



## STRATEGIC PLAN 2018-2023

### Vision

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.

### Mission

Columbus State University will empower individuals to contribute to the advancement of local and global communities through an emphasis on excellence in teaching and research, lifelong 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 & ACTION ITEMS

## 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 Items**

- 1.1.1. Ensure that the curriculum for each program remains current and relevant during the Annual and Comprehensive Program Review processes
- 1.1.2. Provide faculty development in support of high-impact practices and active learning strategies
- 1.1.3. Use data from assessment of student learning outcomes to improve student learning
- 1.1.4. Ensure graduates meet the expectations of employers for disciplinary knowledge, critical thinking, communication, soft skills and other skills as identified
- 1.1.5. 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 faculty and students in scholarship through research and creative endeavors in order to elevate the academic reputation of the University

### **Action Items**

- 1.2.1. Support faculty and student scholarship that focuses on real world problems and/or advances the discipline
- 1.2.2. Support faculty and student travel for scholarship appropriate to the discipline
- 1.2.3. Provide resources to support graduate student recruitment and retention, graduate research, graduate student scholarships, and graduate program development
- 1.2.4. Seek external recognitions and awards that serve as indicators of academic excellence at CSU (e.g. *U.S. News and World Report*, Fulbright Scholarships, American Association of State Colleges and Universities Excellence and Innovation Awards)
- 1.2.5. 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, 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 Items**

- 2.1.1 Utilize data to identify high and low enrolled programs and courses
- 2.1.2 Leverage data in decision-making regarding course offerings, allocation of faculty lines, and other programmatic decisions
- 2.1.3 Allocate resources in support of programs that reflect institutional priorities and growth
- 2.1.4 Develop new programs that meet regional needs and also 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 Items**

- 2.2.1 Develop and implement a comprehensive advising plan in support of student success
- 2.2.2 Expand and enhance effective mentoring, development and recognition programs designed to improve undergraduate and graduate student retention and graduation rates, especially for students from underrepresented populations
- 2.2.3 Establish a collaborative academic support service to improve student research and learning practices
- 2.2.4 Enhance services for active duty military and veterans and continue to be recognized as a military friendly campus
- 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 Items**

- 2.3.1 Increase the number of students employed as work-study students, student assistants, and graduate assistants
- 2.3.2 Increase student engagement through academic, athletic, civic, cultural, and social activities on campus and in the community
- 2.3.3 Increase student participation in campus governance, honor societies, academic organizations, mentorships, and internships
- 2.3.4 Increase participation of faculty, staff, and students in the celebration of university traditions, achievements, and successes

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

**Action Items**

- 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
- 2.4.2 Expand inclusion and engagement programming to include a broader focus on diverse populations
- 2.4.3 Expand campus internationalization efforts through the development and implementation of the next CSU Internationalization Plan
- 2.4.4 Increase opportunities for interaction between international students and domestic students
- 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 Items**

- 2.5.1 Continue to develop, resource, and implement effective safety and security operations that ensure the welfare of the university community
- 2.5.2 Promote safety and security educational programs throughout the campus community

### **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 Items**

- 3.2.1 Increase opportunities for students, faculty, and staff that encourage and reward the development of creative solutions to real world problems
- 3.2.2 Maximize student participation in high-impact practices within curricular and co-curricular activities
- 3.2.3 Participate in the University System of Georgia's LEAP (Liberal Education & America's Promise) State Georgia Consortium 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
- 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, state, regional, national, and international communities.

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

#### **Action Items**

- 4.1.1 Collaborate with secondary schools to increase the number of students served in dual enrollment
- 4.1.2 Review and update 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 Items**

- 4.2.1 Continue to inform external constituents about University engagements, achievements and economic impact
- 4.2.2 Collaborate with Columbus 2025 and other initiatives to increase student engagement and interaction within the community
- 4.2.3 Participate in partnerships that bring experiential and cultural enrichment opportunities to the University and its associated local and global learning communities

### **Goal 4.3:** Increase external engagement and philanthropic support

#### **Action Items**

- 4.3.1 Develop a coordinated plan to engage alumni with students
- 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 Items**

- 4.4.1 Collaborate with the Columbus Chamber of Commerce to retain CSU graduates in the Columbus region
- 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 Items**

- 4.5.1 Increase significant gift support for Endowment through planned and estate giving
- 4.5.2 Increase percentage of undergraduate annual giving participation
- 4.5.3 Increase CSU Fund gifts by all constituencies to support the University's strategic priorities
- 4.5.4 Increase funding gifts to support need-based scholarships

## **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 Items**

- 5.1.1 Develop and implement a leadership development program for department chairs
- 5.1.2 Increase support for leadership development for faculty and staff
- 5.1.3 Increase retention of faculty and staff through meaningful recognition programs
- 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 Items**

- 5.2.1 Develop and implement student leadership development programs, such as Camp P.R.O.W.L. and iLEAD
- 5.2.2 Increase the number of students participating in internal and external leadership development programs and opportunities
- 5.2.3 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 Items**

- 5.3.1 Educate the campus community to ensure an understanding of the servant leadership philosophy
- 5.3.2 Develop recognition of effective servant leaders at CSU

## **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 Items**

- 6.1.1 Ensure the fiscal health of the University, and its ability to provide for anticipated growth
- 6.1.2 Ensure that adequate physical space is allotted for all types of academic instruction
- 6.1.3 Continue to upgrade instructional and office hardware and campus-wide wireless connections and provide access to necessary software and applications
- 6.1.4 Ensure that the number of faculty and staff are adequate for anticipated enrollment growth

### **Goal 6.2:** Demonstrate environmental sustainability

#### **Action Item**

- 6.2.1 Develop and implement an environmental sustainability plan