CORE PURPOSE, VISION, & VALUES

Revised Vision Statement: Columbus State University will be a model of empowerment through transformational learning experiences that prepare students to serve the world as creative problem-solvers and high impact leaders.

Revised Mission Statement: We empower people to contribute to the advancement of our local and global communities through an emphasis on excellence in teaching and research, life-long learning, cultural enrichment, public-private partnerships, and service to others.

Values:

Excellence: Commitment to best practices in teaching and learning, scholarship and creative activity, student engagement, cultural enrichment and campus environment

Creativity: The pursuit of distinction through inquiry and innovation, challenging convention and focusing on solutions

Engagement: Active civil participation by students, faculty, and staff in the university experience

Servant Leadership: Effective, ethical leadership through empowerment and service

Sustainability: Commitment to behaviors that recognize and respect our environmental context

Inclusion: Fostering and promoting a campus that embraces diverse people, ideas, views and practices

STRATEGIC INITIATIVES & GOALS

STRATEGIC INITIATIVE 1: ACADEMIC EXCELLENCE

CSU will be a leader in academic excellence by utilizing evidence-based teaching and learning.

Goal 1.1: Maintain a culture of continuous assessment and improvement throughout the University

> **Action Item 1.1.1:** Ensure that the curriculum for each program remains current and relevant during the Annual Program Review process

> **Action Item 1.1.2:** Provide faculty development in support of evidence-based teaching and learning

> **Action Item 1.1.3:** Use results of evaluated student learning outcomes, core curriculum, disciplinary knowledge, and the co-curriculum to (a) improve learning and (b) ensure graduates meet the expectations of employers for disciplinary knowledge, critical thinking, communication, and soft skills

> **Action Item 1.1.4:** Review and revise the First Year Experience program to ensure alignment with best practices for first year students

Goal 1.2: Increase the productivity of globally engaged faculty and students in scholarship through research and creative endeavors to be recognized as a leader in academic excellence

> **Action Item 1.2.1:** Support faculty and student scholarship that focuses on real-world problems and/or advances the discipline

> **Action Item 1.2.4:** Provide resources to support graduate student recruitment and retention, graduate research, graduate student scholarships, and graduate program development

> **Action Item 1.2.5:** Seek external recognitions and awards that serve as indicators of academic excellence at CSU (e.g. the Carnegie Civic Engagement Classification, *US News and World Reports*, Fulbright Scholarships, and AASCU Excellence and Innovation Awards)

> **Action Item 1.2.6:** Identify programs that would benefit from accreditation or certification and support them in obtaining and maintaining approval during the Comprehensive Program Review process

STRATEGIC INITIATIVE 2: STUDENT-CENTERED CAMPUS

CSU will increase student engagement with the campus and community by building a creative and student centered campus that supports recruitment and increases retention and yields higher graduation rates.

Goal 2.1: Identify and support programs that are priorities for the University and have the potential to attract significant enrollment

Action Item 2.1.1: Utilize data to identify high and low enrolled programs and courses

Action Item 2.1.2: Leverage data in decision-making regarding course offerings, allocation of faculty lines, and other programmatic decisions

Action Item 2.1.3: Reallocate resources in support of programs that reflect institutional priorities and growth

Action Item 2.1.4: Develop new programs that meet regional needs and have the potential for significant student enrollment

Goal 2.2 Strengthen efforts to recruit, educate, retain, and graduate a growing body of diverse students at the undergraduate and graduate levels

Action Item 2.2.1: Develop and implement a comprehensive advising plan in support of student success (Include the identification of the minimum standard of care for all students, especially those identified as at-risk in the comprehensive advising plan. Also, include faculty and staff training to recognize and assist at-risk students as part of the advising plan.)

Action Item 2.2.2: Expand and enhance effective programs designed to improve undergraduate and graduate student retention and graduation rates, especially for students from under-represented populations

Action Item 2.2.3: Establish a collaborative academic support service to improve student research and learning practices

Action Item 2.2.4: Enhance services for active duty military and veterans and continue to be recognized as a military friendly campus

Action Item 2.2.5: Develop and implement a comprehensive plan regarding online programs and services

Goal 2.3: Increase student engagement with the campus and with the community

> **Action Item 2.3.1:** Increase the number of students employed as work-study students, student assistants, and graduate assistants

> **Action Item 2.3.2:** Increase student engagement through diverse cultural, social, and civic activities on campus and in the community

> **Action Item 2.3.3:** Increase student participation in honor societies, academic organizations, mentorships, internships, and externships

Goal 2.4: Promote, encourage, and support an inclusive campus climate that welcomes all constituents

> **Action Item 2.4.1:** Increase funding and support necessary to attain a level of diversity among faculty and staff that more closely reflects the student population

> **Action Item 2.4.2:** Expand inclusion and engagement programming to include a broader focus on diverse populations

> **Action Item 2.4.3:** Expand campus internationalization efforts through the development and implementation of the next CSU Internationalization Plan.

