



Middle Georgia State University

2015-2018 STRATEGIC PRIORITIES

GREATNESS BEGINS HERE

PUBLISHED AUGUST 2015

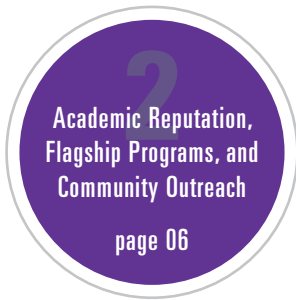
DEFINING MGA GREATNESS

Welcome to the first strategic plan for Middle Georgia State University (MGA), a member institution of the University System of Georgia. This plan, one year in development, launches our first chapter and academic year as a state university and spans the years 2015 to 2018. We have identified five strategic directions containing the priorities that will shape this new chapter, and the specific initiatives we commit to addressing in the first year. We believe that every good plan continues to evolve; and therefore, future initiatives will be developed as this plan unfolds. Those new and ongoing initiatives will be published annually. Additionally, we will provide quarterly progress updates on our website. Our students and alumni will shape the future of our region and our globally connected planet. We commit to helping them do this through an extraordinary higher education, and this plan will guide us in our implementation.

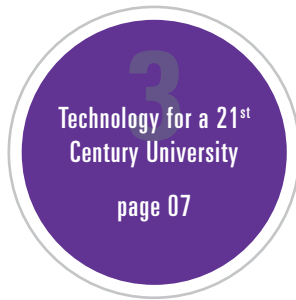
OUR 5 STRATEGIC DIRECTIONS



1
Quality and
Distinctiveness of
Student Success
page 04



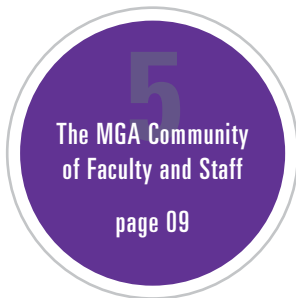
2
Academic Reputation,
Flagship Programs, and
Community Outreach
page 06



3
Technology for a 21st
Century University
page 07



4
Fiscal
Sustainability
page 08



5
The MGA Community
of Faculty and Staff
page 09



2016-17 Status Updates



First step **COMPLETE**,
pursuing further in 2016-17



Initiative has been **COMPLETED**



Initiative is **IN PROGRESS**



Initiative has been studied and
shown to be **NOT FEASIBLE**
at this time



Number indicates connection to a
YEAR TWO STRATEGIC INITIATIVE
(www.mga.edu/strategic)

1 QUALITY AND DISTINCTIVENESS OF STUDENT SUCCESS

INSTITUTIONAL PRIORITY

Provide 21st century undergraduate experiences that stimulate recruitment, retention, progression, and graduation

2015-2016 Initiatives

- ✓ Enhance support services focusing on veteran, adult, and learning support populations (#9)
- Implement a cross-campus, student-centered advising system (#1)
- Expand Academic Success Centers for freshmen and sophomore students (#1)
- ✓ Advance international educational experiences and partnerships abroad (#7)
- ✓ Advance residential experiences, including new Greek life programming (#5)
- Create a diversified online summer school (#2)
- ✓ Complete the inter-campus scheduling plan to ensure balanced access and efficiency (#1)

INSTITUTIONAL PRIORITY

Become a leader in providing and supporting multiple degree pathways for all MGA students, focusing on professionally empowering bachelors' and graduate programs

2015-2016 Initiatives

- ✓ Develop pathways for special populations of new students (e.g. working adults, veterans, graduate students, transfer students, business professionals) (#2)
- ✓ Build a continuing education unit as a digital market place for advancing career/professional credentials (#2)
- ✓ Successfully launch Master of Science in Information Technology (MSIT) and Master of Science in Nursing (MSN) graduate degrees and prepare two others for Board of Regents' review (#3)
- ✓ Identify potential new baccalaureate programming that integrates arts, sciences, and professional outcomes (#1)

INSTITUTIONAL PRIORITY

Develop a culture of shared excellence with innovative systems that champion student success and align with MGA's values of stewardship, engagement, adaptability, and learning

2015-2016 Initiatives

- ✓ → • Create cross-divisional collaboration structures and practices to promote recruitment, retention, progression, graduation, and career entry (#1 & 2)
- ✓ • Strengthen operational structures and efficiencies in institutional units, including shared governance via a staff council (#14)
- ✓ • Establish framework and submit application for entry into the African-American Male Initiative of the USG (#13)

INSTITUTIONAL PRIORITY

Strengthen the academic quality and preparedness of MGA students

2015-2016 Initiatives

- ✓ • Increase quality and preparedness of students enrolling at MGA (#2)
- • Establish the University College at Cochran (#2)
- ✗ • Establish a summer bridge program
(Federal financial aid not currently available for summer)

