

# 2016 Strategic Planning Survey Report

## Summary Page

### Summary of Participants:

- CSU Staff 183
- Others 178
- CSU Faculty 126
- CSU Students 70

Total 557

41% of participants are CSU alumni

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### Top 5 Strengths:

1. Nationally accredited programs in business, education, music, theatre, art, nursing and chemistry
2. Good "town-gown" relations and collaboration opportunities with local industry (in part due to CSUs unique outreach programs) i.e. Partnerships with local schools
3. Supportive environment for teaching and learning as evidenced by committed faculty dedicated to teaching
4. Competitive pricing compared to some larger USG institutions
5. Positive reputation in the local area

### Most Commonly Listed Strengths to be Added:

- Athletics
- Diverse, caring, dedicated professionally respected faculty
- Strong, vibrant College of the Arts expanding programs, enriching the community
- Location (proximity to ATL, other campuses, between mtns. & beach)
- Availability of student assistantships/internships

### Most Commonly Listed Strengths to be Removed:

- Increase in online program offerings
  - Robust servant leadership program
  - Faculty to student ratio
  - Distinctive campuses creates a unique and diverse quality of student life
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## Summary Page Continued

### Top 6 Weaknesses (5&6 tied):

1. Faculty and staff salaries below average
2. Low student retention and graduation rates
3. Heavy reliance on adjuncts in some key core courses (e.g. Math and English)
4. Desire/demand for growth exceeds resources
5. Lack of funding/quality of some of the facilities, classroom instructional technology, equipment replacement/repair
6. Lack of brand visibility/awareness/value

### Most Commonly Listed Weaknesses to be Added:

- Lack of student-centered hours/policies
- Quality of students recruited
- Workplace culture
- Allocation of key resources
- Lack of funding for student scholarships

### Most Commonly Listed Weaknesses to be Removed:

- Lack of brand visibility/awareness/value
- Lack of national ranking
- Core classes involve large allocations of resources and availability is poor
- Small number of international students
- Lack of funding for the holistic student (Health & Wellness)
- Foundation liabilities
- Lack of engagement of online students
- Diversity among faculty/staff is low in comparison to student body

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### Top 5 Opportunities:

1. Fastest growing jobs in U.S. in the next decade will be related to healthcare, education, technology, and business
2. Continue to build on CSU's positive relations with the community through current outreach programs and initiatives
3. Growth in STEM-related occupations (science, technology, engineering, math) in the U.S.
4. Growth in the demand for graduate degrees
5. Increase internship opportunities and student participation in them

## Summary Page Continued

### Most Commonly Listed Opportunities to be Added:

- Increase mentorships
- Increase alumni involvement
- Increase recruitment with touting our new facilities (specifically RiverPark)
- Athletics
- Football
- Increase partnerships with local businesses
- Need more professional development for staff

### Most Commonly Listed Opportunities to be Removed:

- Add inter-professional education (IPE) opportunities
- Opportunity to increase enrollment by adding more relationship-building activities for applicants
- Increase in the global demand for online/hybrid courses and programs
- Ft. Benning population create opportunities for new programs/students in that

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### Top 5 Threats:

1. Continual budget reductions due to declining federal/state appropriations (in part due to low student retention/graduation rates)
2. Continued reductions in financial aid/support for students and universities (e.g., Pell, HOPE, etc.)
3. Down economy and the resulting increased focus on college costs by students (increases in student fees may lead to a decline in enrollment)
4. Decline in funds for both students and universities
5. Perceived cost/benefit of higher education is declining

### Most Commonly Listed Threats to be Added:

- Ft. Benning's down-sizing yet we are still spending money and time here
- Faculty and Staff salaries
- Lack of sound financial planning/budgeting at dept. Level
- Competition among academic units for programs rather than interdisciplinary collaboration
- Donald Trump election could bring about resurgence in for-profit U's

## Summary Page Continued

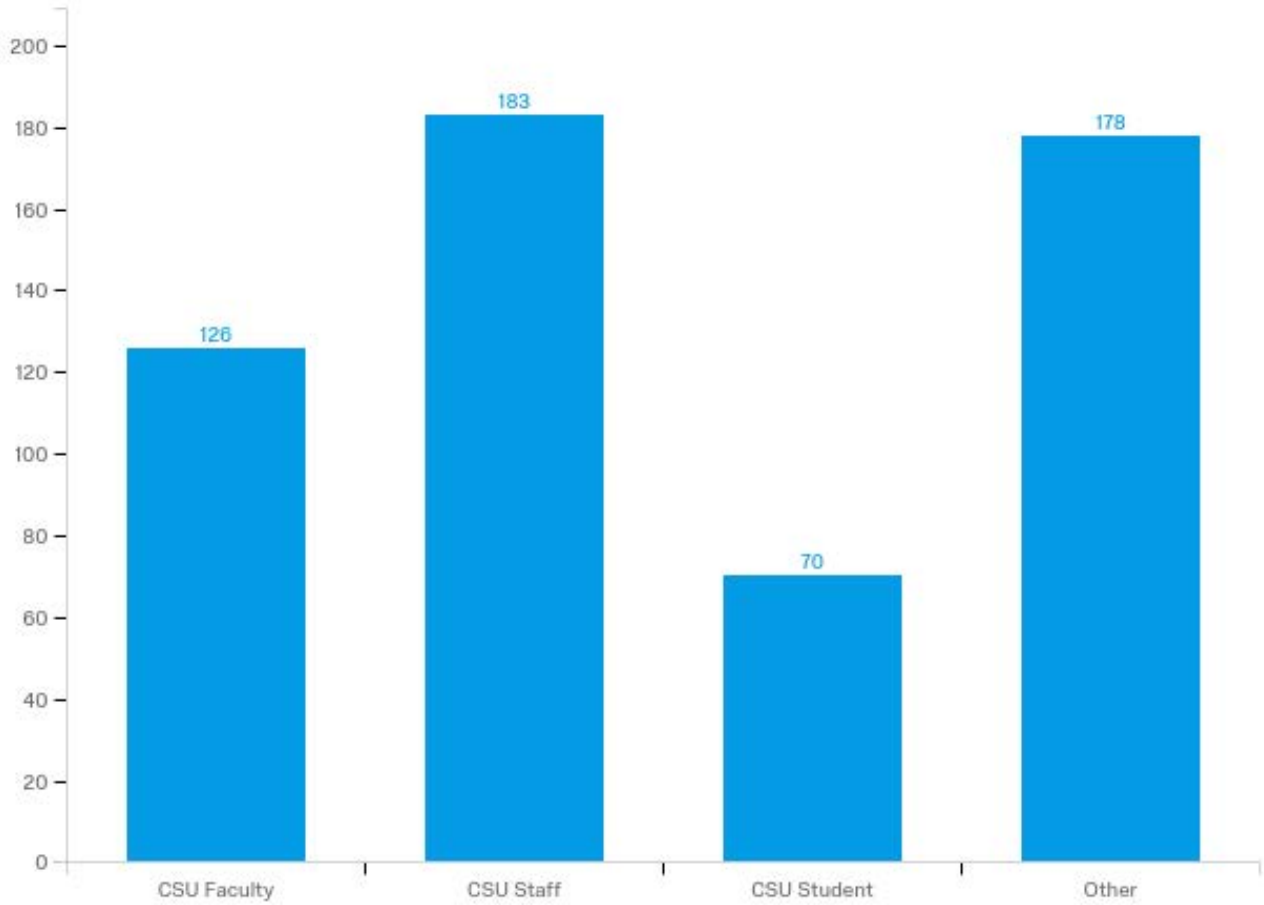
### Most Commonly Listed Threats to be Removed:

- Uncertainty with University System of Georgia (USG) leadership
  - External political environment
  - Continued University consolidation
  - Peer institutions continue to compete for top undergraduates by offering Honors programs and scholarships
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### Top 10 Differentiators:

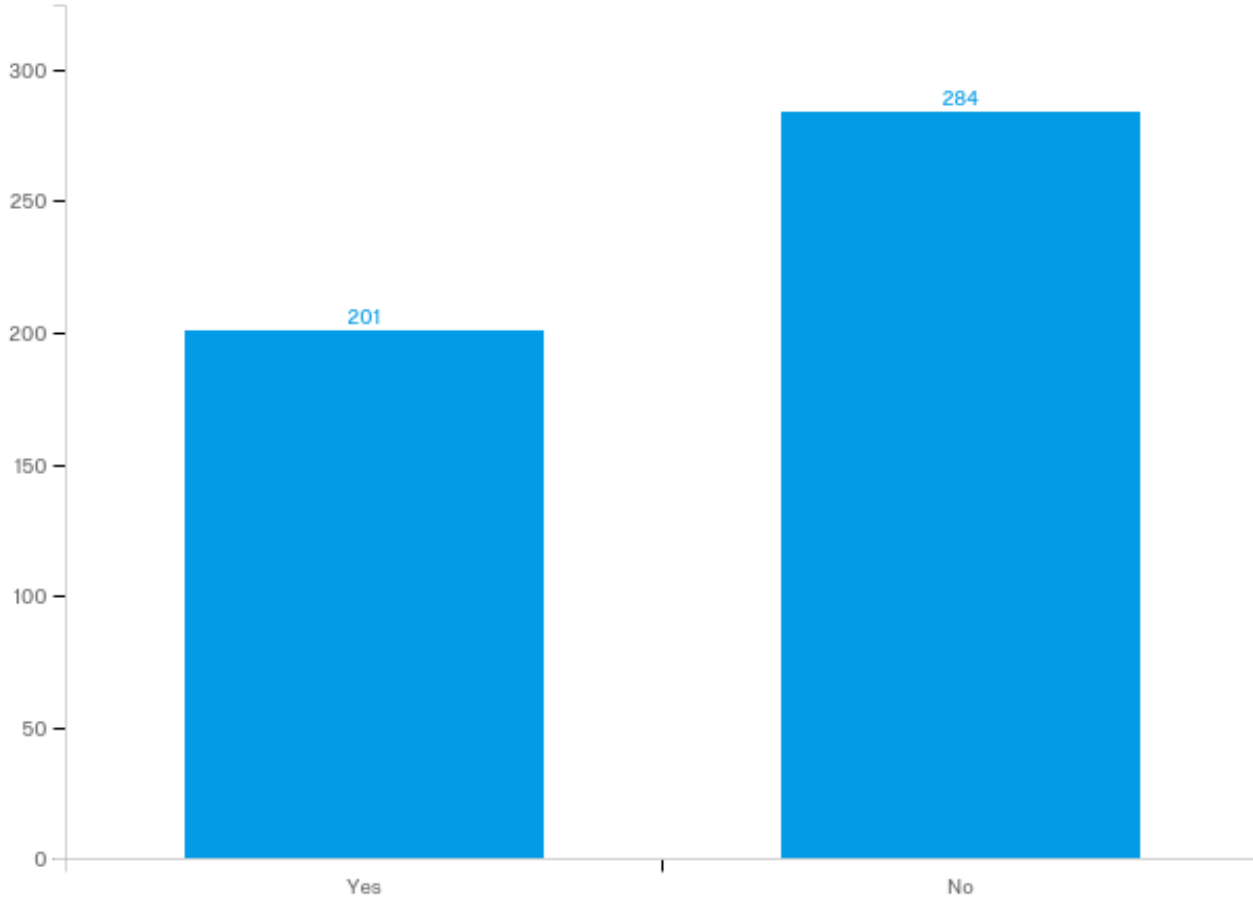
1. Town & Gown relations; community partnerships/support
  2. Friendly/supportive/mentoring faculty & staff
  3. RiverPark campus
  4. Location (city/main campus)
  5. Size; faculty/student ratio
  6. Arts programs (communication, art, theatre, dance, film, music)
  7. Facilities/amenities on/off/around campus
  8. International Education/study abroad
  9. Diversity of students/staff/faculty/programs
  10. Positive/"family-like" workplace
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Please select to which group you currently belong:



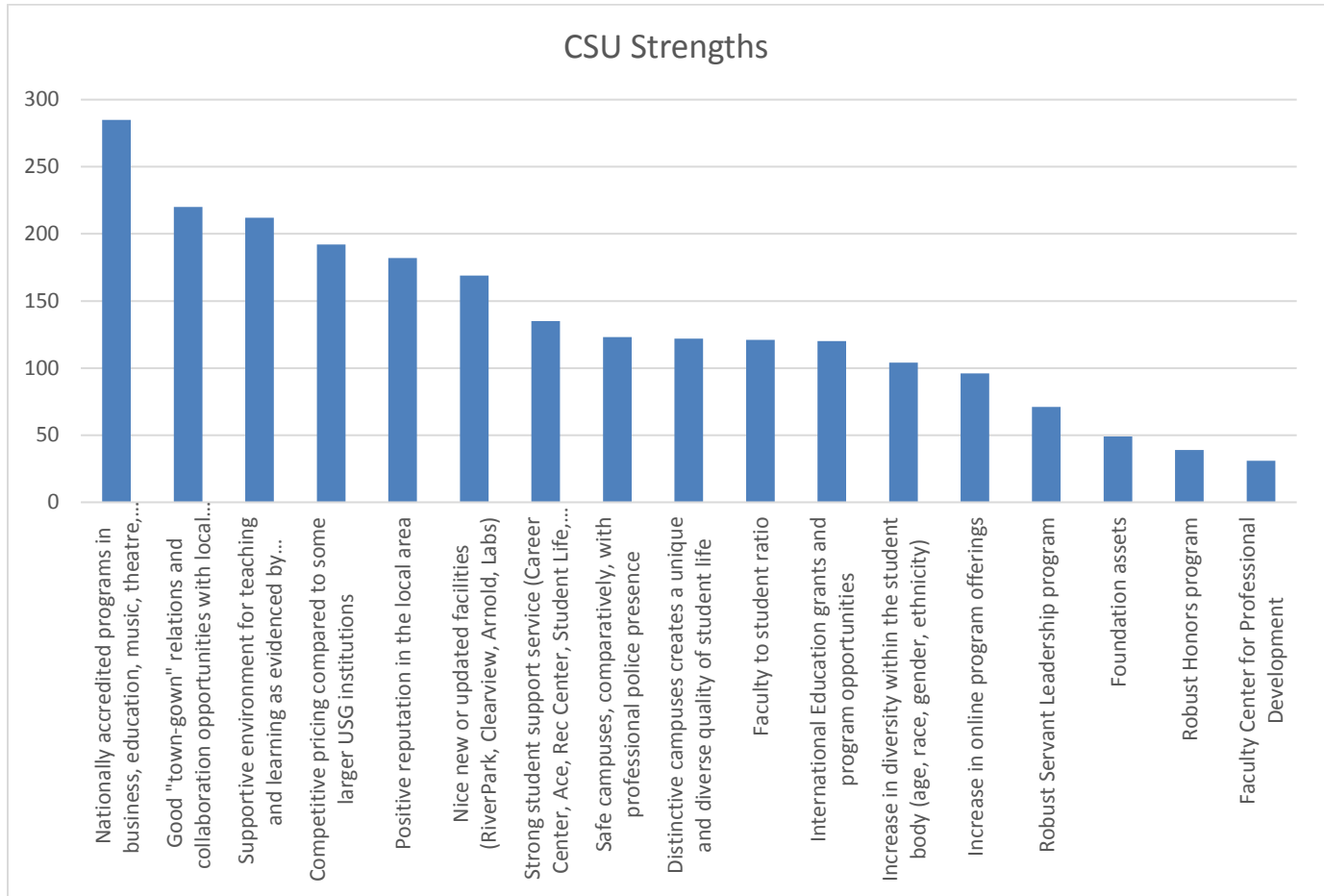
#	Answer	%	Count
1	CSU Faculty	22.62%	126
2	CSU Staff	32.85%	183
3	CSU Student	12.57%	70
4	Other	31.96%	178
	Total	100%	557

