation of the first 6<sup>th</sup> grade cohort of the Early College Academy in August 2013. If the RT3 grant is not funded, additional funding opportunities will be sought out. The leadership of Clayton State University and Clayton County Public Schools are supportive of establishing an Early College either as a stand-alone charter school or “school within a school” at RMMS.
- The Clayton State Foundation submitted a proposal for a Best Buy Community Grant in July that, if funded, will support after school Lego Robotics activities for Clayton County middle school students. If this grant is not funded, faculty and students will participate in these activities as community outreach and funding will be sought to purchase equipment.
- Some action steps will be completed in 2012-2013 academic year; major action items requiring identification of a funding source will be in planning and discussion phase until they can be implemented.

Action Steps:

- Explore establishment of a STEM focused Early College Academy “school within a school” model, starting with 6<sup>th</sup> grade to provide intervention earlier than high school so students have more time to develop aspirations for college.

- Continue Science Olympiad and other tutoring and mentoring programs; begin Lego Robotics Team. Clayton State students and faculty serve as mentors for the RMMS high risk students (low-income, underrepresented minority, first-generation). Clayton State student mentors, many of whom are also minority and first-generation, are role models by providing examples of academic success.
- Establish a series of workshops to provide parents with information regarding financial aid, recruiting and admissions, continuing education opportunities and degree completion opportunities. The informational workshops will help to build a college preparatory culture in a community in which college is unprecedented for many.
- Clayton State will place more teaching interns at RMMS. Internships and other experiential learning opportunities have been identified as practices that can have a great deal of impact upon student retention (e.g. Habley and McLanahan, 2004) and thus will support college completion efforts for Clayton State students. In addition, student interns will present a “face” to the idea of college and postsecondary preparation as a career.
- Clayton State will seek to expand partnership activities to include Mt. Zion High School (RMMS is a feeder school). Clayton County loses nearly 49% of student population by 9<sup>th</sup> grade (EdWeek, 2008), so expanding efforts to retain students through the high school years is critical to increasing the number of students who will eventually attain college credentials.
- Clayton State will work with RMMS to establish vertical alignment to bridge the content/expectations gap in the transition years from K-5 to 6-8, 6-8 to 9-12, and 9-12 to 13-16 experiences. This is particularly important as the new Common Core Georgia Performance Standards roll out.

Strategy 2: Increase college readiness and potential for success.

Responsibility: Clayton State faculty and administrators, student organization faculty advisors, Academic Outreach

Timeline:

- A Georgia Department of Education Math and Science Partnership proposal was submitted in August 2012 (with anticipated notification in October). If funded, planning will immediately begin to plan 2013 and 2014 summer professional development activities for Clayton County teachers and academic year follow-up activities.
- Development of college and career academies are currently in progress.
- 2012-2013 academic year and ongoing.

Action Steps:

- Explore other partnerships with school systems in Clayton State's feeder counties.
- Provide opportunities to strengthen teacher content and pedagogy in mathematics and science for teachers in grades 5-12.
- Support efforts to build College and Career Academies in Henry County (currently in proposal stage) and Fayette County (currently in exploratory phase). College and Career academies provide programs that bridge high school and post-secondary education. The establishment of these academies also increases the potential for grant funding to support college and career readiness.
- Expand opportunities for Clayton State faculty and student organizations to engage with K-12 students. Faculty in the sciences have been active in the schools, providing lab activities in elementary schools to get students engaged at an earlier age in science. By expanding these opportunities to other areas, K-12 students will have experiences that will enhance their potential to aspire to college.
- Expand K-12 field trip opportunities which have a specific academic purpose (such as English Day) to the Clayton State campus. These types of experiences will enable K-12 students to be engaged in enriching activities with Clayton State faculty and students and to be able to envision themselves in the context of a university setting, making the notion of going to college more real.
- Create more opportunities for teaching internships.

Strategy 3: Increase opportunities for Dual-Enrollment Students.

Responsibility: Clayton State faculty and administrators, Academic Outreach, University System of Georgia staff, collaborations with public and private schools

Timeline: Some activities are already underway with others to be implemented during the academic year 2012-2013.

