

Middle Georgia State University – Strategic Plan FY22 Priorities SCORECARD

Imperatives / Institutional Priority	Lead Office(s)	Q1	Q2	Q3	Q4
Strategic Imperative 1) Grow Enrollment with Purpose		July 1 – September 31	October 1 – December 31	January 1 – March 31	April 1 – June 31
1. Strengthen Campus Presence – enhance engagement with campus communities, both in-person and online	Student Affairs, Academic Affairs	<ul style="list-style-type: none"> The Academic Master Plan (AMP) is reified through collation and integration of various plans across campus. Attendance Check-ins are a priority with Knight Life app. In-person events with some virtual options 	<ul style="list-style-type: none"> The AMP is built out through FY27 to include new programs, enrollment targets, and budgetary implications. Two In-Person Career Fairs + virtual statewide fair 	<ul style="list-style-type: none"> AMP was expanded to spotlight campuses in given years. SoA/Eastman and HNS/Dublin are highlighted this spring. All Majors and Aviation in-person Career Fairs Increased institutional participation in Knight Life app 	<ul style="list-style-type: none"> Campus presence was highlighted in a presentation to cabinet and will be repeated for faculty/staff. Dublin has seen gains in enrollment based on efforts this year. A Warner Robins working group was established to drive presence in WR. CCLD offered 117 events with only 21 virtual and 192 employer visits with only 4 virtual. Student Life hosted 240 events on all 5 campuses.
2. Prioritize faculty development initiatives that strengthen the quality of teaching and learning across all modalities	Academic Affairs Human Resources	<ul style="list-style-type: none"> The provost’s office realigned job duties and descriptions to envision an Assistant Provost charged primarily with Faculty Development. 	<ul style="list-style-type: none"> A new Assistant Provost of Faculty Development is identified through a national search to highlight faculty development and enrich an already engaging learning experience. 	<ul style="list-style-type: none"> APFD has launched initial programming for faculty, including assignment redesign using the Transparency in Learning and Teaching framework and also the eight key elements of learning environments that 	<ul style="list-style-type: none"> After consulting with schools and departments, the APFD has concluded a faculty and staff survey to inform CETL options. The various inputs have helped inform the APFD re-establish a Center for Excellence

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			<ul style="list-style-type: none"> Quality Matters is reinstated through the USG consortium license. 	<p>support High Impact Practices.</p>	<p>in Teaching and Learning.</p>
<p>3. Align enrollment, advising, and academic programming to strengthen the sustainability of each campus</p>	<p>Enrollment Management Academic Affairs</p>	<ul style="list-style-type: none"> Enrollment targets, as measured through CHP in programs, were established as a metric for planning and implemented for budgetary decision making. 	<ul style="list-style-type: none"> Campus Identity highlighted throughout the new Academic Master Plan to help identify areas of focus for future alignment. 	<ul style="list-style-type: none"> Emphasis in the spring was placed on the Dublin Campus. After receiving the GEER II grant and interest from other stakeholders, Dublin became a focal point for increasing campus identity as a health sciences campus. A Director of Advising was hired to provide centralized oversight of advising and add efficiency to the process. Registration guidelines revised for residential students and those in Learning Support for online and face-to-face courses. Academic support information sessions provided in the residential halls to promote student success. Outreach campaigns for students on probation and those 	<ul style="list-style-type: none"> EM implementation of Qless tracking Software to assist with enhancing student experience. EM survey students on communications methods via texting platform with raffle to get more engagement. Continued collaboration between EM and IRDS ensures EM has actionable data and builds EM's data skills Fill rates in courses for each college rates are monitored to ensure there are classes available for students on all the campuses Early Alert continues to be refined to improve its efficacy and appropriate applicability Advising Tiers are constructed, and funding stream is identified.