### Are you an Alum of CSU?



#	Answer	%	Count
5	Yes	41.44%	201
6	No	58.56%	284
	Total	100%	485

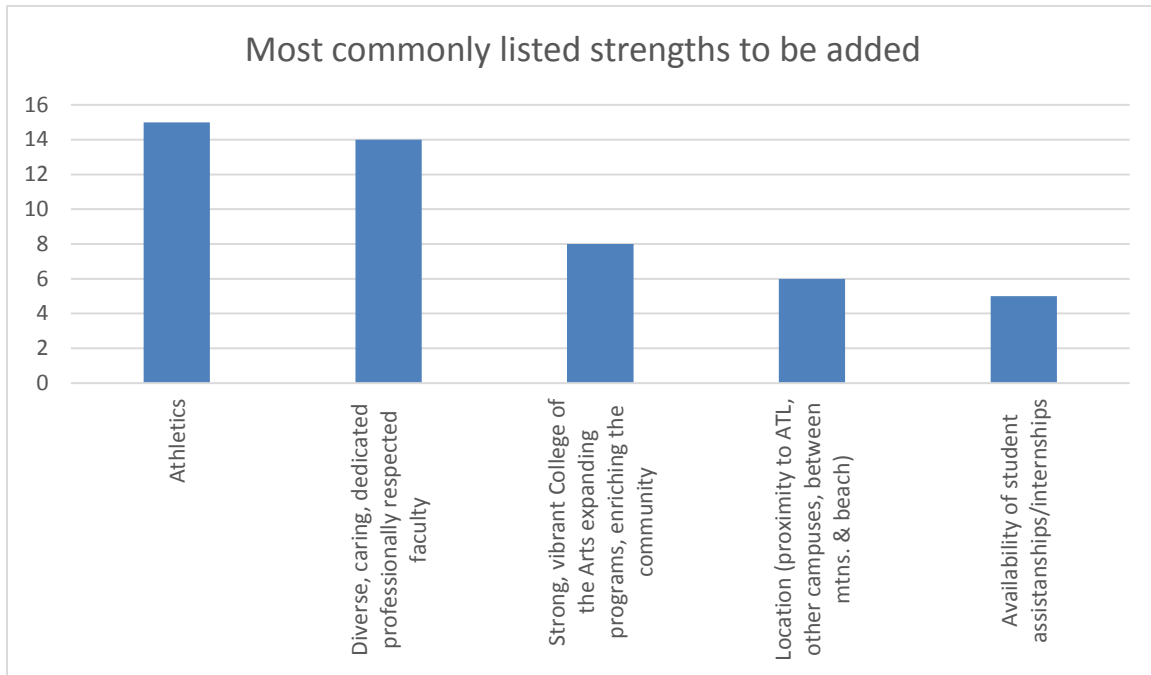
## CSU STRENGTHS (Strengths are items that are positive and internal to CSU)



### Comments/notes regarding the above listed strengths:

- We should be pursuing national accreditation for all programs, where available
- Respondents do not understand the phrase "town-gown"
- In regards to 'nice new updated facilities' – need to add all facilities are clean and well maintained
- In regards to 'safe campuses' – need to reference BART program here
- In regards to 'strong student support services' – by both faculty and staff, need more emphasis on the amount and quality of student life activities available for all
- In regards to 'International education grants and program opportunities' – need to include international learning communities and the benefit of many international students on campuses here at CSU
- Think the word robust should be removed from the servant leadership and honors program strengths

Please list any **STRENGTHS** that you do not see in the above list but feel should added?



Other comments:

- Support for CSU's growth
- Growth of graduate programs
- Alumni engagement is good for local alumni
- Opportunities for faculty and students to publish research together
- Increased interest in and support for faculty research
- Supportive of military students/military community

Please list any **STRENGTHS** that you believe should be removed from the above list and provide a brief explanation as to why the item should be removed from this list.

- **Increase in online program offerings** – Most comments related to ‘we offer enough, don’t/shouldn’t offer more. What is purpose/plan regarding online classes? For flexibility or for profit?
- **Robust servant leadership program** – program is not robust. Program is too small and doesn’t touch enough students to be considered a strength to the University as a whole. Still some lack of understanding around what servant leadership is/represents/means.
- **Faculty to student ratio** – Not for a teaching institution CSU 18:1, USG average 13:1.
- **Distinctive campuses creates a unique and diverse quality of student life** – Drain on resources, causes a division on the campus community.

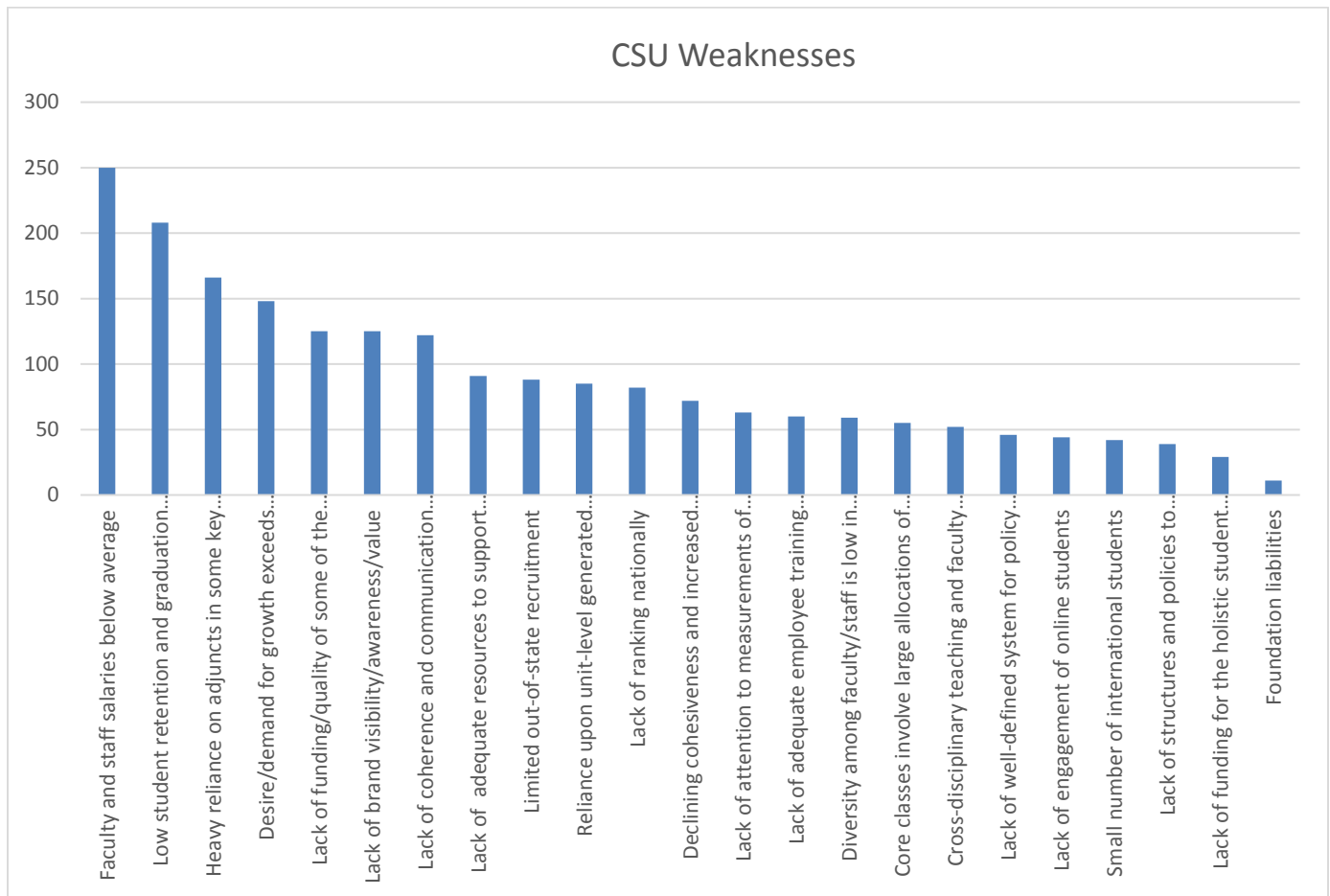




## **Additional Comments of note pertaining to CSU STRENGTHS**

- Increase in diversity within the student body is only a strength if groups are positively interacting and learning from one another
- Local students don't think of CSU as their first choice
- Inflexible traditionalist faculty and policies create a hostile work environment in some areas

