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 to 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