Action Steps:

- In light of changes in ACCEL funding, explore ways to make dual enrollment more affordable.
- Because of the Georgia Performance Standards integrated math sequence (Math I, Math II, Math III, and Math IV), there is not an obvious mapping of high school math course content with Area A and Area D mathematics. We are working with Georgia Department of Education, USG staff, school systems and the Department of Mathematics to articulate which college mathematics courses will count as both high school and college graduation.
- Provide well-trained advisor for dual-enrolled students.

- Sponsor parent night and/or open house sessions to provide parents with information regarding dual-enrollment opportunities.
- Streamline processes to make it easier for students to seamlessly transition from high school to college (academically and socially).

Strategy 4: AmeriCorps National Service Grant.

Responsibility: Student Affairs and Enrollment Management & Academic Success

Timeline: 2012-2015

Action Items:

- Second 3 year cycle renewed for AmeriCorps grant.
- Expand the number (currently 37) of AmeriCorps service leaders serving Morrow, Mt. Zion, Jonesboro, and Forest Park High Schools.
- Track high school graduates who participated in the program to study college enrollment/completion patterns.
- Track the number of participants who apply, get accepted and ultimately enroll at Clayton State.

**Objective 3: Improving Access and Completion for Students Traditionally Underserved**

Strategy 1: Identify needs and improve completion rates for active military and student veterans.

Responsibility: Veterans Resource Center, Student Affairs, Administrative Systems Office, Bursar, Enrollment Management & Academic Success, Faculty

Timeline: 2012-2013 academic year, Fall 2013

Action Steps:

- Determine the number of active military and student veterans on campus, whether or not they are currently using GI Bill funds.
- Assess how PLA strategies can be more flexible in awarding academic credit.
- Continue to use surveys and focus groups to identify students' needs.
- Develop and offer sensitivity training workshops for faculty and staff to better understand the military student on campus.
- Track the progression of active military and student veterans.
- Hire a full-time Coordinator for the Veterans Resource Center.

Strategy 2: Identify and implement means to address students' financial needs.

Responsibility: Financial Aid, External Relations, Library, Budget & Finance, Enrollment Management & Academic Success, Student Affairs

Timeline: 2012-2013 and 2013-2014 academic years.

Action Steps:

- Offer library reserve readings in designated core courses to lessen textbook costs.
- Seek outside funding sources to increase the number of Presidential Scholarships and provide external funds for book grants.
- Explore loaning computers or scholarship options for students who cannot afford a laptop, are unable to purchase a laptop in a timely manner, or who do not have access to a laptop during the school day.
- Allow students to pay tuition/fees in installments.
- Incorporate procedures needed to allow the assessment of tuition and fee charges at the time registration is allowed so students and parents are able to determine out of pocket expenses earlier in the process.
- Explore approaches to more closely monitor HOPE Scholarship recipients and to help them understand the reality of potential scholarship loss.
- Increase financial literacy efforts by expanding the financial literacy programs currently offered on campus.

Strategy 3: Identify and address barriers that prevent traditionally underserved students from progression and completion.

Responsibility: Veterans Resource Center, Disability Resource Center, Administrative Systems Office, Academic Affairs, Student Affairs

Timeline: 2012-2013 (assessment initiatives); Fall, 2013 (targeted support services)

Action Steps:

- Coordinate efforts across campus to identify additional support service needs of: student veterans, students with disabilities, first generation students, and ESL students.
- Develop a survey and conduct focus groups to identify barriers faced by transfer students one semester after entry.
- Use information obtained by efforts described above to develop and implement specific support services or institutional policies/procedures needed to address barriers.

Strategy 4: Expand opportunities for student engagement and involvement, and identify the most salient nonacademic factors that contribute to degree completion among selected student populations.

Responsibility: Child Care Task Force, Faculty, Student Affairs, Housing, Administrative Systems Office

Timeline: 2012-2013 academic year, Fall 2013

Action Steps:



- Continue the current child care initiative to address barriers related to student parents.
- Increase opportunities for students to work on campus within their chosen major and assess efficacy in relation to progression and completion.
- Assess how involvement in extracurricular activities (e.g., student organizations, recreation and wellness activities, etc.) relates to progression and completion for first-time full-time students and transfer students. Use data to expand opportunities for student engagement for selected student populations.
- Pilot specific programs for residential students who are in year 2 designed to encourage persistence to year 3.