2 ACADEMIC REPUTATION, FLAGSHIP PROGRAMS, AND COMMUNITY OUTREACH

INSTITUTIONAL PRIORITY

Distinguish MGA through the accomplishments of the faculty, the reputation of the academic colleges/schools/programs, and the preparation of students for careers

2015-2016 Initiatives

- ✓ • Adopt the AAC&U Liberal Education and America's Promise (LEAP) for undergraduate education (#4)
- ✓ • Advance the statewide mission of the School of Aviation (#17)
- • Establish community advisory boards to advance community outreach (#19)
- ✓ • Implement MGA's "Knowledge@Work" via the Quality Enhancement Plan (#8)
- ✓ • Utilize academic master planning to build a robust long-term degree portfolio (#1)
- • Develop national accreditation plans for each school (#4)

INSTITUTIONAL PRIORITY

Adopt national models of co-curricular excellence in student learning, student engagement, and career preparedness

2015-2016 Initiatives

- • Create cross-divisional collaboration between academic affairs and student affairs (#5 & 8)
- • Develop living and learning communities for a diverse student population (#2)
- ✓ • Create 21st century career services (#5)
- ✓ • Prepare proposals for advancing athletic presence and programming in Macon (#6)
- ✓ • Develop a comprehensive alumni plan that fosters regular engagement, social networking, philanthropic commitment, and data on career trajectories (#16)



3 TECHNOLOGY FOR A 21ST CENTURY UNIVERSITY

INSTITUTIONAL PRIORITY

Identify national trends and strategic directions for a 21st century multi-campus environment

2015-2016 Initiatives

- ✓ → • Create an infrastructure to advance a digitally connected institution across five campuses that supports multiple pathways of instruction (#18)
- ✓ • Identify the next generation digital learning environments (#18)
- • Incorporate data analytics in administrative and fiscal planning (#18)

INSTITUTIONAL PRIORITY

Be change agents for benchmarking and advancing the organization

2015-2016 Initiatives

- ✓ • Benchmark financial, staffing, and operational status with peer institutions (#11)
- • Utilize enterprise management procedures and processes to advance the institution (#18)
- • Develop and implement a strategic Information Technology (IT) plan to support a complex organization (#18)

4 FISCAL SUSTAINABILITY

INSTITUTIONAL PRIORITY

Develop strategies for sustainable and expanding revenue streams

2015-2016 Initiatives

- • Create an infrastructure to pursue grants and contracts (#15) ✓
- • Diversify tuition revenue through new enrollment markets (transfer population, international students, adult degree completers, professional masters, etc.) (#1 § 2)
- ✓ • Expand conference center outreach and services (#15)
- ✓ • Finalize case statement and plan for major capital campaign and solicit lead gifts (#16)

INSTITUTIONAL PRIORITY

Integrate effective and efficient usage of campus facilities and operations

2015-2016 Initiatives

- ✓ • Commence new facilities master planning process (#15)
- ✓ • Develop teaching and support infrastructures to enhance distinctions of each campus (#1)
- ✗ • Complete the USG private-public partnership proposal for completion of a new residence facility in Macon and reduction of debt housing inventory (Awaiting USG action on P3 initiative)

5 THE MGA COMMUNITY OF FACULTY AND STAFF

INSTITUTIONAL PRIORITY

Recruit, hire, retain, and invest in faculty and staff to drive long-term excellence

2015-2016 Initiatives

- ✓ • Conduct a faculty and staff climate study (#11)
- ✓ • Design a faculty reward system aligned with institutional mission (#11)
- ✓ • Ensure compliance with state and federal standards in public safety and professional accountability (#14)
- ✓ • Implement MGA Staff Council (#14)
- ✓ • Develop plan for Leadership Institute for selected faculty and staff (#12)
- ➔ • Review hiring practices and develop strategies for stronger retention of employees (#11)