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				flagged on the Early Alert list to build retention.	Implementation should be completed in Fall.
Strategic Imperative 2) Own Student Success					
4. Host SACSCOC visit that affirms Level 5 institutional status, and submit a successful Fifth-Year Interim Report	President's Office, Academic Affairs	<ul style="list-style-type: none"> Supplemental materials prepared and submitted to SACSCOC. Site visit scheduled for October. 	<ul style="list-style-type: none"> MGA hosted a SACSCOC virtual visit for Level 5 institutional status with no recommendations 5th Year Report in progress with drafts of most standards complete 	<ul style="list-style-type: none"> 5th Year Report in progress with submitted one week early. 	<ul style="list-style-type: none"> The 5th-Year Campus Visit went smoothly, and strategic planning is underway for the reaffirmation in five years. Level V SACSCOC status was approved in June.
5. Restore and re-invigorate the residential experience for consistent quality across campuses	Student Affairs	<ul style="list-style-type: none"> The Quality Assurance Plan was created 	<ul style="list-style-type: none"> The draft of the Quality Assurance Plan was completed 	<ul style="list-style-type: none"> The final version is a working document 	<ul style="list-style-type: none"> Residential programming model was created.
6. Build the Academic Mindset across the University culture and community as a continuation of our Momentum Plan	Academic Affairs	<ul style="list-style-type: none"> Academic Mindset presentations were developed and promoted at numerous events and a 3-minute video was created and placed in D2L for all students. Redesigned orientation to meet building mindset, purposeful choice, and sense of belonging. 	<ul style="list-style-type: none"> Each academic school developed a mindset plan for their students across the four years of undergraduate experience. Banners with motivational quotes have been produced and set up to provide encouragement to students. Momentum webpage to include academic 	<ul style="list-style-type: none"> Part II of mindset training was drafted for staff Part II of mindset training was drafted for faculty Outreach campaigns for high-risk students to promote growth mindset. New orientation program launched 	<ul style="list-style-type: none"> Mindset activities continue and re-registration rates and retention are seeing increases. Funding for peer-to-peer mentors was requested from the foundation board and AA received \$30k for student mentors in FY23.

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			mindset strategies developed and produced.		
7. Pursue an economic model befitting a USG State University, to ensure sustainable support for student learning	President's Office	<ul style="list-style-type: none"> Cabinet prepared and submitted a supplementary budget request to USG to ensure sustainable support for student learning and funding adequate for a Level 5 institution in the state university sector 	<ul style="list-style-type: none"> President has had follow-up discussions with USG regarding request. President has met with regional delegation & Senator Ossoff's office regarding additional programmatic & capital project funding opportunities. 	<ul style="list-style-type: none"> The President hosted new Regents to campus and continues to provide information to USG and stakeholders. 	On April 12 th , USG approved an undergraduate tuition adjustment plan to align MGA's tuition rate with other Georgia public institutions that are classified as state universities. This change will be effective fall semester 2022.
8. Establish Centers of Excellence in Schools, for faculty and student access to scholarship and community engagement	Academic Affairs	<ul style="list-style-type: none"> An assessment of current centers was undertaken. Initiatives in each to launch Q2. GA center for culture proposal was revisited. 	<ul style="list-style-type: none"> Hired an Assistant Provost of Faculty Development tasked with starting a Center for Excellence in Teaching and Learning in Q3. Ongoing detailed discussions about the GA Center for Culture and Progress. Review of the Center for Economic Analysis is ongoing. Student Success Centers are involved in reviving the first-year experience, tutoring review, and learning support. 	<ul style="list-style-type: none"> Ongoing detailed discussions about the GA Center for Culture and Progress. Proposal for PAF is completed. The first-year experience committee was formed and is working on FYS in Area B. CETL planning launched in conversations with all schools. 	<ul style="list-style-type: none"> The Assistant Provost for Faculty Development is building out the CETL on schedule for an official launch before Fall 22 semester. Center for Georgia Studies proposal is being bolstered in a new center working group that includes stakeholders from all divisions with an intent to provide a full scope of activities for advancement to choose from for next year's submission. The first components of the FYE is on track

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			<ul style="list-style-type: none"> The Center for Software Innovation is working to broaden its impact in Warner Robins. The SOAL is assessing improvements to the Writing Center. The Center for Applied Aviation Research in discussion 		to be ready for the Fall 22 semester.
Strategic Imperative 3) Build Shared Culture					
9. Sustain a diverse culture of physical, mental, emotional, and social well-being for all the MGA community	Human Resources, Student Affairs	<ul style="list-style-type: none"> Implemented 3 Fresh Check Events (C, M, & WR). CCLD recruited, selected, & trained 25 iLEAD Peer Educators. 200 Students, Faculty, & Staff QPR trained. Development of Diversity Certificate pathway for students through Knight Life. Development of Understand Representative training modules. Covid Vaccine events. 25 Staff representatives completed Mental Health First Aid Training 9/29/2021 	<ul style="list-style-type: none"> Implemented 2 Fresh Check Events (E & D). iLEAD Peer Educators worked Fresh Check, Student Expo, Student Success Fest & promoted BeWell to peers. Institutional Team to Mental Health Summit & launched Kognito online simulation modules to train campus community to help others in distress. 3 campus - Are You IN? Inclusive Conversations. Cultural Awareness events. 	<ul style="list-style-type: none"> Black History Month & MLK Day Speakers, programs and student trips Women's History Month events Cultural Awareness/social events/book displays across all campuses Title IX Love Yourself with Health Clinic Diversity Committee planned Student Immigration Panel for Q4 Covid vaccine, Flu Shots & AIDS testing events. 	<ul style="list-style-type: none"> Added off campus trips and partnered with DEI to host a series of events for our students. Provided institutional awareness of 10 cultural month celebrations Co-sponsored Celebrate Diversity at the Aviation Spring Picnic Elevated skills in the the TIX Office by obtaining ATIXA certification as TIX Coordinator and TIX investigators in support of campus well-being.