#### **Objective 4: Shorten Time to Degree**

##### Strategy 1: Improve advising for all students

Responsibility: Faculty, Department Chairs, Professional Advisors, Registrar's Office, Administrative Systems Office, First-Year Advising & Retention Center, Enrollment Management & Academic Success

Timeline: 2012-2013 academic year, some actions steps will be completed during fall 2013

##### Action Steps:

- Redesign course checksheets to make degree requirements clearer for students.
- Develop and post rotation schedule for courses that are not offered each semester to assist students in taking courses at the appropriate time.
- Implement DegreeWorks which will keep students on track and will better clarify which courses are required for each major.
- Train all faculty and professional advisors in the use of AdvisorTrac to monitor and track advising notes and create a seamless transition when students change majors.
- List approved course substitutions on student DUCK records for viewable access to others to reduce likelihood of students repeating courses.
- Print copies of the academic catalog and distribute one copy to each new student at orientation. Orient students to specific catalog sections during their FYE/CSU 1022 course.
- Purchase a program to create an online academic catalog so students can more easily access important policies and procedures.

##### Strategy 2: Improve the process for transfer students

Responsibility: Faculty, Department Chairs, Professional Advisors, Registrar's Office, Administrative Systems Office, Enrollment Management & Academic Success, Provost's Office

Timeline: 2012-2013 academic year, some actions steps will be completed during fall 2013

Action Steps:

- Implement the new reverse transfer agreement with Gordon College; develop similar programs with other two-year USG colleges.
- Require course substitutions to be submitted for approval during first semester of students' enrollment.
- Develop an electronic course substitution workflow process to reduce paper forms and decrease time it takes to approve substitutions.
- Review transfer evaluation documents and revise to make them easier for students to understand.
- Create a position of transfer articulator responsible for identifying core curriculum areas in which courses should be placed. Assist in translating the core curriculum from other USG institutions.
- Provide a recommendation to the USG to adopt a common acceptable score range for AP, IB and CLEP credit across the USG.

Strategy 3: Establish alternative methods for earning class credit

Responsibility: Testing Center, Faculty, Department Chairs, Registrar's Office, Provost's Office

Timeline: 2012-2013 academic year, some actions steps will be completed during fall 2013

Action Steps:

- CLEP credit
  - Broaden scope of acceptance of CLEP scores at Clayton State.
  - Remove the artificial Clayton State barriers that prevent some students from using some CLEP exams.
  - Encourage more students to prepare for and take CLEP exams.
  - Develop a YouTube video promoting CLEP.
- Expand prior learning assessment opportunities beyond CLEP.
  - Allow students to receive course credit from FLATS (Foreign Language Achievement Testing Services).
- Develop task force to review all PLAs and expand ACE credit opportunities for students with prior training and experience including military experience.

Strategy 4: Interventions to Improve Academic Success

Responsibility: Center for Academic Success, Mathematics Department, Professional & Faculty Advisors, Financial Aid Office

Timeline: 2012-2013 & 2013-2014 academic years

Action Steps:

- Identify “at risk” (grades of D & F) students at the midterm and intervene as necessary through referrals and emails to provide academic assistance.
- Provide interventions/advising for students who consistently withdraw multiple times from classes (more than two semesters).
- Provide Supplemental Instruction (SI) and expand peer tutoring for traditionally difficult courses with high D, F, W rates.
- Embed remediation (i.e. MATH 0099) into regular core courses by creating special sections for students who place in a lower math.
- Promote online training sessions for students to take prior to taking math placement exams to increase likelihood of being placed into a core math course.
- Provide additional financial aid training to help students understand their funding, which will prevent them from unexpected surprises before they finish their degree.

**Objective 5: Restructuring Instructional Delivery**

Strategy 1: Increase high impact practices in instruction to increase active student engagement.

Responsibility: The Engaged Learning Innovations Committee, Center for Instructional Development, Office of Academic Affairs, Dean’s Council, instructional faculty, Enrollment Management & Academic Success, Center for Academic Success, First-Year Advising & Retention Center, and academic departments.

Timeline: The campus plan for HIPs for Student Success was completed in June 2012. The action plan will be communicated to the campus community in September 2012. Funds have been allocated for 2012-2013 and will continue to be allocated each year. The action plan will be implemented incrementally through 2015.