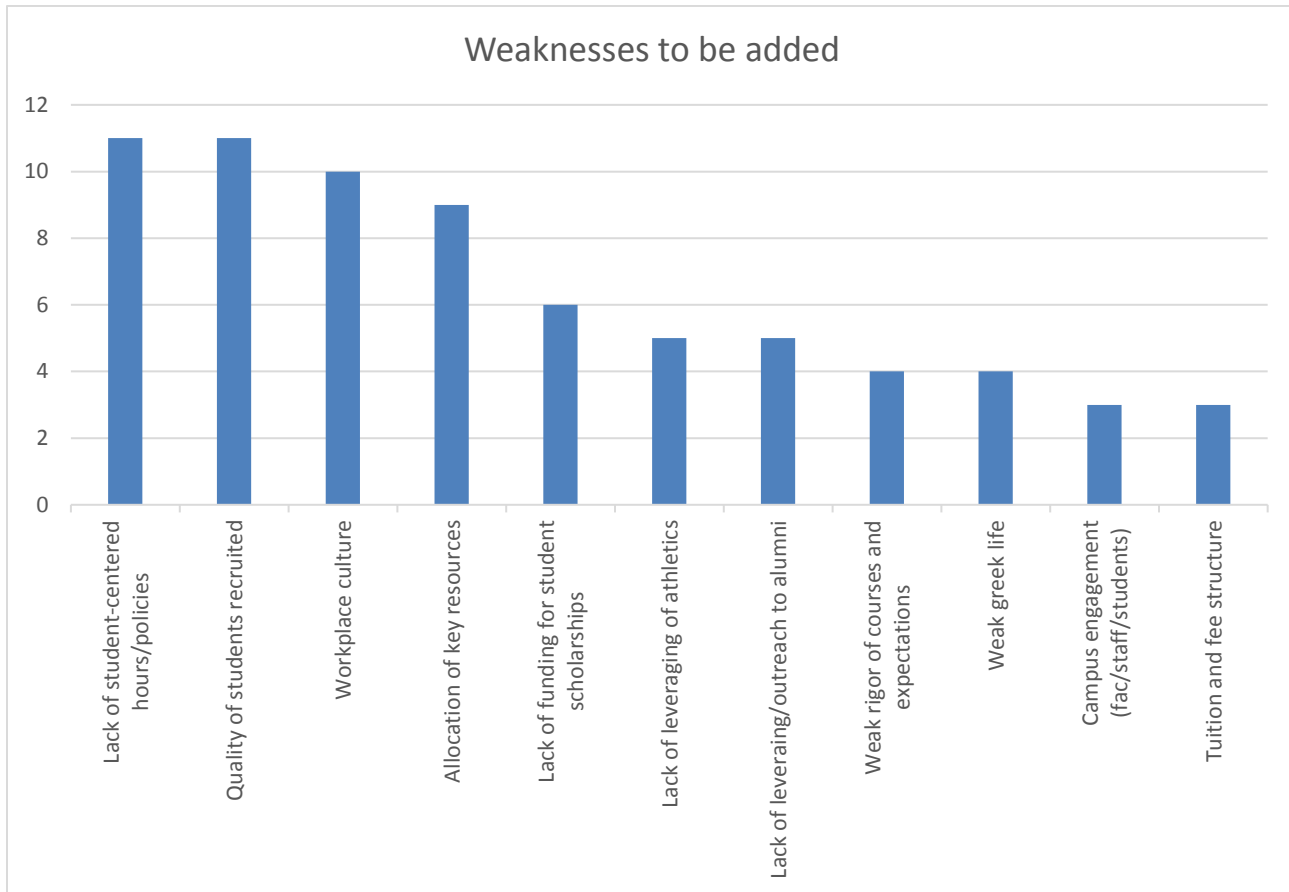
## CSU WEAKNESSES (Weaknesses are items that are negative and internal to CSU)



### Other comments:

- Regarding the lack of brand visibility/awareness/value – should be lack of effectiveness
- Low student retention and graduation rates should also include flat enrollment retirement

Please list any WEAKNESSES that you do not see in the above list but feel should added?



Other comments:

- Inadequate support for employees with families (i.e. lack of on-site daycare, flex schedules)
- Slow to change
- Reliance on external funding
- Connection with Benning & military retirees

Please list any WEAKNESSES that you believe should be removed from the above list and provide a brief explanation as to why the item should be removed from this list.

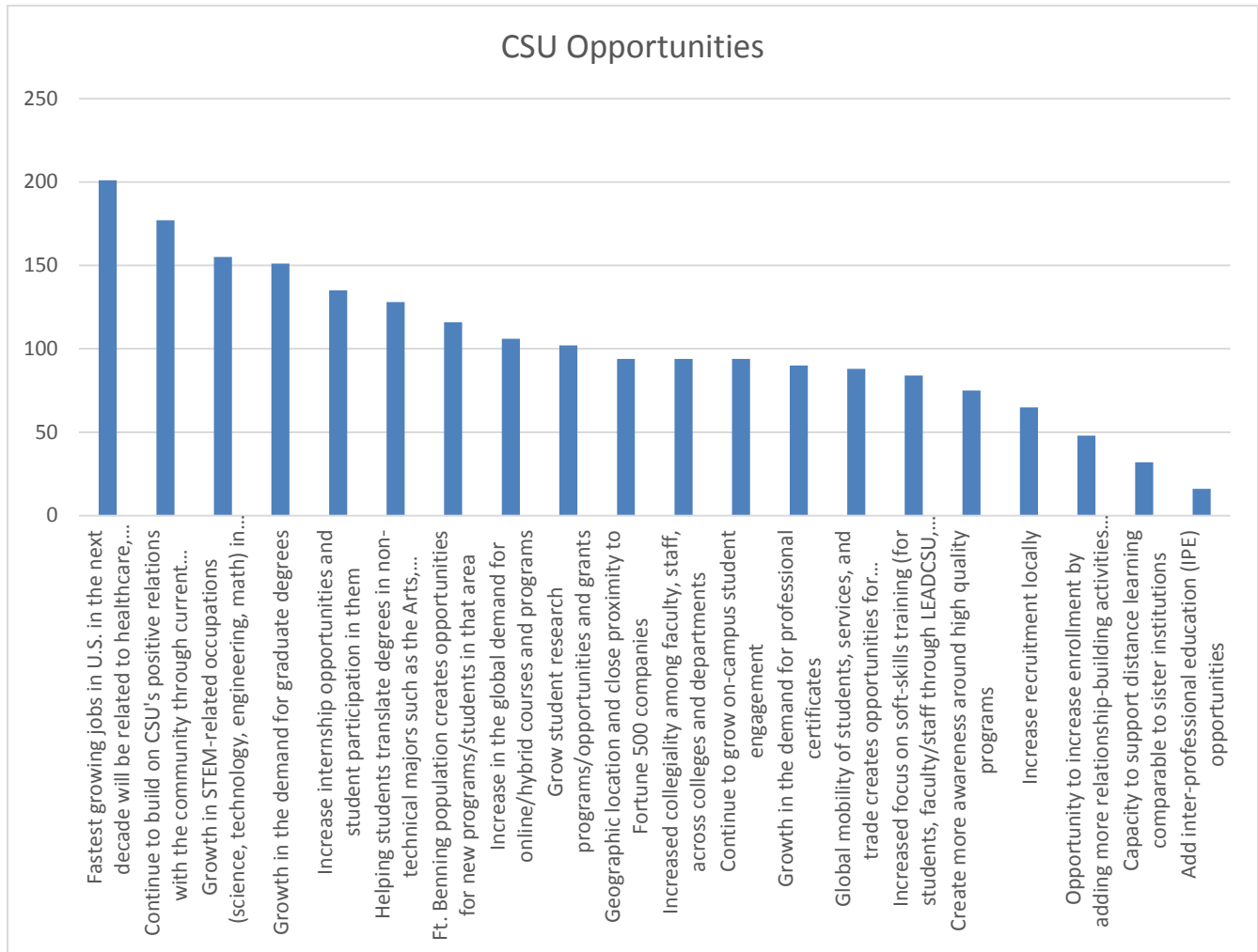
- Lack of brand visibility/awareness/value
- Lack of national ranking
- Core classes involve large allocations of resources and availability is poor
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- Lack of funding for the holistic student (Health & Wellness)
- Foundation liabilities
- Lack of engagement of online students
- Diversity among faculty/staff is low in comparison to student body



