Middle Georgia State University – Strategic Plan FY24 EXPANDED Priorities SCORECARD

Strategy/ Priority	Lead Office (s)	Q1	Q2	Q3	Q4
		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
Strategy 1) **Champion** **Student Success**					
1. Demonstrate Standards of Excellence in All Academic Programs: ***Achieve AACSB accreditation, SACSCOC reaffirmation, and achieve/maintain program accreditation as available**	School of Business [Marc Miller] Office of the President [Kevin Cantwell]	Begin Q3	Begin Q3	• Team attended December 2023 SACSCOC meeting for Reaffirmation Training • QEP Steering Committee established • Met with AACSB mentor for first on-campus visit. • Strategic Plan Updated Spring 2024; Workload Analysis and Classification Complete • 1st draft of the Initial Self Evaluation Report (iSER) is complete and is being revised based on mentor comments.	

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2. Demonstrate Standards of Excellence in All Academic Programs: ***Embed Quality Matters in all methods of program delivery**	Office of the Provost [Rod McRae]	Begin Q3	Begin Q3	• Publicized QM training opportunities to faculty • Linked QM standards to minimum online standards document (IP) • Faculty QM participation in training sessions: 8	
3. Demonstrate Standards of Excellence in All Academic Programs: ***Increase Boyer-model faculty scholarly outcomes**	Academic Affairs [Rod McRae]	Begin Q3	Begin Q3	• Faculty workshop on SoTL (online session): 9 • Individual consultations with faculty on SoTL options: 6	• Support of SoTL workshop for Science faculty
4. Demonstrate Standards of Excellence in All Academic Programs: ***Develop faculty expertise in A.I. and other emergent technologies**. **YEAR 1 HIGHEST**	Academic Affairs [David Jenks]	• Launched professional development opportunities in A.I. via CETL • Developed and launched guidance and support structure for AI integration and utilization in the classroom • Possible Lecture on AI through private gift.	• Attended SACSCOC Symposium / discussing AI usage. • Continued professional development opportunities in A.I. via CETL. • Experimented with Claude and NSSE comments data.	• Conducted two faculty workshops on GenAI: 21 attendees • Shared GenAI articles with faculty champions • New AI Undergraduate face to face program being developed (20% complete).	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
		• Provost attended AI/ML symposium from WH and DoD. AA attended M&Q Symposium / discussing AI grant possibility.			
5. Grow Student Engagement at All Degree Levels: ***Develop Quality Enhancement Plan through a comprehensive engagement with university stakeholders**	Academic Affairs/Office of the President [Rod McRae; Kevin Cantwell]	Begin Q3	Begin Q3	• QEP Steering Comm. Formed • Announced to faculty, staff, and students • Town Halls planned for April 2024 • QEP Steering Committee registered for SACSCOC Summer Institute	
6. Grow Student Engagement at All Levels: ***Expand and sustain First-Year Experience tailored for each campus**. **YEAR 1 HIGHEST**	Academic Affairs/ Student Affairs [James Blackburn; Corey Guyton]	• Launched Knights Academy for all 6 Schools. • Launched Knights Academy Training Portal for Residence Life, Advisors, and other Student facing staff	• Additional Knight's Academy features scheduled for Spring term • Launched training for advising and residential life staff who interact with students. • Assessed current success and implementation strategies for continuous	• Knights Academy transition to MGA Knight Life (Presence) has started. Experiences will be available to all students. Expanding the reach to both students and staff. • Director of First Year Experience hired. • Student engagement capabilities added to	

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			improvement in Spring.	Salesforce Student Success Hub. • Student engagement in co-curricular activities increased from 3,092 unique students in 2022-23 to 3.459 unique students in 2023-24 or 11.8%. Total student attendance in co-curricular events increased from 14,605 in 2022-23 to 22,907in 2023-24 or 56.8%. • 1,259 Freshman were enrolled in the Knights Academy. 359 students completed content and 217 students earned badges by completed quests.	
7. Grow Student Engagement at All Degree Levels: ***Develop robust practices uniting academic and student engagement efforts**	Academic Affairs Student Affairs [David Jenks; Jennifer Brannon}	Begin Q3	Begin Q3	• Integration of NSSE results and utilization integrated in annual assessment framework/reporting. • NSEE Topic Modules First Year Experience, Health and Well-being and Senior Transition	