Action Steps:

- Create HIPs Campus Action Plan and communicate the plan to campus community.
- Offer professional development opportunities related to HIPs for faculty.
- Compare data related to student success in courses utilizing HIPs to those that do not.
- Implement the Engaged Learning & Innovations Program to provide incentives to faculty to redesign classroom/laboratory instruction (see HIPs Campus Action Plan for full details)
- Increase opportunities for undergraduate research.
- Increase civic engagement opportunities inside and outside of the classroom.
- Expand existing Supplemental Instruction

- Redesign the First-Year Experience Program so it aligns better with the LEAP Essential Learning Outcomes
- Redesign the Capstone Experience Program and design applicable Middle-Years-Experience Programs

Strategy 2: Redesign online and hybrid course/program delivery.

Responsibility: Academic Deans, Department Chairs, Online Course Policy Committee, Center for Instructional Development, and Enrollment Management & Academic Success.

Timeline: Academic Years 2011-2013

Action Steps:

- Review all existing online courses to ensure quality.
- Provide faculty development (Online Academy) to design high quality online/hybrid courses.
- Monitor student success in online courses as compared to seated courses.
- Create guidelines concerning what courses can be taught well online and which students are likely to succeed.

Strategy 3: Redesign instruction for courses that traditionally have a high DFW rates.

Responsibility: Department of Mathematics, Department of Natural Sciences and Center for Academic Success.

Timeline: Academic Year 2012-2013

Action Steps:

- Add Quantitative Reasoning as an option in Area A
- Investigate models in incorporate a laboratory component for Mathematical Modeling and College Algebra to support students with borderline math placement scores.
- Explore adding co-requisite recitation sections to courses with high D, F, W rates.

## **Objective 6: Redesign of Learning Support**

Strategy 1: Computer-based laboratory for learning support mathematics

Responsibility: Center for Academic Success and the Department of Mathematics

Timeline: Fall 2012 determine the appropriate redesign strategy for implementation in Spring 2013 or Fall 2013

Action Steps:

- Select the appropriate model (compatible with Clayton State technology infrastructure) for redesign with implementation.
- Select appropriate software platform.

- Identify space and staff (Center for Academic Success, Mathematics, Education) for a collaborative implementation.

**Strategy 2:** Develop co-requisite courses that provide “just-in-time” remediation in introductory college mathematics courses

**Responsibility:** Department of Mathematics

**Timeline:** Course development and campus curriculum approval processes will take place in academic year 2012-2013.

**Action Steps:**

- Develop mandatory lab component for just-in-time remediation that aligns with Area A2 mathematics courses.
- Use mini-grants for faculty to develop learning modules on remedial topics.
- Use ACCUPLACER scores to identify appropriate math placement.

#### **Part IV: Ongoing Feedback/Evaluation**

The integrity of the data and its consistent use and interpretation will be crucial for us and for any institution going forward in Complete College Georgia. Furthermore, this data has to be regularly reported internally and externally at the highest offices. Executive leadership at the University takes the project with utmost seriousness and will employ University resources to act upon the recommendations of the CCG Team as informed by the data.

The structure for feedback, evaluation, and adjustment will follow a three-tiered structure:

1. Data Collection and Reporting
2. Reporting from CCG Team to President’s Cabinet
3. Approved recommendations taken to operational units

The data will be collected from the Student Information System and other sources and through the Office of Institutional Research initially; however, the Office of Academic Affairs plans to hire a full time data and demography analyst for enhanced data collection and analysis. These data reports will be shared by way of web reported to all interested University stakeholders. Thus they will report on the following and the report should always provide a longitudinal context:

**Enrollment Data:** First-Time/Full-Time; Part-Time and Full-Time; Transfer; Graduate; Special Populations (dual enrollment, military, adult, online only, etc.)

**Progression Data:** Retention, Progression, Graduation Rate (both institution and system rates); credit hour completion by time; success rates by class and by program

**Credential Data:** number of degrees awarded; certificates; reverse transfer degrees

**Time to Degree:** charting programs by time to degree rates: students earning credit under the PLA rubric (ACE credits; CLEP, etc.), students with dual enrollment credit.