> **Action Item 2.4.4:** Increase opportunities for interaction between international students and domestic students

> **Action Item 2.4.5:** Increase global awareness through curriculum enhancement, expansion of study abroad opportunities, and increased international student enrollment

Goal 2.5: Provide a safe and secure campus environment

> **Action Item 2.5.1:** Continue to develop, resource, and implement effective safety and security operations that ensure the welfare of the university community

> **Action Item 2.5.2**: Promote safety and security educational programs throughout the campus community

Goal 2.6: Increase participation by all stakeholders in the life of the University and the community

> **Action Item 2.6.1:** Increase participation in the celebration of university traditions, achievements, and successes

STRATEGIC INITIATIVE 3: INNOVATION AND CREATIVITY

The CSU culture will support and recognize innovation and creative activity.

Goal 3.1: Balance instructional, service, and research loads to enhance faculty productivity and to encourage innovative and creative collaboration on research and learning by faculty and students

> **Action Item 3.1.1:** Develop, approve, and implement faculty workload policies at the college and department levels

Goal 3.2: Promote and reward innovation in teaching, support services, research, and experiential learning

> **Action Item 3.2.1:** Increase opportunities for students, faculty, and staff that encourage and reward the development of creative solutions to real world problems

> **Action Item 3.2.2:** Maximize student participation in high impact practices with in curricular and co-curricular activities

> **Action Item 3.2.3:** Participate in USG's LEAP States Georgia by contributing to its Steering Committee, aligning General Education assessment with LEAP Essential Outcomes, and forming a LEAP Council to coordinate High Impact Practices across campus

> **Action Item 3.2.4:** Provide faculty and staff development opportunities for high impact, experiential learning practices

Goal 3.3: Provide innovative and creative learning resources, research opportunities, and information technologies

> **Action Item 3.3.1:** Utilize contemporary technologies to identify methods of increasing efficiency and streamlining processes.

STRATEGIC INITIATIVE 4: PARTNERSHIPS

CSU will continue to build mutually beneficial partnerships that support local, regional, national, and international communities.

Goal 4.1: Develop and maintain strong partnerships with P-20 institutions in the region

Action Item 4.1.1: Collaborate with secondary schools to increase the number of students served in dual enrollment/Move on when Ready

Action Item 4.1.2: Develop new and review existing articulation agreements with other institutions of higher education to ensure that they are current and relevant

Goal 4.2: Build, sustain, and promote mutually beneficial relationships with the Columbus community and beyond

Action Item 4.2.1: Inform our community about the University to encourage area residents to identify with CSU as an integral part of the community

Action Item 4.2.2: Collaborate with Columbus 2025 and other initiatives to increase student engagement and interaction within the community

Goal 4.3: Increase external engagement and philanthropic support

Action Item 4.3.1: Develop a coordinated plan to engage alumni with students

Action Item 4.3.2: Improve communication and promote programming of value to alumni

Goal 4.4: Support the Columbus 2025 initiative to enhance regional economic and workforce development

Action Item 4.4.1: Collaborate with the Columbus Chamber of Commerce o retain CSU graduates in the Columbus region

Action Item 4.4.2: Partner with the Columbus Chamber at CSU Alumni events to promote the Greater Columbus area.

Goal 4.5: Increase philanthropic gift support and alumni participation through University Advancement initiatives

Action Item 4.5.1: Increase significant gift support for Endowment through planned and estate giving

Action Item 4.5.2: Increase percentage of undergraduate annual giving participation

Action Item 4.5.3: Increase CSU Fund gifts by all constituencies to support University's greatest needs

STRATEGIC INITIATIVE 5: LEADERSHIP

CSU will provide faculty, staff, and students with opportunities and provide resources to develop leadership skills that support their current and future roles

Goal 5.1: Increase faculty and staff development opportunities

Action Item 5.1.1: Develop and implement a leadership development program for department chairs

Action Item 5.1.2: Increase support for mentoring and professional development for faculty and staff

Action Item 5.1.3: Increase support for recognition programs that will motivate, empower, and retain faculty and staff

Action Item 5.1.4: Increase the number of faculty and staff participating in internal and external leadership development programs and opportunities to support career progression

Goal 5.2: Increase student development opportunities

Action Item 5.2.1: Develop and implement an enhanced first-year student orientation program and student leadership development programs

Action Item 5.2.2: Increase support for mentoring, development, and recognition programs that will motivate, empower, and retain students

Action Item 5.2.3: Increase the number of students participating in internal and external leadership development programs and opportunities

Action Item 5.2.4: Identify qualified faculty and staff to teach leadership development for undergraduate and graduate students

Goal 5.3: Establish servant leadership as a concept practiced throughout the University

Action Item 5.3.1: Educate campus community to ensure an understanding of the servant leadership philosophy

Action item 5.3.2: Develop recognition of effective servant leaders

STRATEGIC INITIATIVE 6: INSTITUTIONAL SUSTAINABILITY

CSU will sustain and support institutional growth through fiscal, physical, technological, environmental, and human resource responsibility.

Goal 6.1: Sustain and support growth through increasing institutional efficiencies

Action Item 6.1.1: Ensure the fiscal health of the University, and its ability to provide for anticipated growth

Action Item 6.1.2: Ensure that adequate physical space is allotted for classroom instruction and for anticipated growth

Action Item 6.1.3: Maintain classroom technology, uninterrupted campus-wide availability and use of technology, rapid and efficient wireless data capacity and access to necessary software

Action Item 6.1.4: Ensure the faculty and staff population are adequate for anticipated growth

Goal 6.2: Continue to demonstrate environmental sustainability

Action Item 6.2.1: Develop a sustainability plan