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				Survey Launched.	
8. Grow Student Engagement at All Levels: * **Increase and assess the number, type, and quality of jointly coordinated AA/SA programs** **YEAR 1 HIGHEST**	Academic Affairs/ Student Affairs [David Jenks; Jennifer Brannon]	• Collated Academic Affairs programming for integration into Presence (Knight Life) & 25 Live by School • Engaged stakeholder group to enhance alignment and scheduling of AA/SA programs. • Expanded integration of co-curricular tags and competencies in Presence events • Initiated evaluation discussions and instrumentation for event assessment	• Established First Year Seminar and First Year Experience • Established Knights Lead program. • Established Knight's Academy • Launched training for all faculty and staff with touchpoints with students. • Leadership grant collaboration with School of Business & CCLD • Increased events 45%; Increased participation by 35%; increased unique attendees by 4% Fall semester) • Trained academic schools on Knight Life software • Worked with IR to create an event satisfaction survey.	• Increased student engagement in Q3: 207 events (up 53%); 7793 Total Attendees (up 86%); 1971 Unique Attendees (up 26%); 38 Average Attendees (up 23%); active organization 29 (up38%). • 25Live working group started for work to be completed in Q4 • SA/AA student experience/satisfaction survey retooled for distribution.	

9. Grow Student Engagement at All Degree Levels**:** ***Launch Study Abroad Office and foster three new international programs**	Academic Affairs [David Jenks]	Begin Q3	Begin Q3	• Expanding student/faculty mobility with URCA. • Identified collaborations with Valdosta State and CGTC for travel 2025. • Assisted with planning with the Department of Teacher Ed and Social Work with travel to France as a part of our current exchange agreement. • Participated in NAFSA Academy Workshops to acquire additional training and expand network. • Hosted Study Abroad Day with Fulbright Scholar, Dr. Loboda and USG Goes Global student participant on the Cochran campus in the Library. Attendees – 10 • Assisted international students with CPT/OPT applications and met with SEVIS rep on the Dublin campus. • **13 student**s – Macon campus **6 students –** Cochran Campus	