Special Populations /Student Types: reports based on special populations/student types to include number of students, types of contact with services and departments, and progression rates.

Remediation: number of students in remediation and time to exit and success rates

Articulation: number of articulation agreements with USG and TCSG schools; number of students (and hours) attributable to those articulation agreements.

Student Support: Data will be collected on advising and other student support related activities.

In addition to these reports on the numbers of the students in the varying fields, an executive summary of activities related to these areas will be a part of the report.

Reporting Cycle: The reporting should be frequent even if the data may not change by the month; therefore, we will report monthly report on all this data. The reports will be distributed broadly via a web-based newsletter, as well as reporting monthly to the President's Cabinet by the leader of the CCG team or by the Provost, or both, in order to generate presidential approval and recommendations.

**Part V. Appendices**

**Appendix 1 - Complete College Georgia Team**

Mark Daddona, Team Leader, Associate Vice President for Enrollment Management & Academic Success

Micheal Crafton, Provost/Vice President for Academic Affairs

Kevin Demmitt, Associate Vice President for Academic Outreach

Michelle Furlong, Chair, Department of Natural Sciences

Kathy Garrison, Director, Center for Academic Success

Anthony Giovannitti, Chair, Department of Mathematics

DeLandra Hunter, Director, First-Year Advising & Retention Center

Jill Lane, Dean, Assessment & Instructional Development

Sharon Long, Director, Testing Center

Elaine Manglitz, Associate Vice President of Student Affairs

Antoinette Miller, Professor of Psychology

Nasser Momayezi, Dean, College of Arts & Sciences

Barbara Musolf, Associate Professor of Natural Sciences

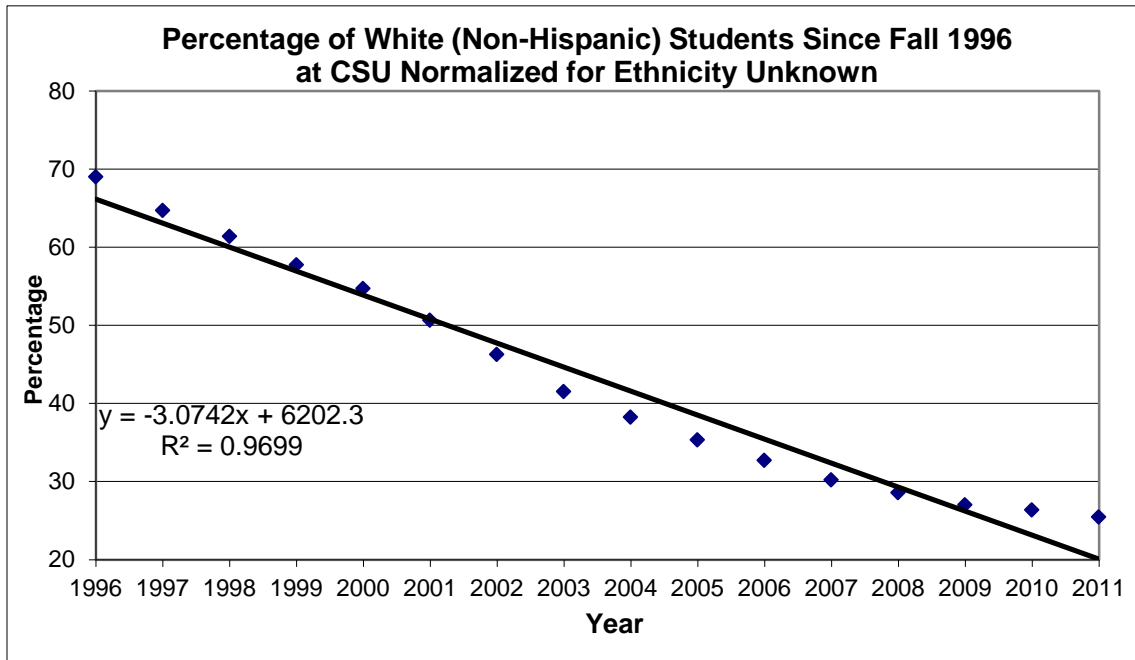
Sue Odom, Associate Dean, College of Health

