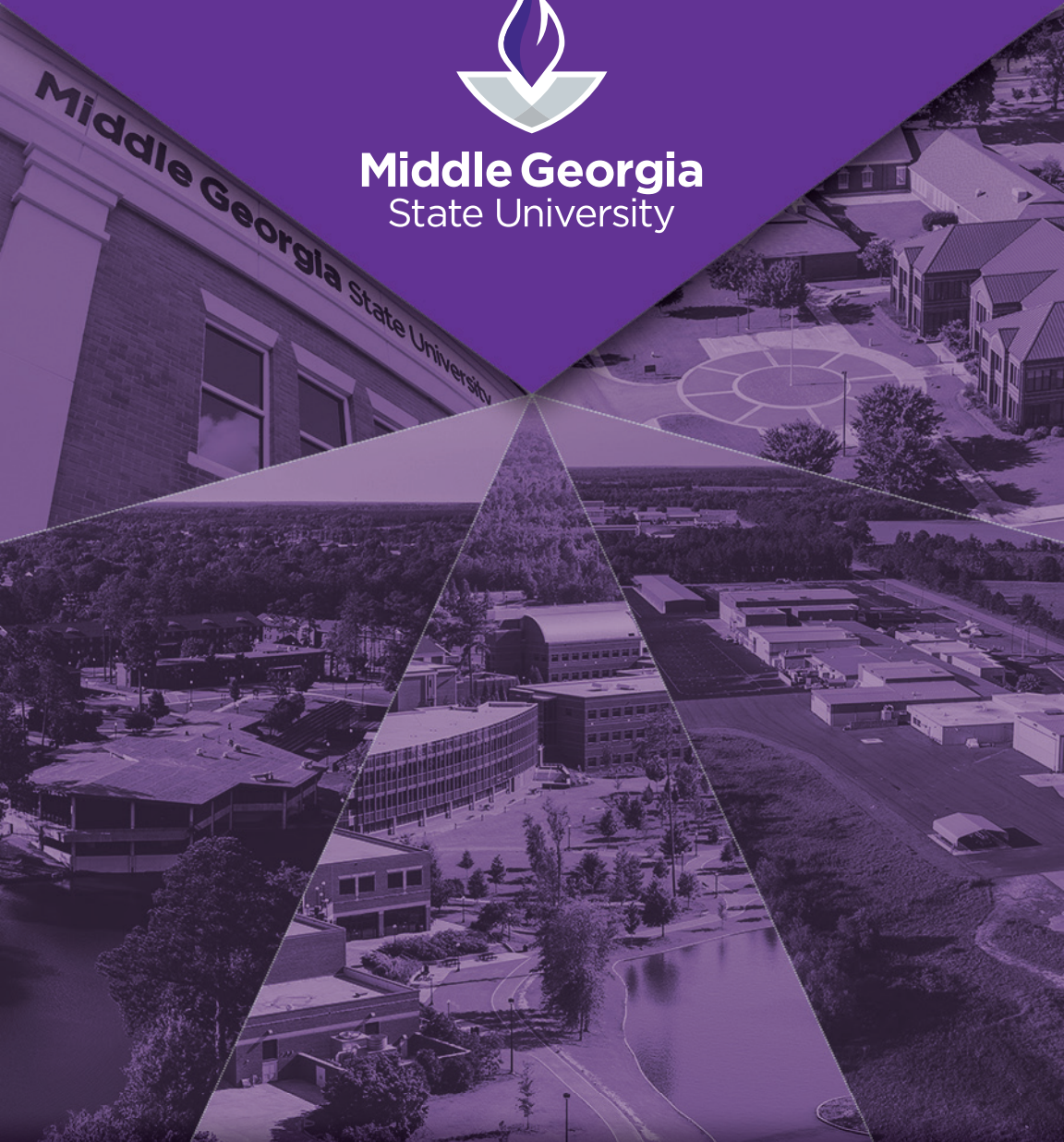




**Middle Georgia**  
State University



# **STRATEGIC PLAN 2018 - 2023**

ELEVATING MIDDLE GEORGIA

## 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.*

## VISION

*We transform individuals and their communities through extraordinary higher learning.*

## VALUES

*Stewardship • Engagement • Adaptability • Learning*

## STRATEGIC PLANNING TIMELINE

<b>July 2015</b>	Middle Georgia State becomes a University
<b>August 2015</b>	<i>2015-2018: Greatness Begins Here</i> commences
<b>January 2018</b>	President issues 20/20 Vision White Paper
<b>February 2018</b>	Ad Hoc Committee formed for 2018-2023 Strategic Plan
<b>March 2018</b>	First Ad Hoc Committee meeting in Macon
<b>March-April 2018</b>	Initial input gathered from students, faculty, staff, and community
<b>April 2018</b>	Second Ad Hoc Committee meeting in Eastman
<b>May 2018</b>	Third Ad Hoc Committee meeting in Cochran
<b>June 2018</b>	Reaction to Ad Hoc Committee's work gathered from stakeholders
<b>July 2018</b>	<i>2015-2018: Greatness Begins Here</i> concludes
<b>August 2018</b>	<i>2018-2023: Elevating Middle Georgia</i> commences