				• Assisted with students and faculty participating with the USG Goes Global Summer 2025 program. MGA has 2 students and 1 Faculty member participating. • Initiating discussions about role, job description, and resources. • New study abroad to Germany will travel summer 2025 with Dr. Spangler for IT • Completed Open Doors Survey OIRDS.	
10. Expand Enrollment and	Enrollment Mgt.	Begin Q3	Begin Q3	• Presented Strategic Enrollment	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
Graduation: ***Enroll 8,750 by 2028**	[Stephen Schultheis]			Management Plan to Cabinet for review and approval. The plan has 25 strategies across six institutional goals outlined to reach enrollment goals. Resources and timeline are included and were approved by Cabinet. Next steps are to publish, share, and implement. Fall 2023 enrollment was 8,039 (+4.6% over fall 2022) and spring 2024 enrollment is 7,612 (+5.5% over spring 2023).	
11. Expand Enrollment and Graduation: ***Increase undergraduate retention by 5% over five years based on fall 2022.** **YEAR 1 HIGHEST**	Academic Affairs/ Enrollment Management [David Jenks; Stephen Schultheis]	• Development of Strategic Enrollment Management Workgroup • Scheduling of November Strategic Enrollment Summit • Support USG development of enrollment tracking dashboards	• Retention FTFT +7% in 1st year, +4.8% in 2nd year • Academic Success Seminar - +18.5% of students on probation who ended semester in good standing • Early Alerts +13.4% in EA students completion rates • Launched residential Study Halls	• Academic Success Coaches are offering 6 sections of the Emerging Knights Focus Groups for residential students on probation in spring'24. • 56% of students attending the Emerging Knights focus groups in fall'23 transitioned from a probationary status into good academic standing at the end of the semester	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
			• Developed Living Learning Communities (LLCs) for Fall 24 • Held Enrollment Summit with focus on developing Strategic Enrollment Management Plan seeking to increase retention/graduation rates. • Utilized GAP fund to protect 1% enrollment from being dropped. Received significant financial gift to expand the GAP program.	• 100% of Learning Support students receiving peer mentoring completed their LS requirements successfully at the end of fall'23. • 100% of students receiving peer mentoring persisted from fall'23 to spring'24. • 96% of students receiving peer mentoring finished fall'23 in good academic standing • Peer mentors and tutor supported study halls are being offered in the residential halls in Cochran and Macon in spring'24 • Study sessions led by three athletes serving as mentors are being offered on a weekly basis in Cochran residence halls for the soccer and basketball teams. • Advising team working proactively with students to build plans in My Degree and	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
				registering students for summer and fall'24. • Academic success coaches and academic advisors reached out to students identified on the early alert report to address issues of attendance, low grades and lack of engagement. • Student Success Platform for Advising, Academic Support, Res. Life, Financial Aid, Bursar, Career Services enters testing. • Continued USG POISED Initiatives/Projects • Launched MGA/USG Aspire Goals • **There is Sufficient Funding in Place**	
12. Expand Enrollment and Graduation: ***Increase graduates by 5% over spring 2023**	Enrollment Mgt./Academic Affairs [Stephen Schultheis; David Jenks]	Begin Q3	Begin Q3	• Graduated 1,460 students in FY23. On pace to graduate 1,476 students in FY24. Spring 2023 graduated 694 students. Spring 2024 anticipates graduating 686 students.	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
				• There is Sufficient Funding in Place	
13. Expand Enrollment and Graduation: ***Increase graduate** enrollment to 8% of total enrollment over five years	Enrollment Mgt./Academic Affairs [Stephen Schultheis; David Jenks]	Begin Q3	Begin Q3	• Graduate Percentage of Overall Enrollment • Fall 2022 – 5.6% • Fall 2023 – 6.8% • Spring 2023 – 6.5% • Spring 2024 – 8.3% • **Have surpassed this goa**l.	
14. Expand Enrollment and Graduation: ***Resource, grow, and assess school and Career Center partnerships for employment accountability**	Student Affairs [Mary Roberts]	Begin Q3	Begin Q3	• Added aviation specific position to CCLD team; requested at least 1 additional for CCLD team to support students by career clusters/schools • Presented potential of First Destination Survey (FDS) to Deans in August 2023 • Reached 48% response rate for FDS in Dec 2023 after including survey code on graduation line-up card • Developing a career checklist for students that could be marketed to students in the CORE Impacts courses and Capstone Courses	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
				• Submitted proposal to increase internship participation by creating a non-credit-bearing Career Internship Course/Program that would be noted on student transcripts, providing ability to track internships for Fall 2024 implementation • Will meet with deans to develop SP to address this standard prior to Fall 2024	
Strategy 2) Lead Innovation and Economic Opportunity		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
15. Ensure High-Demand Programs for Workforce and Career Alignment: ***Modify and expand existing programs for new career-ready populations**	Academic Affairs [David Jenks]	Begin Q3	Begin Q3	• Integration and evaluation of career competencies in core impacts courses begins for Fall 2024 full launch of Core Impacts. • Comprehensive Program Review template and reporting enhanced to ensure documentation of workforce and career alignment. • OIRDS updating of dashboards to include workforce related GA Degrees Pays	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
				• Development of SOAL programs career pathway requirements. • ME.d. approved by SACSCOC Fall 2024 launch, to meet education workforce demands. • Are adding two OCIS in aviation and math core • Expanding two more OCIS to deliver 50% to 100% of credential.	
16. Ensure High-demand Programs for Workforce and Career Alignment: ***Provide Undergraduate Programs that meet residential capacity in Macon and Cochran** **YEAR 1 HIGHEST**	Academic Affairs [David Jenks]	• Developed Curriculum and Program proposal for BS in Health Science for face to face offering in Macon/Dublin. • Expanded programming discussions for PTA, CRNA in Dublin. • Expanded programming discussions for Supply Chain / Logisitics in Macon / Cochran.	• Prepared to Submit Curriculum and Program proposal for BS in Health Science for face-to-face offering in Cochran/Dublin. • Prepared to Submit programming discussions for PTA for face-to-face offering in Dublin. • Hiring Academic Scheduler to enforce/oversee maximization of F2F offerings in all programs. • Continued to adjust scheduling to promote student	• Program proposal for BS in Health Science for face-to-face offering in Cochran/Dublin approved for May BOR agenda. • AS PTA Program Administratively Approved USG (Career Associates) • Anticipate PTA being placed on BOR agenda spring 2024 • Developing undergraduate f2f AI program	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
		• Completed comprehensive review to inform maximization of F2F offerings in all programs. • Adjusted scheduling to promote student success controlling for instructor and modality.	success controlling for instructor and modality. • Started conversations for Career Competencies to be embedded in all programs by Fall 2023. • Completed workforce alignment of all programs.		
17. **Ensure High - Demand Programs for Workforce and Career Alignment:** * Develop A.I. programs as credit or non-credit credential	Academic Affairs [David Jenks]	Begin Q3	Begin Q3	• **AI** undergraduate face-to-face program under development • **20% complete**	
18. Use Center for Middle Georgia Studies to Drive University Outreach: ***Strengthen university centers.** **YEAR 1 HIGHEST**	Office of the President/ Academic Affairs [Christopher Blake; Kevin Cantwell; Kristie Roberts-Lewis]	• Job Description Complete. • CMGS Project Plan Complete • Facility Enhancement nearing completion in Library	• Finalized gift for Scholar in Residence of $50K. • Hired Scholar in Residence. • Appointed Interim Director.	• Hired Center Director to begin May 1, 2024 • Coordinated meeting with Scholar in Residence to work with faculty • Center for Economic Analysis working	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
		• MGA Economic Analysis completed. • Abbeville consultation completed.	• Completed Construction on CMGA in Library • Furniture expected Dec. 2023. • Signage by January 1, 2024 • Established search committee for ED for early 2024 appointment • Utilizing CMGS brand for public activity, engagement	w/Scholar for regional health study • Developing plans for SP, advisory board, budget, proposal review process	
19. Use Center for Middle Georgia Studies to Drive University Outreach: ***Increase the systematic promotion of the MGA family on local boards and organizations**	Office of the President [Center Dir. Roberts-Lewis; Ember Bentley]	Begin Q3	Begin Q3	• No concrete steps yet • Will be assigned to ED CMGS • Provost and Interim Dir. Center developed stipend compensation guidelines	
20. Coordinate Faculty Scholarship and Grant Awards to Build University Reputation: ***Resources and staff grant operations**	Foundation [Nancy White]	Begin Q3	Begin Q3	• Faculty working with Center and its scholar on regional data stories	
21. Coordinate Faculty Scholarship and Grant Awards to Build University Reputation: ***Attract grant money over five years to exceed $5M**	Foundation [Nancy White; Donna Balding]	Begin Q3	Begin Q3	• Established Office of Research & Sponsored Projects (07/23); appointed Director (Balding) • Established Pre-Award & Post-Award Policies	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
				• Made ORSP policy and resources available on university web site • Established a baseline of previous grant activity for previous 5-year period (2018-2022): 3.8 competitive grant applications/year, 1.6 competitive grants awarded/year; $1.4 M total awarded (5 yr) • Offered three faculty/staff development opportunities in grant acquisition/writing • ORSP submitted 18 competitive grants for review (8 Federal, 5 State, 3 private) and was awarded eight grants totaling $99,560 from Swipe Out Hunger, Embark, ALG, World Languages 360, USG Summer Programs, and USG STEM IV Initiative. MGA received an invitation letter to submit a full proposal, based on the preliminary proposal,	