Alphonso Ogbuehi, Dean, College of Business

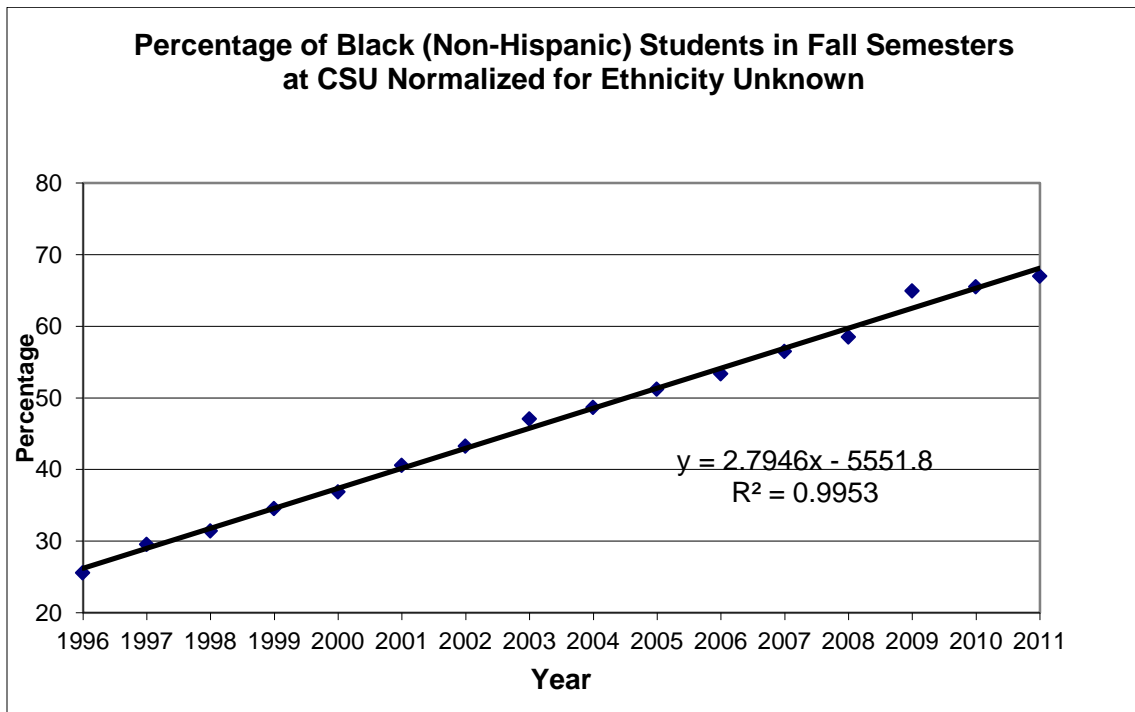
Nareem Reddy, Director, Institutional Research

