Clayton State Strategic Planning

Faculty Senate Meeting

Agenda

- Activity Update

- Planning Background

- Strategic Plan Elements

- Next Steps

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Activity Update

Activity Update

- University-wide Townhall, December 14, 2023 - 130+ attendees

- Leadership Retreat, January 5, 2024

  - Included Divisional Cabinet, Academic Deans, and Huron

  - Held at the Emory Conference Center

- Co-Chair Meeting with President Lewis, February 2nd

- Executive Committee Meeting, February 2nd

- Co-Chair Meeting with Huron, February 9th

- Steering Committee Meeting, February 16th

- Clayton County Comprehensive Plan Meeting, February 19th

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Planning

Background

Clayton State Strategic Planning Leadership

Executive Council	Steering Committee (25)			
Antoinette France-Harris (Co-Chair) *College of Arts & Sciences*	**Akwai Agoons** *Budget and Finance*	**Sheila Arkwright** *Auxiliary Services (Staff Council)*	**Dr. Eric Bridges** *College of Arts & Sciences (Faculty Senate)*	**Rodney Byrd** *Human Resources*
James Pete (Co-Chair) *Information Technology*	**Becky Gmeiner** *Registrar*	**Mia Collier** *Instructional Sites*	**Dr. Deborah Deckner-Davis** *College of Arts & Sciences*	**Dr. Sonya Gaither** *Library*
Dr. Carol Moore *Interim Provost and Vice President of Academic Affairs*	**Chief Mike Keener** *Public Safety*	**Jonathon Goodson** *ITS*	**Norman Grizzell** *Auxiliary Services*	**Asia Hauter** *Advancement/Marketing & Communications*
Dr. Dwayne Hooks *College of Health*	**Bridgette McDonald** *Student Affairs - Career Services*	**Dr. Elliot Krop** *College of Information & Mathematical Sciences*	**Katie Lehman** *Spivey Hall*	**Justin Mays** *Center for Excellence in Teaching and Learning*
Dr. Joshua Meddaugh *Department of Social Sciences*	**Lazarus Thompson** *SGA President*	**Helen McSwain** *Board of Trustees*	**Dr. Keith Miller** *College of Business*	**Jermaine Rolle** *Athletics Director*
Dr. Ashlee Spearman *Enrollment, Marketing, & Student Success*	**Dr. Christine Smith** *Student Affairs - Counseling & Psychological Services*	**Dr. Allen Ward** *Student Affairs*	**Darren Thomas** *Facilities*	
	Dr. J. Celeste Walley-Jean *School of Graduate Studies*	**Dr. Comfort Obi** *College of Health*		

Strategic Planning Update

Clayton State University is engaged in a five-phased strategic planning process.

Jun. 2023	Jun. – Oct. 2023	Oct. – Nov. 2023	Nov. 2023 – Jan. 2024	Feb. – Mar. 2024
0. Pre-Planning	**1. Build a Shared Understanding**	**2. Prioritize Strategic Options**	**3. Draft Strategic Plan**	**4. Finalize Plan and Prepare for Execution**

Key Activities

▪ Align on desired outcomes ▪ Surface key themes to be addressed ▪ Charge Steering Committee of faculty and staff	▪ Strengthen our current state understanding ▪ Conduct market scan and benchmarking ▪ Engage community members through focus groups and survey	▪ Develop strategic options and prioritization framework ▪ Prioritize strategic options	▪ Synthesize inputs to create a strategic plan outline ▪ Draft the strategic plan ▪ Socialize and refine the draft strategic plan	▪ Finalize the strategic plan ▪ Develop implementation resources

Community Engagement Update

Steering Committee Focus Groups
June 2023

- 22 Steering Committee Members
- Sessions discussed the strengths, challenges, and opportunities present at Clayton State.

Faculty & Staff Workshops
September 2023

- 45 Faculty and Staff
- Workshops provided space for the discussion of institutional strengths and differentiators, opportunities for growth, and external threats and internal barriers present.

External Stakeholder Interviews
Sept.-Oct. 2023

- ~10 External Stakeholders engaged by President Lewis and the Huron team
- Targeted discussions about the current perception of Clayton State within the community and opportunities for growth.

Board of Trustees Focus Group
October 2023

- 20 Trustees
- Conversation to gather information on important areas of focus, perception, and actions to strengthen community and corporate partner ties.

External Survey
October 2023

- 85 Alumni and External Community Member Responses
- Survey to gather information on perception of the mission and values, as well as opportunities for the future.

Student Focus Groups
September 2023

- 65+ Students, including students from PARA 1101, CSU 1000, and student org. leaders
- Sessions presented the opportunity for students to describe the current state of Clayton State and hopes for its future.

Alumni Focus Group
September 2023

- 8 Alumni
- Conversation identified strengths, opportunities, and challenges and/or threats perceived by alumni of Clayton State.