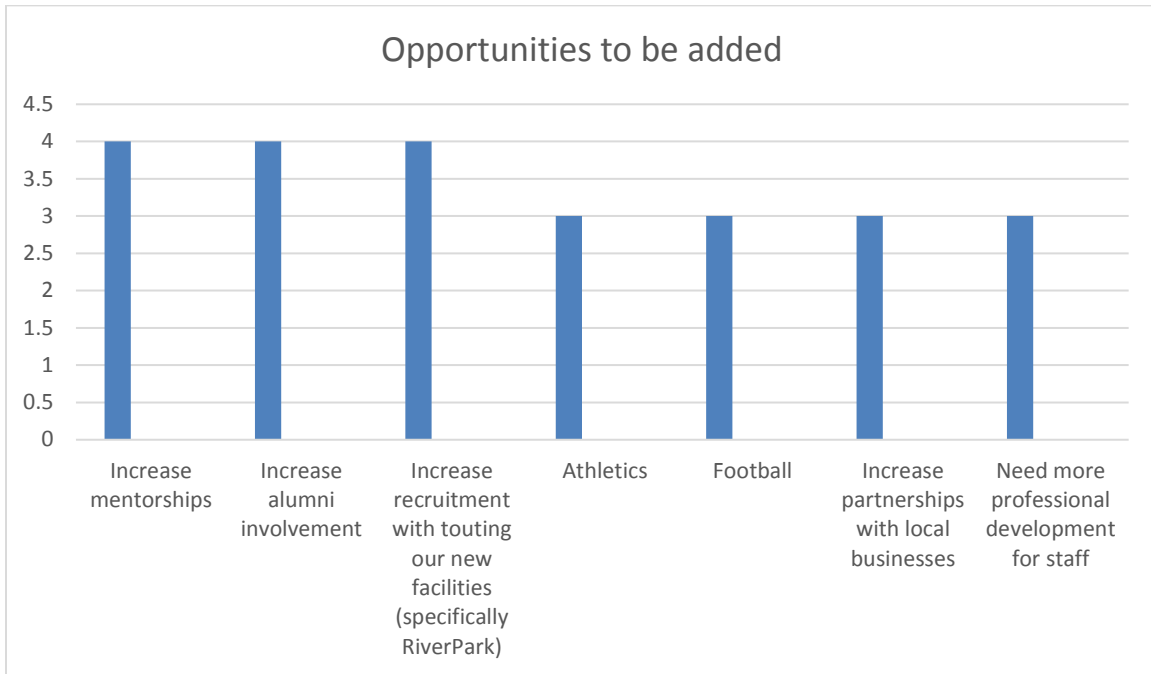
**Additional Comments pertaining to CSU WEAKNESSES.**

Nothing of note, that has not already been discussed in the previous opportunities questions.

## CSU OPPORTUNITIES (Opportunities are items that are positive and external to CSU)



Please list any OPPORTUNITIES that you do not see in the above list but feel should added?



Other comments:

- Cybersecurity program
- Redefine RPG
- Georgia's embrace of the film industry
- Global education
- Focus on out of state recruitment
- Increase use of technology
- Centralized advertising

Please list any OPPORTUNITIES that you believe should be removed from the above list and provide a brief explanation as to why the item should be removed from this list.

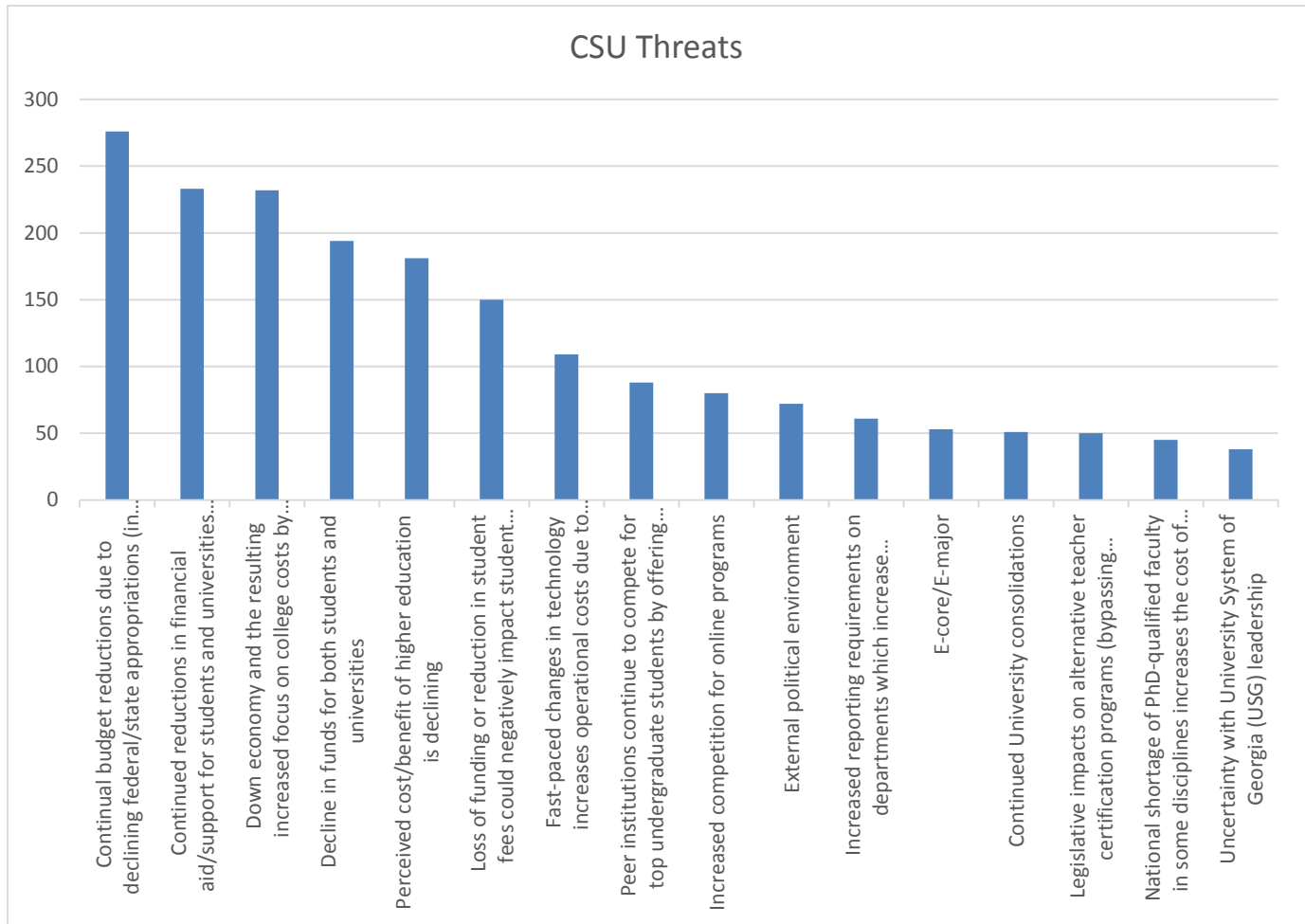
- **Add inter-professional education (IPE) opportunities** – Respondents didn't know what this meant
- **Opportunity to increase enrollment by adding more relationship-building activities for applicants** – Think there is an opportunity to increase enrollment but don't think it is by adding more relationship-building activities for applicants
- **Increase in the global demand for online/hybrid courses and programs** – Don't believe this is true
- **Ft. Benning population create opportunities for new programs/students in that area** – Ft. Benning is downsizing



**Additional Comments pertaining to CSU OPPORTUNITIES.**

Nothing of note, that has not already been discussed in the previous opportunities questions.