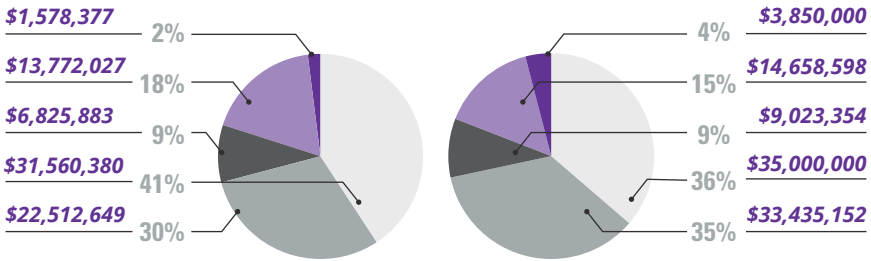
SUCCESS

MEASUREMENTS

REVENUE TARGETS

FY 2016
TOTAL: \$76,249,316

FY 2019
TOTAL: \$95,967,104



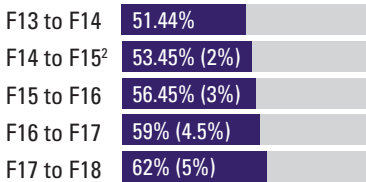
REVENUE KEY

- State Appropriations
- Tuition*
- Institution Fee, Flight Fees, & Other
- Auxiliary and Student Fees
- Foundation, Grants, Conf Ctr. (Supplemental)

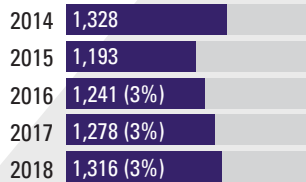
**Based on 3% annual enrollment growth & six-year university tuition transition plan*

“COMPLETE COLLEGE GEORGIA” - MGA

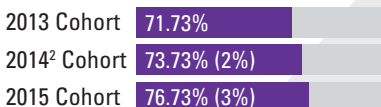
Overall Institutional Retention Fall-to-Fall¹



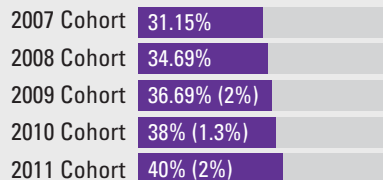
Overall Institutional Degrees Conferred (Graduation)



FTFTF^{1,3} Retention (USG) Fall-to Fall



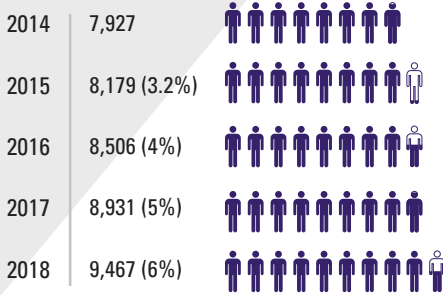
FTFT Degrees Conferred⁴ (Graduation)



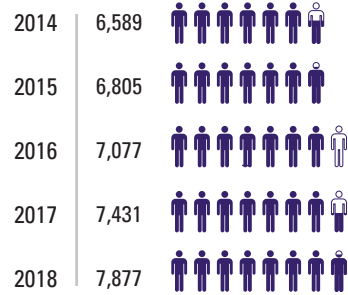
ENROLLMENT MANAGEMENT

 = 1,000

Headcount



FTE



Credit Hours

2014
86,921

2015
89,956

2016
93,554

2017
98,232

2018
104,126

FISCAL AFFAIRS

Total Expenditures per FTE

MIDDLE GEORGIA STATE UNIVERSITY
\$9,405 (expenditures per FTE)

AVG. PEER USG STATE UNIVERSITIES⁵
\$10,595 (expenditures per FTE)

INSTITUTIONAL ADVANCEMENT

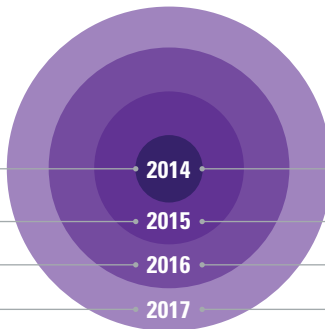
ALUMNI PARTICIPATION

647 giving \$30,464

800 giving \$40,000 (31%)

1,000 giving \$50,000 (25%)

1,200 giving \$62,500 (25%)



ANNUAL CAMPAIGN

\$752,351

\$800,000 (+\$48k)

\$900,000 (+\$100k)

\$1,000,000 (+\$100k)



Student Scholarships

2014
\$283,478

2015
\$310,000 (10%)

2016
\$350,000 (13%)

2017
\$385,000 (10%)

¹ Percent retained at MGA plus percent retained at another USG Institution

² Fall '14 to Fall '15 official retention date is October 1, 2015

³ First-time, full-time freshmen

⁴ First-time, full-time, six-year graduation rates at MGA and other USG institutions

⁵ USG state universities (Armstrong State University, Clayton State University, Columbus State University)



QUESTIONS OR COMMENTS?

Please contact
Office of the President
478.471.2712
president.blake@mga.edu

Chart our progress at
mga.edu/strategic-plan

VISION

We transform individuals and their communities through extraordinary higher learning.

MISSION

Middle Georgia State University educates and graduates inspired, lifelong learners whose scholarship and careers enhance the region through professional leadership, innovative partnerships, and community engagement.

VALUES

Stewardship, Engagement,
Adaptability, Learning