Internal Survey
October 2023

- 116 Students, Faculty, Staff, & Administrator Responses
- Targeted survey to gather information on perception of the mission and values, as well as opportunities for the future.
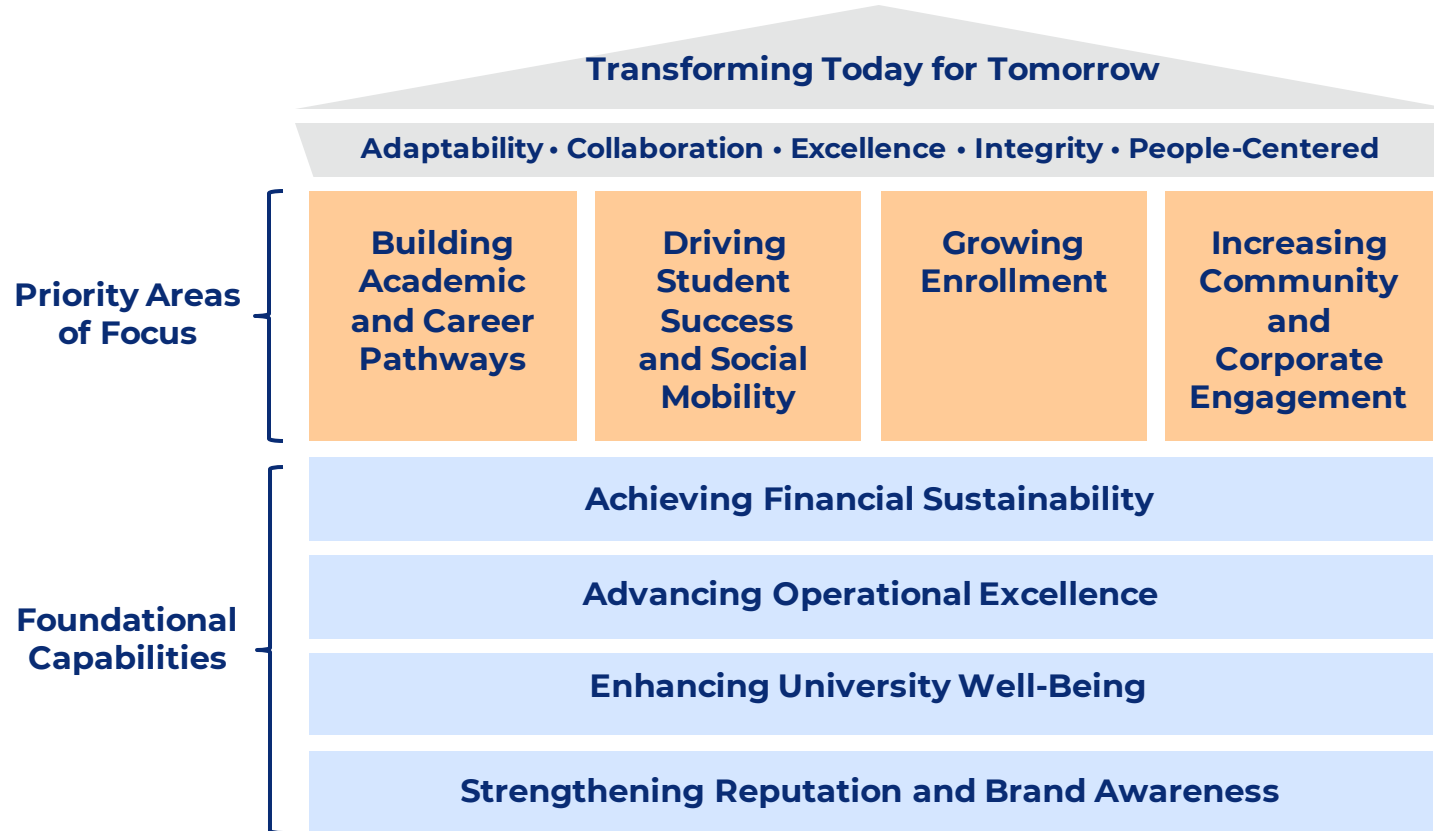
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Strategic Plan
Elements

2024-2027 Strategic Plan

Transforming Today for Tomorrow

Adaptability • Collaboration • Excellence • Integrity • People-Centered

Priority Areas of Focus

Building Academic and Career Pathways	Driving Student Success and Social Mobility	Growing Enrollment	Increasing Community and Corporate Engagement

Foundational Capabilities

Achieving Financial Sustainability

Advancing Operational Excellence

Enhancing University Well-Being

Strengthening Reputation and Brand Awareness

Mission Statement

A mission statement says...
This is our broad and enduring purpose.

A mission statement...
Establishes the foundational, high-level, long-term commitments of the institution that everyone in the community is working to fulfill.

Mission Statement

Our mission is social mobility. We transform lives through teaching, scholarship, and service.

*** Pending Board of Regents Approval ***

Vision Statement

A vision statement says...
These are our priority aspirations to be realized within a defined and limited period of time.

A vision statement...
Sets the agenda for the next several years that will guide the allocation of resources and assessment of institutional impact.