# ELEVATING MIDDLE GEORGIA

Middle Georgia State University has both an access function and a state university mission. It is spread across five physical campuses, has a growing online presence, and is the most affordable university in the state. It has a unique feature — Georgia’s only public four-year school of aviation. In developing a 2018-2023 Strategic Plan, the University considered the elements of its institutional character as well as the opportunities to innovate and implement new ideas and methods to achieve its vision. It is committed to remaining accessible, affordable, and rigorous and to demonstrating high rates of student success that prepare alumni for the opportunities and challenges before them. The strategy outlined below is the path that will lead Middle Georgia State toward fulfilling its mission and, in so doing, contributing to the vitality of the region and state.

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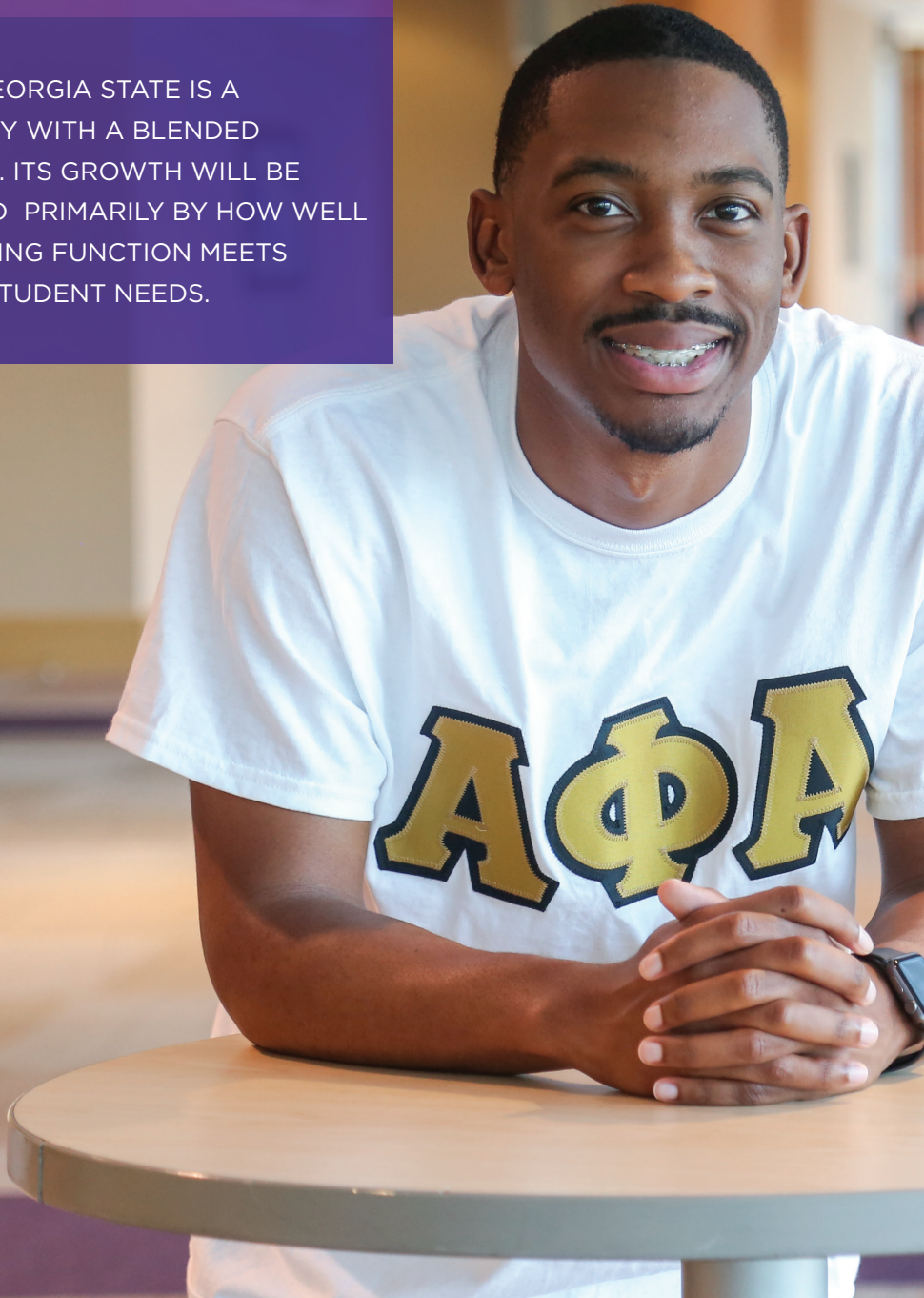
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## IMPERATIVE #1

# GROW ENROLLMENT WITH PURPOSE

MIDDLE GEORGIA STATE IS A UNIVERSITY WITH A BLENDED FUNCTION. ITS GROWTH WILL BE MEASURED PRIMARILY BY HOW WELL ITS TEACHING FUNCTION MEETS DIVERSE STUDENT NEEDS.



