**Clayton State University Strategic Pl­an**

**Goal Statement A**

**Create an outstanding educational experience that stimulates intellectual curiosity, critical thinking, and innovation.**

***PRIORITY I: Active and Engaged Learning***

*Action Step III*: Enhance the educational experience of students through the support of student research/scholarship/creative endeavors and student engagement with faculty.

*Action Step VIII:* Promote excellence in scholarship, research, creative endeavors, and innovation.

*Action Step IX:* Foster development of active learning experiences in every major and/or degree or certificate program.

*Action Step X:* Expand the quality of technology, both equipment and training, to support academic innovation, student learning, and the further development of hybrid courses and on-line learning.

*Action Step XI:* Foster a cross-disciplinary approach in developing or revising courses and programs within and among departments and colleges.

 *2012-13 Action Steps*

* *Integrate actions steps into faculty evaluation*
* *Enact steps from CCG*
* *Enact Engaged Learning Innovations Action Plan*
* *Audit all online and hybrid courses for enhanced student engagement in learning*

***PRIORITY II: Innovative Programming***

* Supports CCG

*Action Step I*: Develop innovative academic programs to better support the workforce and economic development needs of the region and state.
*Examples:*

* Forensic Science Minor
* Criminology Track in MALS
* Corporate Communications Minor
* Health Education
* M.Ed. Leadership (certification)
* Film School
* Informatics Track (Information Technology)

*2012-13 Action Steps*

* *Academic program development*
	+ *Implement minors/tracks in forensic sciences, forensic studies, corporate communications, criminology, informatics*
	+ *Implement M.Ed. Leadership certificate if approved*
	+ *Continue analysis of film school program*
	+ *Convene task force to develop health education program proposal*
* *Economic Development*
	+ *Work with External Relations to identify economic develop needs*
	+ *Work with External Relations to link University resources to identified needs*

***PRIORITY III: Quality of Off-Campus and Online Experiences***

*Action Step XII:* Enhance the effectiveness of off-campus instructional sites by improving their integration into main campus activities and as a corollary assure that the off-campus sites are supported sufficiently to maintain excellent services and programs.

*Action Step X:* Expand the quality of technology, both equipment and training, to support academic innovation, student learning, and the further development of hybrid courses and on-line learning.

 *2012-13 Action Steps*

* *Develop plan for Fayette County location and programs that addresses workforce needs, the student experience, and the best use of University resources*
* *Audit all online and hybrid courses for enhanced student engagement in learning*
* *Identify which programs may be serve student and workforce needs by being offered online*

***PRIORITY IV: Globalization***

*Action Step IV*: Broaden students’ global perspective through appropriate curricula, experiential and social opportunities.

**Goal Statement B**

**Engender a spirit of openness, understanding, collaboration, and mutual respect throughout the University.**

***REVISED*** *Action Step I*: Increase the level of cultural competence and inclusiveness of University faculty, staff and students.

Strategy: Definition of inclusiveness.

Strategy: Assess the level of cultural competence of faculty and staff.

Strategy: Initiate a curriculum review to determine how multiculturalism can be woven throughout the student’s overall learning experience.

Strategy:Provide the opportunity for the study of international cultures utilizing current University resources.

*Action Step II:* Implement student, faculty and staff recruitment and retention plans that target underrepresented groups.

**REVISED** *Action Step III*: Engage and guide students (SGA, incoming freshman, honor societies) in developing their “contract of social responsibility “that includes principles of academic citizenship and community living, to be phased in beginning with incoming freshman students Fall 2013.

*Action Step IV:* Expand student programs and services that enable students to put into perspective their own view of diversity within a global context.

*Action Step V:* Implement innovative study abroad opportunities and exchange programs for students, faculty and staff.

Strategy: Define measurable outcomes for study abroad opportunities and exchange programs.

Strategy: Expand numbers and types of opportunities.

**Goal Statement C**

**Foster learning that engages students, faculty, staff, alumni, and the greater community.**

***Action Step Category 1:* Gather and consolidate data on faculty, staff, students, alumni, and community leaders whose shared interests align with the institutional goals of Clayton State University.**

***Action Step VI:* Provide a means to document a student’s affinity groups and transfer the information to Alumni Relations after graduation.**

*Action Step I:* Devise intentional efforts to connect alumni with current students through the creation of Alumni liaisons within each academic program, Student Affairs, Athletics, and Continuing Education.