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		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
				to the National Science Foundation for $400K. ○ Q1: 5 Fed ○ Q2: 2 Fed, 1 State, 1 Priv. ○ Q3: 1 Fed, 4 State, 2 Priv.	
Strategy 3) Build Culture and Identity		**July 1 – Sept. 30**	**Oct. 1 – Dec. 31**	**Jan. 1 – March 31**	**April 1 – June 31**
22. Plan, Resource, and Promote Campus Roles and Identities: ***Refine, promote, and distinguish all campus locations.** **YEAR 1 HIGHEST**	Office of the President [Christopher Blake; Kevin Cantwell	• Two President's Town Hall Meetings Conducted in Q1. • Establishment of Campus Coordination Group Committee under RT	• Houston Healthcare Nursing Suite Ribbon Cutting at Oak Hall WRC • RT's Campus Coordination Group has briefed Ember Bentley and Kevin Cantwell on leadership gap solutions for WR, Cohran, and Online • Report to President on Campus Coordination recommendations	• Provost's Office establishes outward facing service location in WR • Cochran athletics has strong spring under new AD • Campus coordination committee approved under Provost's leadership	

23. Plan, Resource, and Promote Campus Roles and Identities: ***Prioritize Oracle consultants' recommendations for residential life.** **YEAR 1 HIGHEST**	Student Affairs [Jennifer Brannon]	• Launched Oracle engagement; met with deans, members of the Provost Office, leadership in SA, Operations and Finance, and OoP for institutional collaboration. • Reviewed policies, procedures, manuals, position descriptions, starting HRL strategic plan.	• Restructure evaluation complete and three position descriptions submitted • Expansion of residential programming model to focus more on year-long development of residents, new Academic initiatives identified for implementation Spring 2024 • 6 LLCs and Themed Communities discussions with Deans and Chairs for implementation Fall 2024.	• Academic Success Coaches are offering six Emerging Knights focus groups for residential students on probation in spring'24 on the Cochran and Macon campuses. • Hired Executive Director for HRL • Increased residential engagement in Q3: 76 events (up 105%); 3744 Total Attendees (up 165%); 1118 Unique Attendees (up 43%); 49 Average Attendees (up 29%). • **There is Sufficient Funding in Place**	