## CSU THREATS (Threats are items that are negative and external to CSU)

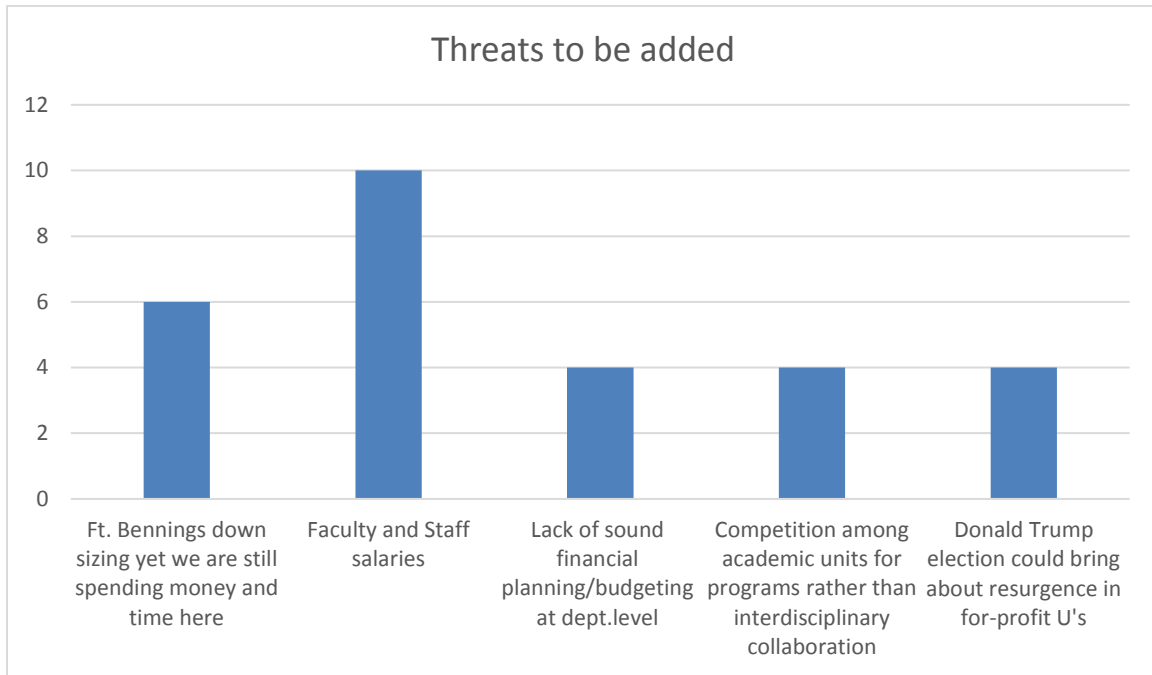


### Comments on the above threats:

- All of the items regarding funding should be combined
- All items regarding political environment, legislative impacts and USG leadership should be combined
- Increase competition for online programs – This is a just a “race to the bottom”



Please list any THREATS that you do not see in the above list but feel should added?



Other threats:

- Faculty/staff turnover due to burnout
- Faculty/staff not invested – just want a pay check (more comfortable with status quo, refusal by some to participate in anything)
- We don't have facilities/faculty to handle increased enrollment
- Campus safety
- Too focused on recruiting for diversity rather than for the best and brightest
- Increasing diversity in a community (campus and Columbus) that doesn't/can't support it
- Declining summer enrollment
- Government funding for student who can't afford college and/or are not academically prepared enough to be college students will go away and affect CSU dramatically
- We don't have football

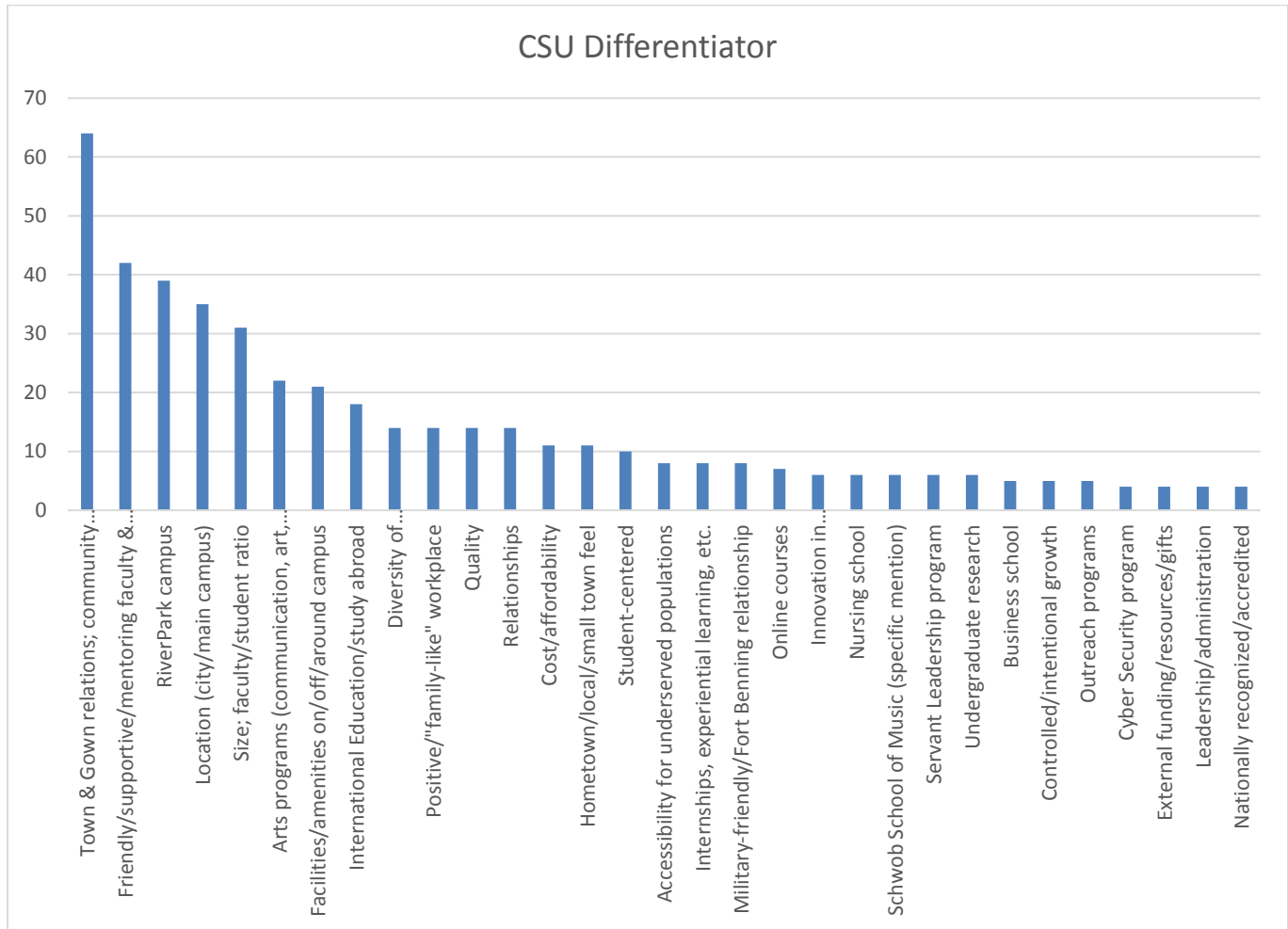
**Please list any THREATS that you believe should be removed from the above list and provide a brief explanation as to why the item should be removed from this list.**

- **Uncertainty with University System of Georgia (USG) leadership**
- **External political environment**
- **Continued University consolidation** – This would actually be a positive for CSU or this has slowed/is over
- **Peer institutions continue to compete for top undergraduates by offering Honors programs and scholarships**
  - Should remove the reference to Honors program

**Additional Comments pertaining to CSU THREATS.**

Nothing of note, that has not already been discussed in the previous threats questions.

