

Consolidated Strategic Plan for Kennesaw State University 2015-2016

Goal 1

Transform two distinct educational institutions into one student-centered comprehensive university.

Objective 1:

Integrate programs, policies, and procedures to ensure a seamless consolidation.

Action Steps:

1. Follow up and implement recommendations of the Operational Working Groups as approved by the Consolidation Implementation Committee, the University President, the System Office, and the Regents.
2. Successfully achieve milestones of seamless operations at the effective date for administrative consolidation in January 2015, the implementation of the initial fiscal year budget for the consolidated institution in July 2015 (and the new federal financial aid year for 2015-16), and the first semester of consolidated registration and instruction for Fall Semester 2015.
3. Provide transparent and timely communication between and among the president, administration, faculty, staff, students, alumni, and the community in matters of consolidation.
4. Achieve the final Substantive Change approval from SACSCOC for accreditation compliance of the consolidated institution.

Objective 2:

Preserve and build upon the strengths and best practices of SPSU and KSU in advancing the operations and creating the culture of the consolidated university.

Action Steps:

1. Develop an appreciation for the traditions of each campus on both campuses.
2. Create programs and activities through which the students, faculties, staffs, alumni, and friends of both campuses can develop a shared sense of identity, values, and purpose.

Goal 2

Promote excellence and innovation in education through teaching, supervising, and mentoring students; research, creative activity, and scholarship; and professional service.

Objective 1:

Improve on-campus, off-campus, and online learning environments.

Action Steps:

1. Provide additional funds to academic departments and colleges earmarked to improve faculty teaching expertise.
2. Begin planning of new off-campus educational sites selected with input from off-campus advisory groups, after BOR approval.
3. Increase support and reassignment incentives for faculty involved in technology-enhanced education.
4. Increase the number and quality of online courses and degrees offered based on student demand and the changing environment.
5. Maintain or decrease student-faculty ratios and student-staff ratios.
6. Systematically engage with the community to identify needs for new academic programs and services.
7. Identify, implement, and reward best practice teaching strategies for student-centered learning.
8. Explore and adopt as appropriate evolving and innovative methods of educational delivery.

Objective 2:

Increase the number of faculty, administrators, and staff who are nationally and internationally recognized for their research, scholarship, creative activity, and professional service.

Action Steps:

1. Fund and hire at least two new chaired professorships in each degree-granting college.
2. Develop support programs for faculty to develop and submit proposals that will lead to external funding or other external support for their efforts.
3. Develop additional reward systems for recognizing exemplary professional service.
4. Support the scholarship of discovery, teaching, learning, integration, application, and engagement.
5. Increase support and reassignment incentives for faculty mentoring undergraduate and graduate students in research.

Objective 3:

Increase external funding generated for teaching, supervising, and mentoring; research, creative activity, and scholarship; and professional service.

Action Steps

1. Develop programs that help to increase the number of external grant and contract proposal submissions.

2. Work with off-campus advisory groups to identify new premium/customized programs and/or existing degree/certificate programs that support economic development.
3. Initiate or enhance at least three programs per year that support economic development.

Goal 3

Improve recruitment, retention, progression, and graduation rates (RRPG) in accord with Complete College Georgia by enhancing the quality, breadth, and relevance of academic programs so graduates are prepared for work and life.

Objective 1:

Strengthen KSU's data-centered approach to RRPG initiatives.

Action Steps:

1. Analyze RRPG factors that influence KSU's retention and graduation rates and benchmark them to comparators.
2. Initiate or enhance specific programs designed to improve RRPG based on the findings.

Objective 2:

Expand student participation in academic engagement activities.

Action Steps:

1. Increase the number of student peers (leaders, mentors, supplemental instructors, teaching assistants, etc.) serving each degree-granting department.
2. Create an Honors College, which includes discipline-specific honors programs and activities.
3. Increase the number of students competing for national-level scholarships.
4. Increase the percentage of students who at graduation are employed or pursuing additional education.

Objective 3:

Create and implement strategies to improve RRPG rates.

Action Steps:

1. Create a comprehensive and seamless advising program to include mentoring and tutoring as needed.
2. Implement an early intervention plan within each degree-granting department to advise students.
3. Increase support and reassignment incentives for faculty participating in intervention programs for at-risk students.
4. Increase financial aid available to students, and promote financial aid opportunities to all students.
5. Increase participation in career, counseling, leadership, and residence life programming and services.
6. Make instruction on the value of class attendance, time management, ethics, interpersonal skills, and academic performance available to all KSU students.
7. Provide coordinated administration of opportunities for students to participate in internships and co-ops.
8. Create a faculty-led university council to provide input and advice regarding RRPG initiatives.
9. Encourage instructional methodologies that actively and effectively engage students.

10. Increase the number of enrolled students who have a high school GPA of at least 3.5.

Objective 4:

Expand educational opportunities via articulation agreements.