## STRATEGY #1

# EXPAND AND ENRICH THE FACE-TO-FACE STUDENT EXPERIENCE

## OBJECTIVES

- The University will grow face-to-face student enrollment by enriching instructional environment on each of its five physical campuses.
- The needs of non-traditional students will be reflected in the implementation of this strategy.

## STRATEGY #2

# EXPAND AND ENRICH ONLINE INSTRUCTION INTO NEW MARKETS

## OBJECTIVES

- The University will implement intentional growth in fully online programs that reach students who may not be able to engage in academic programs that require face-to-face instruction.
- Online programming will primarily attract new students rather than subtract students from its physical campus environment.



## IMPERATIVE #2

# OWN STUDENT SUCCESS

MIDDLE GEORGIA STATE WILL CREATE AN ENVIRONMENT WHEREIN EVERY MEMBER OF ITS COMMUNITY OWNS THE RESPONSIBILITY FOR STUDENT SUCCESS.



### STRATEGY #3

## **DEVELOP ACADEMIC PIPELINES AND EXPAND DEGREES**

### OBJECTIVES

- The University will develop academic pipelines that provide seamless pathways for students to progress from prospective student to engaged and employed alum.
- The University will expand academic programs at the baccalaureate, master's, and applied doctoral levels to meet the needs of the Middle Georgia region.
- The University will seek to meet the needs of Georgia's booming aerospace industry with a statewide aviation footprint.

### STRATEGY #4

## **EXPAND STUDENT ENGAGEMENT AND EXPERIENTIAL LEARNING**

### OBJECTIVES

- The University will expand student engagement through enhanced and intentional programs, advising, and services designed to positively impact student learning and experiences.



## IMPERATIVE #3

# BUILD SHARED CULTURE

EDUCATIONAL QUALITY, ACADEMIC EXPERIENCES, SOCIAL CONNECTIONS, AND COMMUNITY ENGAGEMENT WILL REQUIRE COMMITMENT TO MIDDLE GEORGIA STATE'S CORE VALUES.





## STRATEGY #5

### **ATTRACT, RETAIN, DEVELOP, AND RECOGNIZE TALENT**

#### OBJECTIVES

- The University will attract, develop, retain, and recognize talented faculty and staff who are committed to fulfilling its mission.

## STRATEGY #6

### **SUSTAIN FINANCIAL HEALTH AND INCREASE NEEDS-BASED AID**

#### OBJECTIVES

- The University will sustain financial health through efficient and effective fiscal management.
- The University will achieve the objectives of its capital campaign by December 2020, with an emphasis on expanding needs-based aid.

## STRATEGY #7

### **CULTIVATE ENGAGEMENT TO ELEVATE THE UNIVERSITY AND THE REGION**

#### OBJECTIVES

- The University will cultivate engagement with stakeholder communities through innovative partnerships and opportunities for lifelong learning that raise its public profile and elevate the Middle Georgia community.

# 2018...



**6,130**  
overall  
face-to-face  
enrollment

**1,211**  
overall  
online  
enrollment



## DEGREES AWARDED

**741**  
bachelor's



**52**  
graduate



# 56

number of student-organized  
community service projects



**487**  
Students graduating w/  
Experiential Learning  
credential

**\$850,000**  
Annual Campaign



**3,000**  
Alumni participating  
in University events

**60%**  
of faculty & staff  
contribute to campaign



**TBD**  
Employee confidence

**\$330,000**  
in needs-based  
aid awarded



**1** Greek organization

**\$10,320**/Student  
costs/FTE



# ...2023



**7,100**  
overall  
face-to-face  
enrollment

**1,800**  
overall  
online  
enrollment



## DEGREES AWARDED

**1,000**  
bachelor's



**200**  
graduate



# 75

number of student-organized  
community service projects



**750**  
Students graduating w/  
Experiential Learning  
credential

**\$1.25 million**  
Annual Campaign



**4,500**  
Alumni participating  
in University events

**75%**  
of faculty & staff  
contribute to campaign



**4 out of 5**  
Employee confidence

**\$750,000**  
in needs-based  
aid awarded



**6** Greek organizations

**\$10,100/Student**  
costs/FTE







“LET US NOT BE CONTENT TO WAIT AND SEE WHAT WILL HAPPEN, BUT GIVE US THE DETERMINATION TO MAKE THE RIGHT THINGS HAPPEN.”

**HORACE MANN**

*1796 - 1859*

*Founding Father of  
American Public Education*

Questions or comments? [strategicplan@mga.edu](mailto:strategicplan@mga.edu)

Learn more and follow our progress at:

[mga.edu/strategic-plan](https://mga.edu/strategic-plan)