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CORE PURPOSE, VISION, & VALUES

Vision Statement: Columbus State University strives to be a first choice institution for discerning students who seek challenging programs, engaged faculty, and a vibrant, globally-connected campus culture

Core Purpose/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: Listed below as headings below

Discussions/Suggestions on the Vision for this plan: "CSU will become a/an..."

Through planned, sustainable growth, CSU will become the complete educational experience using data to promote enrollment and graduation of the 21st century student. CSU will become a top 10 ranked comprehensive university that is academically excellent, student centered, inclusive and first choice. CSU will be known for community partnerships and innovative educational techniques/models in which all students feel supported by faculty to discover their passion. All CSU students will have the opportunity for international study, mentorships, and internships. CSU will provide students with real world problem solving skills and experiences to ensure a successful transition in the work force upon graduation. CSU graduate employment rates will regularly top 80%.

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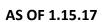


STRATEGIC INITIATIVES & ACTION ITEMS

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

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Increase enrollment of a diverse and	Enrollment Services	Develop and implement a comprehensive, data-	Undergraduate enrollment will		
highly qualified student body	Recruitment	driven recruitment plan to attract highly qualified,	increase by% annually or		
	Colleges/Departments	diverse students locally, regionally, nationally and	by 2022		
	Program Faculty	internationally committed to learning and to			
	Foundation	enable	Graduate student enrollment will		
	Budget & Finance	multicultural experiences for all students	increase by% annually or		
	office		by 2022		
	Distance Learning	Increase scholarship opportunities and other			
	Committee	financial assistance to remain competitive with			
		peer institutions and attract highly qualified			
		students in growth areas			
		Enhance our services for active duty military and			
		veterans and continue to be recognized as a			
		military friendly campus			
		Develop and implement a plan regarding online			
		programs and services to meet the needs of			
		students unable to be on campus for a traditional			
		university experience			
		Introduce more dual enrollment programs	Brings more local high school		
			students to CSU and allows for a		
			broader area to engage with in		

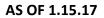






			the community	
		Marketing/Branding		
Sustain increases in retention that will	ACE	Expand and enhance effective programs designed	Retention and graduation rates	
yield graduation rates indicative of a	PACE	to improve student retention and graduation,	will increase by% annually	
first choice institution	SAFE Colleges	especially for those from under represented and	o by 2022	
	QEP	under-served populations		
	Academic Affairs			
	Information	Enhance student academic and other support		
	Literacy/Library	services to assist student success efforts		
Encourage a culture of excellence in all	HR	Provide friendly, effective and efficient service at		
service areas	Colleges/Departments	all times with all people and take pride in doing so		
		Provide proactive training on customer service and		
		job skills to faculty, staff, and student employees		
		Reward exceptional performance		
Pursue national accreditation for all	Office of Budget &			
programs that are eligible yet not currently accredited	Finance			
currently accredited	Academic Affairs			
	Colleges/Departments			
Create more robust Servant	Office of Budget &	Increase financial and human capital for Honors		
Leadership & Honors programs	Finance	and Servant Leadership programming and		
	Foundation	scholarships to attract high achieving students		
	University			
	Advancement			
	Servant Leadership			
	Honors College			

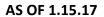
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Build and sustain mutually beneficial	Public Relations	Increase internship opportunities (full term and		
relationships with the Columbus	Advancement	mini)		
community and beyond	The Leadership			
	Institute	Increase student participation in internships		
	Colleges/Departments	opportunities		
		Job shadowing opportunities		
		Continue to encourage public/private partnerships		
		and outreach programs that focus on mutually beneficial exchanges		
		Seriencial exertainges		
	Academic Affairs	Add an experiential learning component to all		
	Colleges/Departments	degrees by requiring volunteer hours		
	Student Affairs			
		Work with employers, entrepreneurs, non-profits and local government to develop a research		
	STEM Initiatives	agenda that our faculty and students can engage		
		in and that benefits the region		
	Alumni Relations	Engage faculty, staff, alumni and community		
		members in student mentoring		
	CSU/MCSD	Strengthen relationships with employers to ensure		
	Partnership	our academic programs are aligned with		
	21st Century Initiative	workforce needs and graduates meet the		
	Career Center	expectations of employers for disciplinary		
	The Leadership	knowledge, critical thinking, communication and		
	Institute	soft skills		
	Office of Institutional	Improve data collection on graduate and		
	Research	assessment of employer's perceptions of them		
		and ensure data is shared appropriately		
	UITS			