*Action Step II:* Assess the needs of adult learners and their families to address the most effective ways to engage them with the University and the community.

*Action Step III:* Assess the role of University Housing, Greek Life, Athletics, and Campus Recreation in fostering a continuous student-alumni learning environment.

*Action Step VIII:* Work in partnership with the Boards of Education of Clayton County, Fayette County, Fulton County, and Henry County to develop a pre-K-16 pipeline that encourages students to seek a baccalaureate degree and beyond.

***Action Step Category 2:*  Create interactions (on and off campus) among Clayton State faculty, staff, students, alumni, and the greater community that support engaged learning and help achieve mutual goals.**

***Action Step V:* Develop and implement programs and activities that encourage alumni to return to campus, participate in teaching and learning opportunities, and connect with current students.**

*Action Step VII:* Collaborate with community partners to plan and implement campus events to bring together students, alumni, and community members.

*Action Step IX:* Create internships that actively improve the civic life of Clayton, Fayette, Fulton, and Henry counties with local organizations.

*Action Step IV:* Develop innovative Continuing Education opportunities for alumni, family members, and their employers.

*Action Step X:* Develop strategic partnerships with local as well as global institutions/corporations to provide learning opportunities for students, faculty and staff that will make them more aware of global complexity and its social impact on the state and region.

*Action Step XII*: Document and increase the development of meaningful research projects and service learning opportunities that benefit Clayton, Fayette, Fulton, and Henry counties, focusing on such issues as education reform, political engagement, immigration, transportation, economic development and the environment.

*Action Step XI*: Seek to attain classification as a Carnegie Community-Engaged institution by 2015.

**Goal Statement D - Expand and allocate resources strategically according to Mission and Values, to support overall institutional effectiveness.**

*1. Action Step I*: Develop and implement Corporate and Foundation fund-raising programs to benefit university activities.

* Implement Corporate Partners Program
* Hire Director of Corporate and Foundation Relations
* Enhance coordination and collaboration across campus

*2. Action Step II:* Assess how to strengthen advocacy efforts with federal, state and local governments to secure new appropriations for the University. IN PROGRESS

*3. Action Step III*: Create a ~~budget~~ process that enables the reallocation of resources to invest in the goals set forth in the University’s new Strategic Plan.

* Good plan for new allocations
* Need to evaluate existing and future programs with regard to cost and contribution to the University.

*4. Action Step VII:* Create and implement Continuing Education activities and programs as well as on-line learning that provide learners an enriched experience and generate a financial return on investment for the benefit of the University.

* Improve coordination with CE and academic units across campus to maximize revenue generation
* Evaluate future of online giving at Clayton State

*5. Action Step IV*: Increase service levels through continuous process improvement, making use of technology and enabling users to engage in self-service. AMBIGUOUS – Needs to be written for clarity; could become high priority with clearer explanation of intent.

*6. Action Step V*: Fund a Sponsored Program Officer position to work with faculty to identify grant-funding opportunities and provide grant writing support and related training. COMPLETE

*7. Action Step VI:* Develop where possible differential tuition and fee schedules for high demand academic programs. REMOVE?COMPLETE?

Goal Statement E

Committee: Gordon Baker, John Bryan, Brian Haynes, Jill Lane

The Committee reviewed the document that we received. After much discussion and rewording, we went back to the original document. With some tweaking the following Action Steps were adopted by the Committee:

**Provide an inviting and supportive campus community for faculty, staff, and students.**

Revised Goal E in Priority Order

*Action Step I:* Create a supportive environment to encourage communication and collaboration across departments and divisions.

*Action Step II:* Provide on-going opportunities for faculty and staff professional development.

Action Step III: Continue to invest in technologies to support the community for collaboration, learning, and economic development.

Action Step IV: Continue to implement the Campus Master Plan to enhance both physical and virtual workspaces and promote the integration of environmental sustainability.

Other items discussed:

Goal A: no items

Goal B: Agreed that the inclusion of lack of civility/mutual respect is needed as a separate item.

Goal C: There was some discussion that faculty and staff were not mentioned in the action steps even though it is mentioned in the goal statement

Goal D: Suggestion that Action Step III be moved higher in priority; suggested that the phrase "online learning" be further clarified so there is a shared understanding of what that means.