**What is something that makes CSU special, the differentiator(s), the thing that makes us stand out or could make us stand out for other Universities?**



**Other items mentioned:**

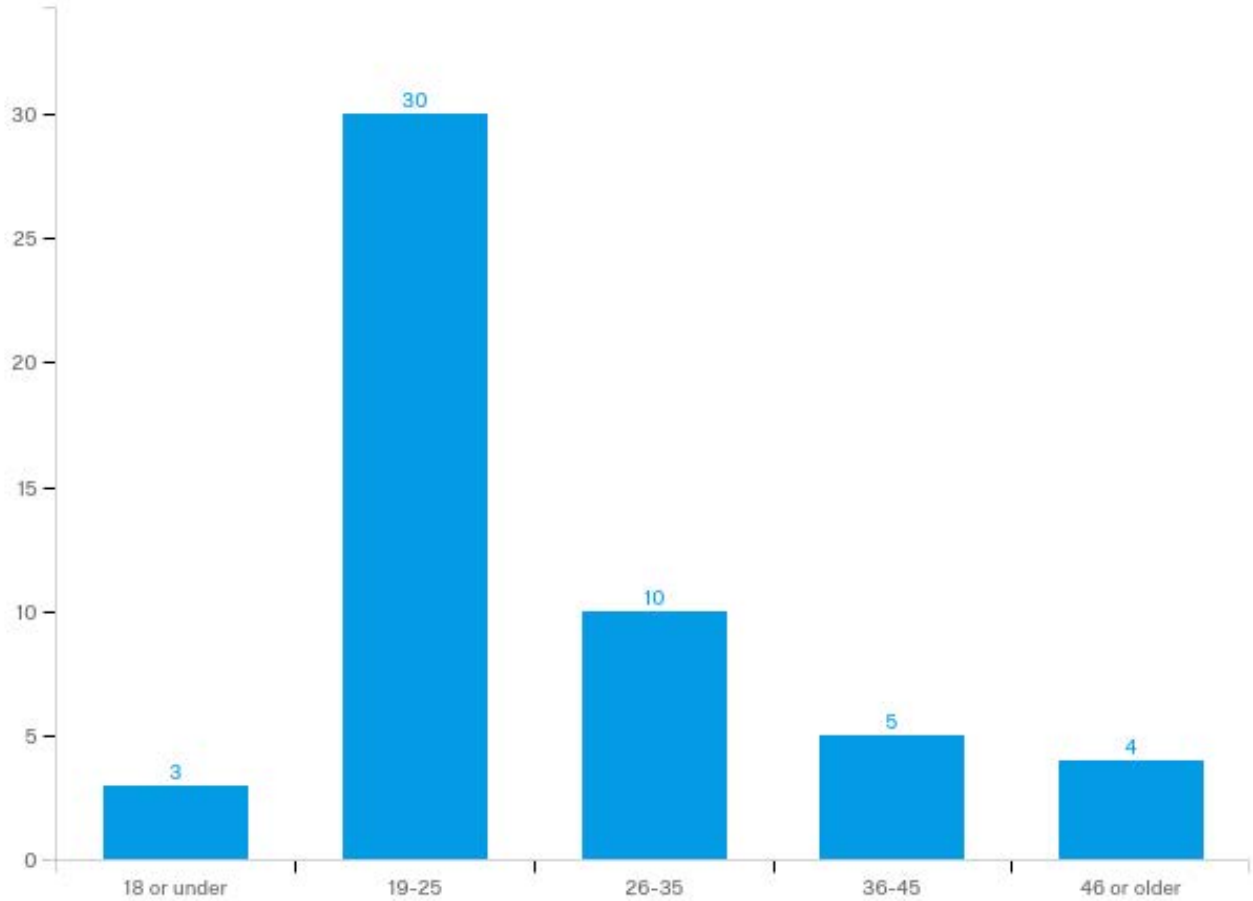
- GA Film Academy
- Graduate school/programs
- Honors Program/College
- Service learning
- Alumni achievement
- Archives
- Athletics
- Carson McCullers Center
- Coca-Cola Space Science Center
- College of Education/teacher preparation
- Holistic student - mind, body, spirit, in & out of classes
- Pasaquan



- Safety
  - Bo Bartlett Center
  - Butler Center
  - Continuing education
  - GA Repertory Theatre
  - Ivey Center
  - Leadership Institute
  - NPACE Center
  - Origin story
  - Oxbow Meadows
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**STUDENT ONLY QUESTIONS\***

**What is your age?**



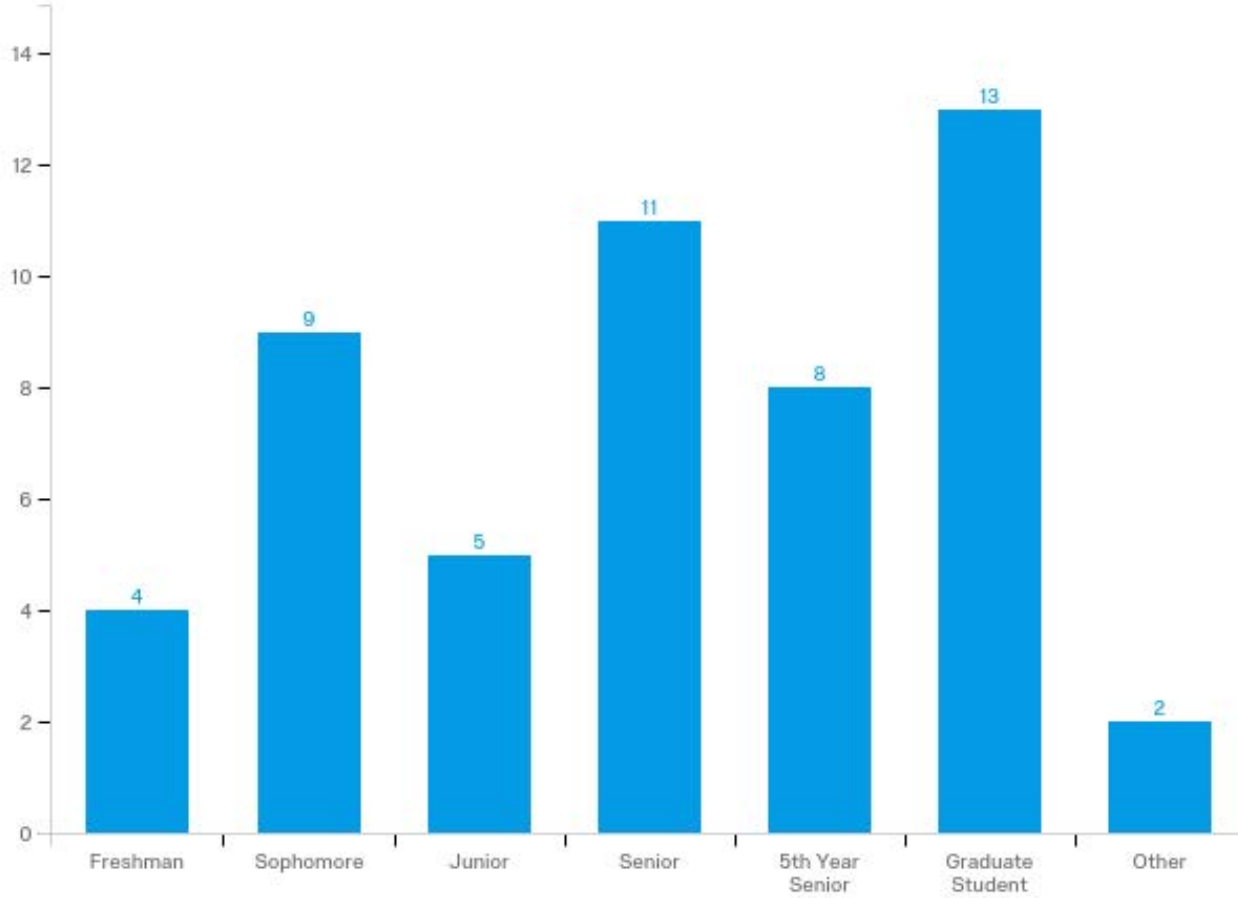
#	Answer	%	Count
1	18 or under	5.77%	3
2	19-25	57.69%	30
3	26-35	19.23%	10
4	36-45	9.62%	5
5	46 or older	7.69%	4
	Total	100%	52

*\*These questions were asked only on the online student participants. Students were not forced to answer these questions.*



STUDENT ONLY QUESTIONS

What year are you in school?