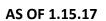






	Public Relations Athletics	Stay in tune with workforce needs and help assess employer satisfaction with CSU students Engage the business, professional, local government and non-profit communities to understand their needs for continuing education and soft skill needs and provide it Encourage participation of CSU athletic teams in community events/volunteer opportunities		
Grow STEM programs and research	STEM Initiatives	Increase enrollment in STEM focused programs Increase number of STEM focused programs offered		
Improve faculty/staff attraction,	HR	Build faculty teaching strength by attracting and		
retention, job satisfaction and	Academic Affairs	supporting faculty devoted to student learning		
productivity	Office of Budget &	and the vision of this plan		
	Finance			
	Colleges/Departments	Foster growth in funding sources		
	Foundation	(enrollment/fundraising) necessary to support		
	University	salary increases necessary to attract and retain		
	Advancement	strong, diverse and versatile faculty/staff and to		
	Office of Sponsored	help them develop innovative teaching practices.		
	Programs			
		Balance instructional, service, and research loads		
		to enhance faculty collaboration and productivity		
		Improve faculty to student ratio		
		Increase funding for faculty/student travel to		
		conferences		







		Provide support, financially and otherwise, for		
		faculty to do research		
	Faculty Center QEP	Increase support for mentoring, professional development and recognition programs that will motivate, empower and retain faculty and staff		
Increase faculty and staff development	Office of Budget &	Broaden classroom delivery methods		
opportunities	Finance			
	Faculty Center			
	QEP			
	Academic Affairs			
Improve CSU's name recognition, academic reputation, value, and	ALL		Increase enrollment of	
student-centered culture			academically prepared local and regional students	
More opportunities for student		Better match University needs with student	regional students	
employment on campus to increase student engagement with campus community		employment (on campus) needs and skills set		
Use assessment data at all levels to		Use results of evaluated student learning		
drive curricular and learning outcomes		outcomes, core curriculum, disciplinary		
		knowledge, and the co-curriculum, to improve learning		
		Use the QEP to and the components of that program that are successful in aiding student success		
Increase alumni engagement		Communications and programming of value to alumni		
		Develop a coordinated plan to engage alumni with students through their respective colleges		





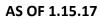
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	Increase giving my alumni	
Provide a safe and secure campus	Provide police services that keep pace with the	
environment	growth of the university	
	Teach and model safe and responsible behaviors	
Provide 21 st century learning resources	Provide information resource and data security	
and information technology	that keeps pace with changing technology and	
infrastructure	university growth	





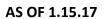




<u>Creativity</u>: The pursuit of distinction through inquiry and innovation, challenging convention and focusing on solutions

Strategic Initiative	Leading	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Use LEAP as a framework to become	Entity Student	Extended student orientation			
known as a student-centered institution that promotes 21st century innovative	Affairs	Enteriore student orientation			
teaching, learning, research, creative problem solving and data collection on effective practices	Melody Shumaker	First year experience			
	Melody	Learning communities – faculty and staff			
	Shumaker	opportunities to incorporate LEAP framework ideas			
	Cindy	Research			
	Ticknor,				
	Momentum				
	Journal				
	Student	Diversity/Global Learning			
	Affairs				
	Chief				
	Diversity				
	Officer				
	International				
	Education				
	Wendi	Servant Leadership/service learning			
	Jenkins	р, запис			







	Career Center	Internships (centralized)		
	Department			
	Coordinator			
	Academic	Proactive Advising – increasing the number of		
	Center for	"certified" advisors and the quality of their		
	Advisement	interactions with our students		
	VPAA	Enhance support for existing and new programs that		
	Student	capitalize on our institutional strengths and resources		
	Affairs			
	VPAA	Create integrative learning opportunities that span		
	Student	the student experience		
	Affairs			
	\/DAA			
	VPAA	Integrate curricular and co-curricular learning		
	Student			
	Affairs			
	VPAA	Foster a culture of innovation and interdisciplinary		
	Honors	research and learning		
	College	rescuren and rearning		
	Faculty			
	Center			
Elevate graduate education to support	Office of	Increase the number of graduate assistants, teaching		
faculty/student research, teaching loads,	Sponsored	assistants and research assistants		
and University workforce needs	Programs			
,	VPAA	Support faculty in seeking grants that call for/support		
	Business	graduate students		

