



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

Empower people 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 globally engaged faculty and students in scholarship through research and creative endeavors in order to be recognized as a leader in academic excellence

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 (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.)
- 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 diverse cultural, social, and civic activities on campus and in the community
- 2.3.3 Increase student participation in honor societies, academic organizations, mentorships, and internships

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

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 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, 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

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 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 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
- 6.1.5 Compliance with the University's Environmental Sustainability Plan