Lila Roberts, Dean, College of Information & Mathematical Sciences

**Appendix 2 – White/Non-Hispanic Student Population Changes**

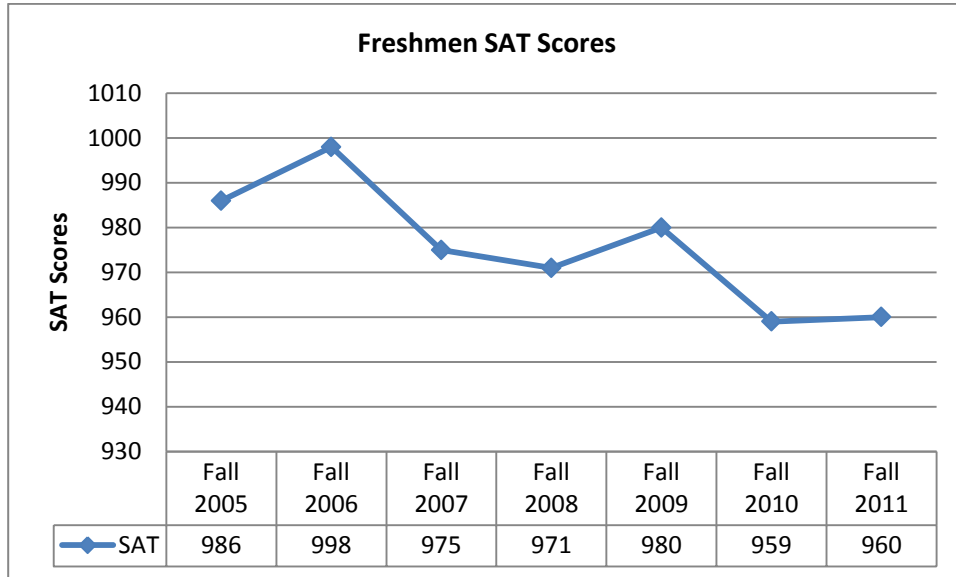


**Appendix 3 – Black/Non-Hispanic Student Population Changes**

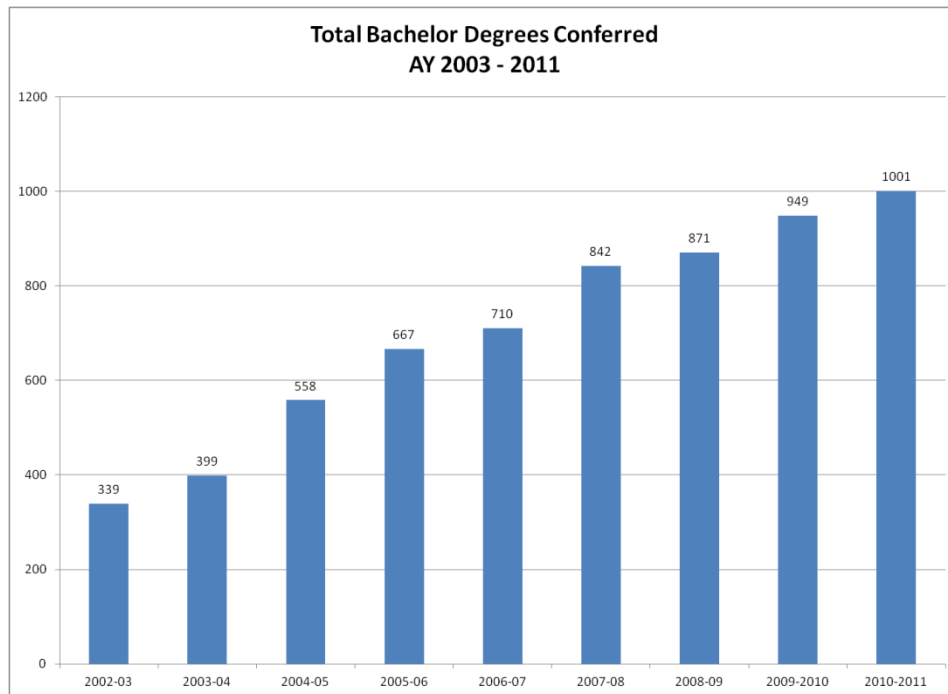




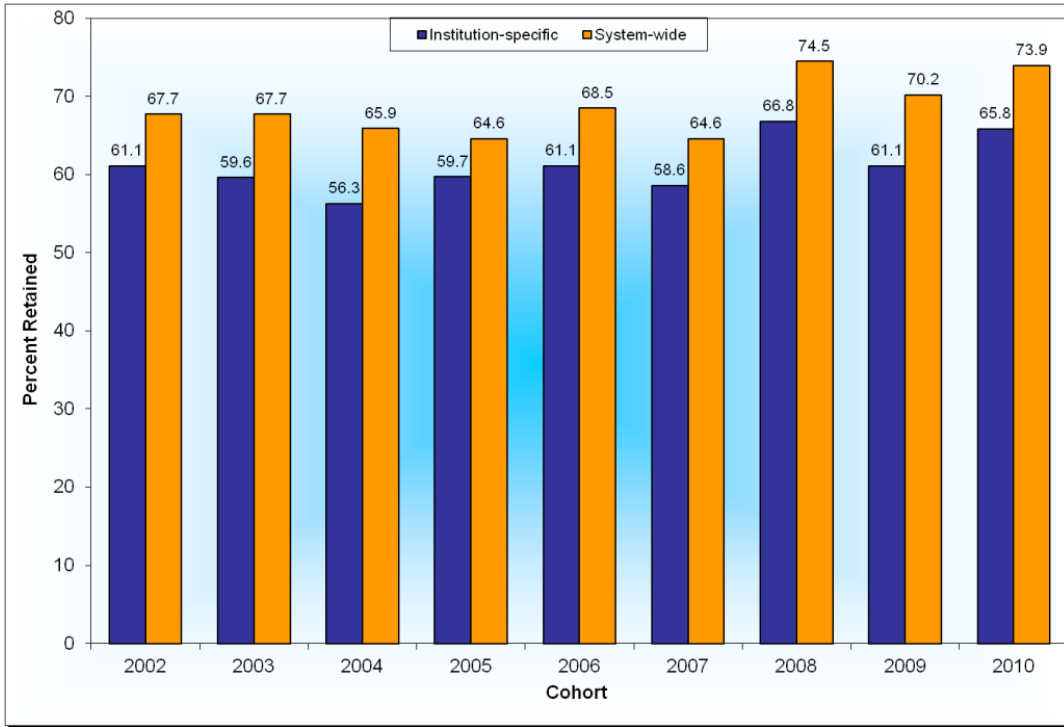
**Appendix 4 - First-Time, Full-Time Freshmen Average SAT Scores**