Strategy/ Priority	Lead Office (s)	Q1	Q2	Q3	Q4
		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
24. Plan, resources, and promote campus roles and identities: ***Grow our Alumni Association**	Foundation [Nancy White]	Begin Q3	Begin Q3	• Alumni Relations Director hired 3.18.24	
25. Pursue Great Place/College to Work Designation: ***Strengthen the role of Staff Council**	Finance and Operations/ Human Resources [Amanda Funches; Pam Booker]	Begin Q3	Begin Q3	• Engaged Staff Council to co-lead the Wellness Committee. The President of Staff Council is the co-lead and 5 members of Staff Council volunteered to be a part of the Wellness Committee.	
26. Pursue Great Place/College to Work Designation: ***Maintain CVIG market standards for staff and faculty salaries**	Finance and Operations/ Human Resources [Amanda Funches; Pam Booker]	Begin Q3	Begin Q3	• Completed Phase II of implementation of CVIG Faculty implementation of salary adjustments.	
27. Pursue Great-Place/College-to-Work Designation: ***Develop Employee Retention Plan with metrics.** **YEAR 1 HIGHEST**	Finance and Operations/ Human Resources [Amanda Funches; Pam Booker]	• Developed an employee engagement survey to use as a baseline for measuring success. The timeline for the launch of the	• Received information regarding the Great Places to Work and will target 2025 for the submission after we have launched initiatives surrounding the	• Plan will be developed by the end of FY24 with the metrics that will correlate to the USG metrics and definition of retention. Current MGA turnover rate is 16.6 compared	

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		survey is under review.	tenacles of making the university a great place to work and implementing retention strategies. .	to the USG average of 14.1.	
28. Promote Culture of Wellness Throughout the MGA Community: ***Embed and enhance wellness outcomes throughout University culture and identity.** **YEAR 1 HIGHEST**	Finance and Operations/ Human Resources [Amanda Funches; Pam Booker]	• Formed a Wellness Committee charged with identifying wellness initiatives.	• Wellness Committee launched Walking Wednesdays on each campus. 11/1/2023 • Convene campus leads to develop wellness metrics • Knights Table (Pantry) provided food pack to help food insecure students through the holiday break • Director of Recreation & Wellness hired.	• Engaged Staff Council to co-lead the Wellness Week for Faculty and Staff – April 8 –12, 2024. • Week will focus on strategies to reduce stress, healthy eating, and mindful steps to take charge of your health.	
29. Promote Culture of Wellness Throughout the MGA Community: ***Meet SACSCOC Standard 13.8 by taking reasonable steps to provide for the safety and well-being of our campus community**	Finance and Operations/ Public Safety/Office of the President [Amanda Funches; Chief Mitchell; Kevin Cantwell; Jennifer Brannon]	Begin Q3	Begin Q3	• Introduced 4 new Flock safety cameras on the Macon Campus • Transitioned a sergeant position to hire for an emergency preparedness coordinator • Extensive wellness events coordinated by HR	

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				• Reviewing OCIS for safety and access to wellness services • Wellness engagement through Q3: 57 events; 1672 Total Attendees; 854 Unique Attendees; 29 Average Attendees.	
30. Compete and Win at the NCAA Division II Level: ***Build, support, and manage athletic programs**. **YEAR 1 HIGHEST**	Student Affairs [Jennifer Brannon; Michael Brown]	• Search for, Interviewed, and Hired an Athletic Director • Prepared PBC (Peach Belt Conference) visit materials. • Concluded most successful #KnightsGive campaign with *$37,749* of goal of $38,000	• Onboarded new Athletic Director • Hosted PBC (Peach Belt Conference) site visit team • Engaged Consultant options for NCAA/PBC transition period • Notification by Peach Belt of acceptance 12/18/23	• Hired NCAA Application Consultants • Faculty Advisor Search • **Needs Additional Funding**	
31. Compete and Win at the NCAA Division II Level: ***Raise designated athletics money to cover 20% of operating costs**	Foundation [Nancy White]	Begin Q3	Begin Q3	• What is our 20% benchmark here in dollar figures?	
Strategy 4): Sustain Fiscal Resilience and Brand Value		July 1 – Sept. 30	Oct. 1 – Dec. 31	Jan. 1 – March 31	April 1 – June 31
32. Apply Data-Driven Accountability to All Operations: ***Develop a communication strategy for data culture and its dissemination**	Academic Affairs/Office of the President [David Jenks; Kevin Cantwell	Begin Q3	Begin Q3	• Student Success by the numbers presented at cabinet, announced in part by Provost/President, planned for	