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			<ul style="list-style-type: none"> Covid vaccine, Flu Shots & AIDS testing events. 10/27 Biometric Screening and Flu Shots on Macon Campus 		<ul style="list-style-type: none"> 492 faculty, staff & students, completed Kognito training
<p>10. Conduct a CVIG faculty salary study and develop a faculty salary plan for FY23</p>	<p>Human Resources, Academic Affairs</p>	<ul style="list-style-type: none"> CVIG study team formed. 	<ul style="list-style-type: none"> CVIG Team met several times Fall semester. MGA Data submitted to CVIG. Team identified the 12-13 universities to receive the survey data points. 	<ul style="list-style-type: none"> CVIG Team met several times Spring semester. Data received from sample institutions and transition in leadership at CIVG completed. Conversations turned to implementation. 7 of 11 Universities have provided feedback to support the analysis of faculty salaries. Preliminary recommendation for salary bands received on March 25, 2022. Additional adjustments required and revised bands due by April 12, 2022 	<ul style="list-style-type: none"> The Salary Study has been completed, results have been reported and notification letters sent to the faculty. Contracts have been sent. HR (Human Resources) has updated all faculty members' salaries impacted by the CVIG study. The new salary is effective 8/1/2022. Faculty will receive 50% of the Salary Study recommendation in FY23. Remaining salary adjustments will be implemented in future fiscal years as budget is available.
<p>11. Develop onboarding and career-pathway programs for</p>	<p>Human Resources</p>	<ul style="list-style-type: none"> The new Executive Director of HR started July 1st. 	<ul style="list-style-type: none"> ED presented plans to cabinet for onboarding. 	<ul style="list-style-type: none"> Collaborated with Title IX and Legal Counsel to outline training for all employees who are in positions managing 	<ul style="list-style-type: none"> Launched the MGA New Hire Orientation Experience on August 1, 2022 as a

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employee success and growth			<ul style="list-style-type: none"> Transitioned to CAREERS for all new job postings 11/2021. 	<p>individuals. Training includes hiring, inclusive leadership, Title VI, IX, protected classes, Free Speech, EEOC, Emotional Intelligence and other topics.</p> <ul style="list-style-type: none"> Training to be delivered beginning in June 2022. 	<p>component of the new onboarding process.</p> <ul style="list-style-type: none"> Manager and Leader training implemented with the first pilot class launched on August 2, 2022. Second class completed on August 30, 2022. A total of 28 managers have been trained. Remaining classes will take place on Sept 14th, Sept 27th, and October 11th. Collaborated with Staff divisions to implement career paths for Academic Advisors, Student Assistants, and Recruiters.
12. Conclude the Greatness Capital Campaign, surpassing goal, and begin planning for future philanthropic priorities	Development	<ul style="list-style-type: none"> Annual Capital Campaign conducted and concluded. 	<ul style="list-style-type: none"> Greatness Campaign will conclude at Gala the end of November 2021. Met and exceeded \$11m target 	<ul style="list-style-type: none"> Development Strategic Plan drafted and implemented 	<ul style="list-style-type: none"> Established new reporting and pipeline metrics in advance of the next campaign. Hiring an additional MGO and a part time researcher to begin looking at and cultivating new prospects. Soliciting consultants for feasibility study proposals and pricing.
13. Build support for Athletics to	Student Affairs, Development	<ul style="list-style-type: none"> Began development of an alumni plan to 	<ul style="list-style-type: none"> Posted Annual Giving job description. 	<ul style="list-style-type: none"> Annual Giving Director starts April 1 	<ul style="list-style-type: none"> Received grant for the Cross Country Court

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inspire pride and loyalty on our campuses and in our communities		encourage athletic attendance.	<ul style="list-style-type: none"> Developing Athletic Strategic Plan. 		<ul style="list-style-type: none"> Renovated Tennis courts and locker rooms Upgraded branding