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	Office			
Increase international student enrollment and student enrollment in study abroad experiences	Center for International Education	Increase meaningful interaction between on campus international students and non-international students	Improved diversity of thought and experience for all CSU students	
Increase students exposure to real life problem solving opportunities	QEP	Challenge individuals with creative problem solving responsibility Problem solving opportunities through internships/collaborative research projects with faculty/staff Increase opportunities for students, faculty and staff that encourage and reward the development of solutions to real world problems - innovation, continuous learning and adaptability		
Increase funding and support for faculty and student research and creative endeavors that bring regional, national and international attention to CSU	Office of Sponsored Programs			
Increase marketability/real world skills of graduates	Career Center	Increase student knowledge of soft (essential) skills – offer programs and certificates		
Examine degree requirements against industry entry level competencies for each degree program	Office of Alumni Engagement			
Create a university-wide culture that supports, values, rewards and celebrates creative activity	Deans	Encourage and support faculty and staff to become involved in creative activities with others in their fields who are not affiliated with the university		
	Deans	Encourage collaboration of non-arts departments with Departments in the College of the Arts on student projects, faculty/student research, etc.		



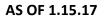
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QEP	Systematic collaboration among faculty and students,		
Faculty	teaching faculty how to engage in interdisciplinary		
Center	collaboration (seminars) to take back to students		





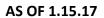




Engagement: Active civil participation by students, faculty and staff in the university experience

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Increase school spirit and engagement through student/faulty/staff/community participation in cultural, social and athletic activities	Office of Alumni Engagement Academic Affairs CIE Students Honors College Leadership Student Affairs Athletics	Increase student engagement through diverse cultural and social activities (Greek life, professional/social organizations, athletics, Winterfest, Arts events, Guest Speakers, etc.) Have vibrant student honor societies and student organizations in every discipline where they are available Promote co-curricular through advising, participation, etc.			
	Student Affairs Academic Affairs Enrollment TCOB Academic Affairs	Expand TCOB's passport practice for attending events Fill the dorms for University Experience Have a co-curricular transcript			

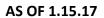






	CCD	Increase and celebrate university traditions,
	University	achievements and success
	Relations	
	Human	Remind every employee that they have a role in
	Resources	representing and promoting the university in our
		community and beyond
	University	Provide a welcoming environment and ensure our
	Relations	community is well-informed about the University to
		encourage area residents to identify with the
Increase opportunities for collaborative	Academic	University as an integral part of the community Celebration of research symposium on RP and MC
research and teaching	Affairs	Celebration of research symposium on it and ivic
0	Allalis	
	HR	
	Student	Increase the opportunities for interdisciplinary
	Affairs	collaboration among faculty, staff and students
	Academic	
	Affairs	
Promote overall health and well-being for	Rec Center	Increase use of Rec Center by Students/Faculty/Staff
students/faculty/staff	HR	
	Wellness	Promote fitness activities and healthy lifestyles (bike
	Department	trails, intramural sports clubs, Rec Center, etc.)
Cultivate "One CSU"	ALL	Tower Day, Inter-faith Fair in the community
Improve on-boarding process for new	HR	New Faculty Seminar
employees (faculty & staff) and newly	The	
appointed supervisors	Leadership	New Staff Orientation/Seminar
	Institute	
	Faculty	
	Center	

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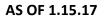




Stre	ngthen the relationship with the	Academic	Pre-K to Ph.D partnership		
Mus	scogee County School District,	Affairs			
Columbus Tech and Georgia Milita College	,	College of			
	ege	Education			





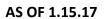




Servant Leadership: Effective, ethical leadership through empowerment and service

Strategic Initiative	Leading	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
	Entity				
Establish servant leadership as a concept	The	Educate campus community to ensure an	By 2020 every unit submits a		
practiced by faculty and staff throughout	Leadership	understanding of the servant leadership philosophy	written plan on how servant		
the University	Institute	by:	leadership is practiced, taught,		
	supported by	1. Identify qualified faculty to teach leadership	showcased		
	the Faculty	development for undergraduate and graduate			
	Center for	students:			
	the				
	Enhancement	2. Increasing opportunities for faculty and staff			
	of Teaching	leadership development through the LEADCSU			
	and Learning	program; the department chair development			
		program; Jim Blanchard Leadership Forum; etc.			
		3. Increase the number of faculty and staff			
		participating in leadership development programs;			
		4. Develop and implement a leadership development			
		program for department chairs;			
		5. Expand the scope and capacity of the Faculty			
		Center and The Leadership Institute to equip and			
		educate campus leaders in principles and practices of servant leadership.			
Establish servant leadership as a concept	Academic	Increasing the availability of leadership courses for			
practiced by students throughout the	Affairs and	students;			
University	Student				
	Affairs	2. Increase the number of students successfully			
		completing leadership courses and related co-			