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				presentation at convocation. • Faculty Success by the numbers in progress using same format and dissemination plan.	
33. Apply Data-Driven Accountability to all Operations: ***Create, maintain, and publish scorecards that reflect University System of Georgia Priorities and standards.** **YEAR 1 HIGHEST**	Office of the President/Academic Affairs [Kevin Cantwell; David Jenks]	• All VP leads have updated the SP scorecard AY24 Q1 • OoP has met with Provost to identify what scorecards we want • AA scorecard under review for any changes in year 3. • METRICS Scorecard beta tested with system and launched.	• Created Dashboards for Modality... • Updated Provost Scorecard and Prepared for Public Facing Launch, • IR and President's office developing stronger dashboard graphics for SP to be launched by March 31 with redesigned SP site	• Hired IR Director • OIRDS developed and launched new Power BI, Admissions and Enrollment Dashboards • Central USG dashboards for easy access to MGA stakeholders • Drafted and implemented IR roadmap for dashboard development. • Updated functionality of existing internal dashboards.	
34. Maintain Access, Affordability, and Value for All Students: ***Meet SACSCOC Standard 12.6 by promoting financial literacy to student borrowers**	Enrollment Management/ Office of the President [Stephen Schultheis; Kevin Cantwell]	Begin Q3	Begin Q3	• Kevin Cantwell, Dolapo Ogunmakin, Yolanda Traylor, Stephen Schultheis met to outline current efforts and discussed additions to communications plan.	

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				• A follow up meeting is scheduled for late May to measure progress.	
35. Maintain Access, Affordability, and Value for All Students: ***Launch grant-funded financial literacy program in Macon-Bibb** **YEAR 1 HIGHEST**	Advancement [Nancy White]	• Pursuing Re-Engagement and Solicitation with Prospect • Candidate Interviews in Oct./Nov.	• DJ/AA Received Affordable Learning Georgia – The Open Educational Resources Grant program through the USG to reduce costs for students by replacing textbooks with Open Resource materials at no cost ($29,800.00) • Follow up meeting planned with private donor to support this financial literacy initiative	• Meeting with donor delayed due to health issues; in regular communication for meeting in coming weeks/months.	
36. Maintain Access, Affordability, and Value for All Students: ***Increase use of low-cost/no-cost course materials**	Finance and Operations/ Academic Affairs [Amanda Funches/David Jenks	Begin Q3	Begin Q3	• Abby Noble won an ALG Grant for Math 1111 and 1113 using Team-Based Inquiry Learning. • Tracking course adoptions and enforcing early adoption in all courses continued.	
37. Grow and Diversify Streams of Revenue: ***Complete a second comprehensive**	Advancement	Begin Q3	BeginQ3	• Feasibility study for Next Great Campaign	

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campaign and double funds raised in previous campaign	[Nancy White]			slated for 4th calendar quarter '24 or 1st calendar quarter '25.	
38. Grow and Diversity Streams of Revenue:***Increase employee participation in campaigns by 3% each year over five years.** **YEAR 1 HIGHEST**	Advancement [Nancy White]	• Faculty-Staff Campaign and Knights Leadership Campaign Underway • OoP/Foundation working with private donor to increase ask for lecture series	• Employee participation in annual campaign increased 12% over 2022. • 7 new trustees appointed to Foundation; VP and ED hired with start date of 1/3/24.	• Through March 2024, $234,690 raised in 2024 annual campaign; 16% toward goal.	
39. Grow and Diversify Streams of Revenue: ***Double the number of private gifts over five years with at least six major gifts by 2028**	Advancement [Nancy White]	Begin Q3	Begin Q3	• $136,455 in major gifts through March 2024 representing 8 donors.	
40. Grow and Diversify Streams of Revenue: ***Increase alumni giving to 8% of all alumni populations; 8% of 32,000=2,560, or 512 giving units per year over the 5 years**	Advancement [Nancy White]	Begin Q3	Begin Q3	• 52 alumni donors through March 2024 representing $4,824. Alumni Relations Director just hired on 18 March.	