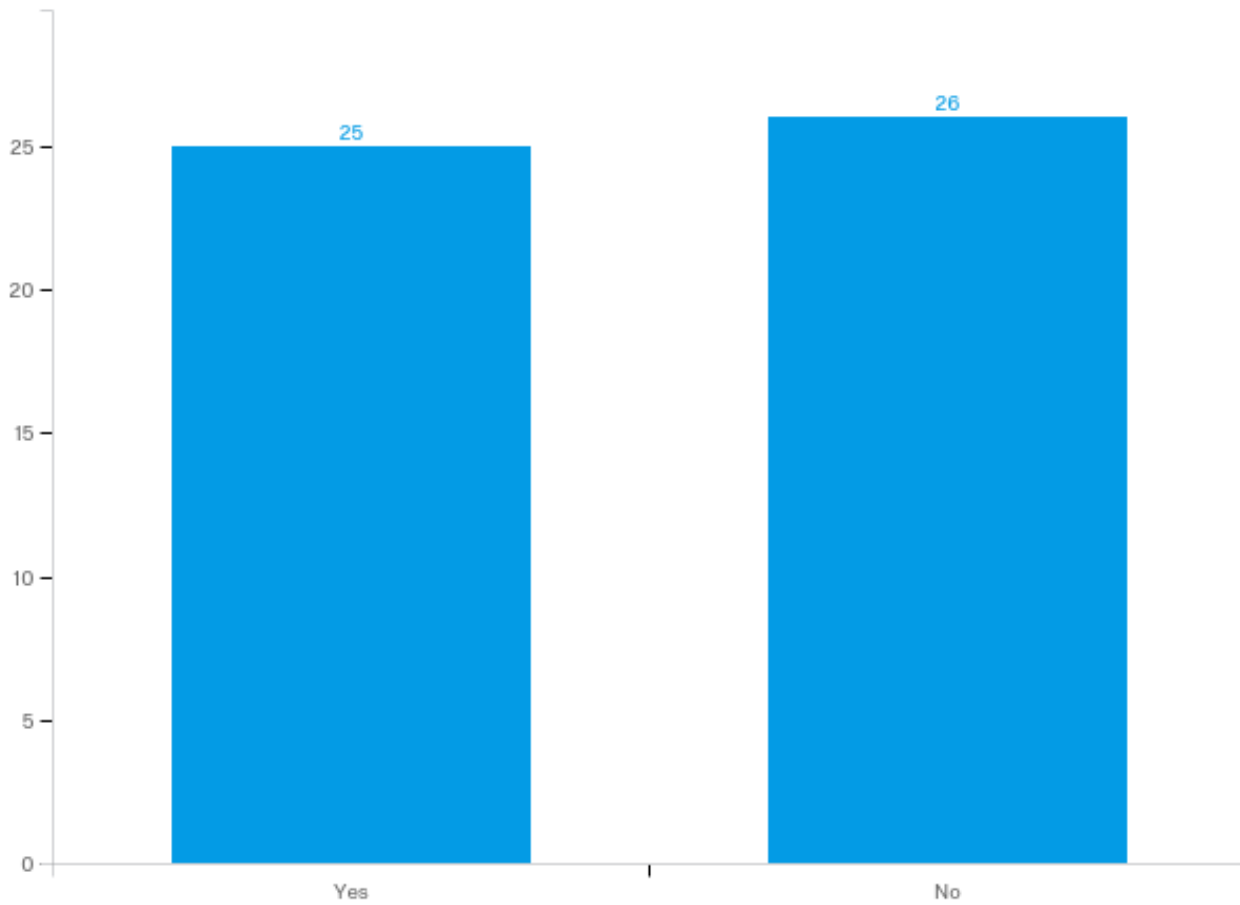
#	Answer	%	Count
1	Freshman	7.69%	4
2	Sophomore	17.31%	9
3	Junior	9.62%	5
4	Senior	21.15%	11
5	5th Year Senior	15.38%	8
6	Graduate Student	25.00%	13
7	Other	3.85%	2
	Total	100%	52

**STUDENT ONLY QUESTIONS**

You selected 'Other' for 'What year are you in school?' Please explain.

CSU Graduate/Alum

**Was CSU your first choice?**



#	Answer	%	Count
40	Yes	49.02%	25
41	No	50.98%	26
	Total	100%	51

## STUDENT ONLY QUESTIONS

### What about CSU made it your first choice?

Only choice out of high school that seemed reasonable. Left returned for ease of reentry

Degree program

Computer Science program and it was the closest college to home.

location and previous experiences with CSU

location and well known

CSU Archives

Close proximity

The emphasis on the amount of professors that had real life experience in their respective fields and the wonderful opportunities available for study abroad through the Center for International Education are the reasons CSU was my first choice.

Within close proximity of home.

Close to home, great ESS department

I completed my undergraduate degree here

A graduate assistant position and knowing the professors from receiving my undergraduate degree here.

Local

Proximity to my house, and it's the best choice for an accredited university in this area.

I did my undergraduate here and loved it. I like the online classes and the program is far better than others.

All of the scholarship, internship, and student assistantship opportunities

I went here for undergrad and fell in love with the institution. I applied to be a graduate assistant and started grad school here.

stayed home for college/ cost

I have loved the campus ever since my first visit with my father a couple of years ago. He is a student here who is about to graduate this December. I love that CSU is involved in the community and that it has a part of the campus located downtown.

You have a low cost, you are close to my house so I can stay home, you have the UTEACH program, and I like the campus.

Location Price Community involvement Education program

It was the closest university to my residence after retiring from the Army



## STUDENT ONLY QUESTIONS

### What college/university was your first choice? How did you end up at CSU?

I went to South Georgia Technical College Americus ga first. But if I would have known that Columbus state was to amazing I would have made it my first .

Valdosta State; I decided to stay home for a year of undergrad, but loved CSU. Now I am pursuing my master's here.

Auburn, but I have just recently returned to college after years of hiatus. CSU was more affordable, closer to work, and offered the Georgia Film Academy

softball

Valdosta State, Transfer

Auburn University. CSU was closer to home

Didn't have a first choice and I transferred

Auburn. I transferred from Auburn to be able to be in the UTeach program so I could get my Chemistry degree and teaching certification.

Ga Tech / MIT

A technical college in my town. I came to CSU because my boyfriend was here.

Georgia Southern Money, location of being near my family, getting accepted

Auburn University was my first choice. I live equidistant from both institutions, but affording out-of-state tuition at Auburn University was a challenge.

Albany State University. I stayed home because of my parents to attend CSU.

Georgia Tech, I stayed in Columbus to work for Aflac

As an English major, my first choice was UGA, as they have an outstanding English program. However, the international education program at CSU was a major draw. Specifically, I was interested in the Oxford Visiting Student Program. Thus, despite my acceptance to my first choice institution, I chose CSU in the hopes of participating in the year-long study abroad program at the University of Oxford, in England. Thankfully, I was awarded the Spencer Scholarship and allowed to attend the program my junior year, and this experience alone has made my choice to attend CSU worth it.

Louisiana Monroe university. Because of soccer.

I had originally applied to the University of West Georgia but did not get in due to their policy on homeschoolers. I'm very glad that I didn't, however. I feel CSU is a much better fit for me.

UGA was my first choice but I wasn't accepted, and all of the other places I was accepted to were too expensive. CSU was the most cost efficient option.

Auburn- Transferred to CSU after my freshman year

Auburn University; CSU was closer and cheaper in tuition.

Ga Tech / MIT



COLUMBUS STATE  
UNIVERSITY

GCSU. Attended GSW because I could not afford GCSU, intended to transfer to Western Carolina. Was also too expensive. Had been to Columbus on a rafting trip and liked the city, so decided to go to CSU. Great decision.

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Kennesaw State University; I received a scholarship for CSU

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Berry College for their competitive pre-law program I came to CSU because of finances and stayed because I fell in love with the opportunities here

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More affordable