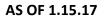






	curricular opportunities through programs such as		
	iLEAD;		
Practice the tenets of servant leadership by engaging a variety of service opportunities.	1. Increase internal and external partnerships that support local, regional, national and international service opportunities (e.g. partnerships with local non-profits and schools). 2. Increase the number of community service hours completed by faculty, staff, and students. 3. Increase incentives for faculty, staff and students to participate in service opportunities on and off campus		
	4. Track, recognize and celebrate the amount of community service completed by students, faculty and staff		



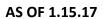




<u>Sustainability</u>: Commitment to behaviors that recognize and respect our environmental context

Strategic Initiative	Leading Entity	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Explore more sustainable energy	Plant Operations	solar garden, wind power, more water bottle			
sources	Logistics	refilling stations			
	Environmental				
	Sciences				
	Department				
	Aramark/Cafeteria	Eliminate Styrofoam, plastic bags, plastics utensils.			
		Use eco-friendly products and produce			
Expand concept of institutional social	All Departments	Increase community sustainability efforts through			
responsibility across campus		education			
	Sustainability				
	officer	Increase in local sustainability efforts			
	Sustainability	More recycling			
	committee	Less driving/parking			
		Incentives for reducing waste			
		Add stops to the shuttle from Main Campus and RiverPark Campus			
		Campus garden – opportunity for faculty/student collaboration – possibly on top of a parking garage			
Broaden the concept of sustainability to		Sustain the University's growth by focusing			
include human capital, programs,		resources in areas with strong potential			
partnerships, and community					
engagement in addition to		Manage human resources to provide optimal	Increase number of faculty and		
environmental sustainability					







		staffing	staff by% to meet the	
			needs of a growing university	
		Manage financial, physical, technological, and		
		human resources efficiently, effectively, and		
		responsibly.		
		Identify and capture cost savings throughout the		
		university to maximize resources		
		Review processes to identify methods of increasing		
		efficiency		
		Conduct on-going reviews of personnel to ensure an		
		adequate yet "lean" workforce		
		Utilize technology to streamline processes		
Additional day of service event in spring	Center for Career	Increase student awareness – "Sustainability peers"		
semester centered around community	Development	or peer educators		
clean-up projects	Volunteer Services			
	Fraternities &			
	Sororities			
Rewards to faculty/staff/students or	Awards	Annual competitions		
clubs/organizations in recognition of	committee	Partner with the Community Foundation		
CSU attaining target level of annual recyclables or for new ideas to increase	SGA	Cash awards		
resource efficiencies within the	Honors	More sustainability partnerships/collaborations		
University	committee			
Ensure sustainability is a core part of	Sustainability	Become a pedestrian-centered campus		
next campus master plan	Office/committee			
	Partner with the	More sidewalks		
	City of Columbus,			
	1	ı		

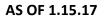


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businesses, et	More electric service vehicles, power-up stations
Pat McHenry	for electric cars, and bike racks
	Biking and camping equipment rental on campus
	Implement additional green initiatives to lower cost
	and continue to foster a sustainable environment
	Automatic lighting (motion detected)







<u>Inclusion</u>: Fostering and promoting a campus that embraces diverse people, ideas, views and practices

Strategic Initiative	Leading	Action Item - How will this be accomplished?	How will you measure success?	Resources?	Target Date
Attain a level of diversity among	Entity Search	More intentional search and hiring practices			
faculty and staff that more closely	Committee	Wore intentional search and mining practices			
reflects the student population by	process				
2022	process	More diversity among search committees			
Leverage internationalization efforts	CIE	Continue to broaden opportunities for study			
to include more		abroad			
faculty/staff/students (multi-cultural					
discovery)		Ensure academic mentorship programs and co-			
		curricular programs provide learning			
		experiences working in ethnically and culturally			
		diverse groups			
		Raise awareness of international programs, among			
		faculty/staff/students			
Create and maintain a supportive	President	Continue to find ways to foster conversations			
campus that welcomes conversations,	Provost	about controversial subjects (provide students			
concerns, issues, complaints from all		with diverse backgrounds the ability to look for			
constituents and celebrates learning		common ground)			
in an inclusive environment					
		Speakers, training, roundtable discussions			
		Continue to attract a diverse and highly qualified			
		student body			
		Student body			
		Administer campus climate survey forums			
		Administer campus climate survey, forums,			
		discussion			





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Expand diversity programs to include	Conduct diversity education workshops for	
a broader focus on various	students/faculty/staff	
populations		
	Mandatory training for all	
Chief Diversity Officer to house	lead inclusion efforts	
Diversity, Equity and Inclusion		