Action Steps:

1. Maintain and periodically assess existing agreements with regard to benefit and applicability.
2. Identify and implement effective new articulation agreements .

Goal 4

Increase engagement and prominence in the local community, Georgia, the nation, and the world.

Objective 1:

Develop and implement a framework that creates synergies among community engagement initiatives.

Action Steps:

1. Create an infrastructure and budget to coordinate, leverage, promote, market, and measure community engagement to raise awareness and visibility.
2. Increase the number of students, faculty, staff, and administrators participating in community engagement activities.
3. Increase the number of KSU and SPSU alumni actively participating in KSU and Alumni Association activities.

Objective 2:

Raise the profile of KSU's academic programs, research, scholarship, and creative activity.

Action Steps:

1. Incorporate external reviewers from peer institutions in promotion and tenure processes.
2. Increase faculty and staff membership and leadership in national and global associations.
3. Obtain accreditation in all programs for which an appropriate accrediting body exists.
4. Increase faculty engagement in research, scholarship, and creative activity.

Objective 3:

Identify and nurture existing programs and areas of excellence that have achieved or have potential to achieve national or international prominence.

Action Steps:

1. Provide additional funding to nationally recognized programs and areas.
2. Target and promote two programs and/or areas per year for national or international prominence.

Objective 4:

Recognize and reward engagement in KSU's local, state, national, and international communities.

Action Steps:

1. Create Foundation Community Engagement awards and incentives for faculty, staff, students, alumni, and partners.
2. Create one faculty, one staff, and one student community engagement fellow in each degree-granting college.

Goal 5

Foster a welcoming, diverse, and inclusive environment while enhancing the collegiate experience and sense of community within the university.

Objective 1:

Promote a culture of consistent, high-quality service.

Action Steps:

1. Conduct a biennial customer service satisfaction assessment of all members of the KSU community.
2. Institute a comprehensive customer service training program based on the assessment.

Objective 2:

Enhance the co-curricular and extra-curricular experience for students.

Action Steps:

1. Increase the involvement of students in co-curricular and campus life programs.
2. Provide engagement, leadership, and learning opportunities in co-curricular and campus life programs.
3. Begin an intercollegiate football program and additional women's intercollegiate athletic programs.

Objective 3:

Promote an institutional culture of diversity, inclusion, and sensitivity.

Action Steps:

1. Collect baseline data on the intercultural competence of students, faculty, and staff that will lead to improvements in diversity, inclusion, and sensitivity on campus.
2. Develop initiatives to increase participation in diversity and inclusion programs for faculty, staff, administrators, and students.
3. Integrate broadly defined diversity and inclusion curricula into the academic core.
4. Ensure that each academic and operational department has an effective plan for recruiting and retaining diverse populations.

Objective 4:

Enhance the work experience and the job environment for all KSU employees.

Action Steps:

1. Provide campus-based child care option for employees and students.
2. Institute recruitment, retention, and training programs supporting advancement opportunities for all.
3. Pursue compensation levels competitive with academic and/or private sector peers, as appropriate.
4. Provide professional opportunities that reward high performance.
5. Expand options and policies to support the educational goals of employees.

Objective 5:

Expand opportunities for the community to engage with the university.

Action Steps:

1. Communicate outreach opportunities that are offered by the university community.
2. Develop and maintain off-campus partnerships such as service learning, consulting, and similar activities.
3. Develop and implement a comprehensive communication and marketing plan.

Goal 6

Expand resources and improve operational efficiency and effectiveness.

Objective 1:

Ensure that facilities and infrastructure keep pace with growth and evolving sustainability standards.

Action Steps:

1. Increase the square footage available per full-time equivalent student (FTE) to the average level of square footage per FTE at comprehensive universities in the University System of Georgia.
2. Ensure, whenever possible, that all new building projects are built to “Green Building Standards” so that they are LEED and/or PEACH certifiable.
3. Develop a master modernization plan and complete modernization in at least two buildings per year.
4. Maximize classroom, laboratory, and other instructional site utilization rates based on University System criteria.
5. Assess the environmental impact of existing sustainability initiatives and create policies that reflect best practices.

Objective 2:

Improve business processes, organizational structure, and staffing.

Action Steps:

1. Review business processes for at least two organizational units per year to assure internal controls, guarantee accountability, identify inefficiency, and reduce redundancy.
2. Examine the adequacy of staff levels to ensure that university needs are met.

Objective 3:

Increase revenue and support to the university from appropriate sources.

Action Steps:

1. Increase the level of state funding per full-time equivalent student (FTE) to the average level of state funding per FTE at comprehensive universities in the University System of Georgia.
2. Initiate the steps to prepare for launching a comprehensive capital campaign.
3. Initiate fundraising programs that increase the combined contribution rate for faculty, staff, and administrators to 40 percent or more, and for alumni to 5 percent or more.
4. Increase amount of funding received through grants and contracts.