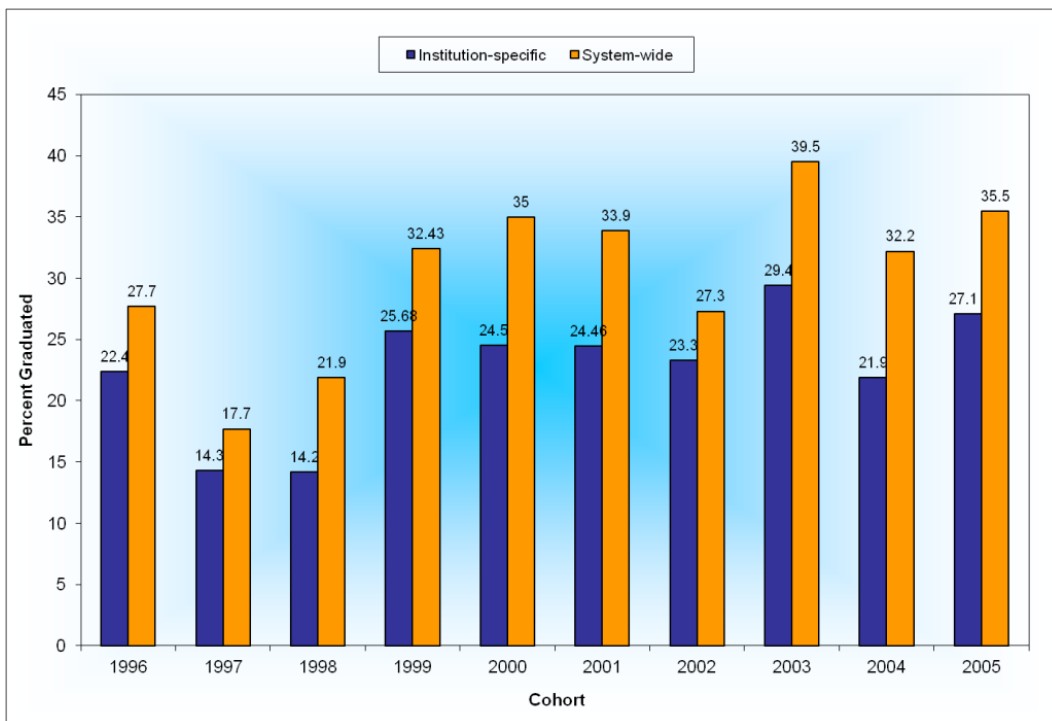
**Appendix 5 – Total Bachelor Degrees Conferred**



**Appendix 6 – Full-Time, First-Time Retention Rates**



**Appendix 7 – Six-Year Graduation Rates**



**Appendix 8 – Summary of Major Objective Targets**

<b>Objective</b>	<b>Description</b>	<b>Target Increase</b>	<b>Completion Date</b>
1	First-Time Freshmen Retention Rate	2% from previous year	Fall 2014
2	Dual Enrollment Students	10% from previous year	Fall 2014
4	Increase Number of Degrees Awarded	5% from Summer 2012	Summer 2014
6	Improve Math Learning Support	10% success over two years	Spring 2015