Vision Statement

We will have a positive impact on the State of Georgia and beyond by serving students and our community through broadening access to high-quality education and advancing workforce development.

Core Values

Core Values say...
These are the norms, behaviors, and commitments that guide our actions.

Core Values...
Set the behavioral standards to which the community will be held accountable.

Core Values

- **Adaptability:** We are agile and responsive in the face of change.

- **Collaboration:** We leverage our diverse knowledge and skillsets to achieve institutional goals.

- **Excellence:** We give our best effort and seek continuous improvement in all our initiatives.

- **Integrity:** We promote ethical behavior, taking responsibility for our attitudes, actions, and results.

- **People-Centered:** We value and invest in our students, faculty, staff, and community.

Foundational Capabilities

Foundational Capabilities say...
These are the assets and capabilities that we possess or need to establish or augment in order to successfully execute our strategic plan.

Foundational Capabilities...
Identify the critical skillsets, resources, technology, and other assets that will be necessary to realize the vision.

Foundational Capabilities

- Achieving Financial Sustainability

- Advancing Operational Excellence

- Enhancing University Well-Being

- Strengthening Reputation and Brand Awareness

Achieving Financial Sustainability

Achieving Financial Sustainability: Promoting long-term financial health through revenue diversification, responsible stewardship of resources, and optimized management of University assets.

Signature Initiatives

- **Identify opportunities for revenue diversification** including increasing fundraising from individuals, corporations, and foundations, as well as seeking grants and contracts to support funding institutional priorities

- **Promote responsible stewardship of University resources** through appropriate expenditure management and the ongoing reallocation of resources to our highest priorities

- **Unlock the potential of under-utilized assets** where the University has considerable capital investment to advance strategic priorities

Success Metrics
- Total Revenues Year-over-year
- Operating Expenditures per FTE*
- Amount of Private Funds*
- Corporate and Foundation Giving
- Number of Successful Grants and Contracts

University System of Georgia FY24-29 strategic plan metrics

Advancing Operational Excellence

Advancing Operational Excellence: increasing effectiveness in processes to provide excellent faculty, staff, and student-centered service across the institution.

Signature Initiatives

- **Complete a process and policy review** to identify barriers and increase process efficiencies both within and across units

- **Establish service level agreements** for operating units to improve customer service

- **Promote a data-driven culture** through creation of standards for collection, management, reporting, and utilization of data

- **Reimagine traditional ways of working** and serving students by increasing campus communications, cross-training staff, and focusing on stakeholder outcomes

Success Metrics

- Time-to-Response and Time-to-Solution
- Service Level Attainment
- Number of Business Processes Improved
- Number of Business Processes Digitized
- Number of Policies Contained within the Policy Library
- Number of Report Requests Fulfilled
- Number of Employee Logins to a Data Insight Tool or Dashboard
- Number of Community-Developed Reports

University System of Georgia FY24-29 strategic plan metrics

Enhancing University Well-Being

Enhancing University Well-Being: Ensuring high levels of morale and engagement among faculty, staff, and students through campus activities, professional development, and support services.

Signature Initiatives

- **Cultivate faculty and staff growth** through enhanced professional development and training opportunities, mentorship, and career planning

- **Foster a supportive and inclusive environment** through mental and physical health programming and support

- **Promote campus vibrancy and engagement** through expanded and improved University events and communications

Success Metrics
- Employee Turnover Rate
- Faculty, Staff, and Student Satisfaction and Belonging
- Faculty and Staff Participation in Professional Development

University System of Georgia FY24-29 strategic plan metrics

Strengthening Reputation and Awareness

Strengthening Reputation and Brand Awareness: creating clear and compelling messages about the value proposition of a Clayton State University education and amplifying those messages to targeted audiences.

Signature Initiatives

- **Create a communications strategy and calendar** to increase the responsiveness and timeliness of University communications

- **Empower Enrollment Management** to own the design and delivery of targeted marketing campaigns to prospective students

- **Promote a unified and consistent Clayton State University message** across all University, department, and unit communications

- **Strengthen the central communications team** with responsibility for creation and management of brand templates, tools, and messages

Success Metrics

- Total Enrollment Year-over-Year
- Number of Website Visitors
- Email Open Rates
- Number of Social Media Followers

University System of Georgia FY24-29 strategic plan metrics

Priority Areas of Focus

Priority Areas of Focus say...
These are most important areas of action for our institution to realize its vision within a defined and limited period of time.

Priority Areas of Focus...
Establish the broad areas of action that will be resourced to advance the achievement of the institution's vision.

Priority Areas of Focus

- Building Academic and Career Pathways

- Driving Student Success and Social Mobility

- Growing Enrollment

- Increasing Community and Corporate Engagement

Building Academic and Career Pathways

Building Academic and Career Pathways: promoting academic excellence through high-quality educational experiences and the creation of flexible degree pathways linked to workforce needs.

Signature Initiatives

- **Design flexible degree pathways that promote student progression and graduation** by strengthening academic advising, increasing mentoring, and leveraging technology

- **Evaluate and refresh the curriculum more frequently** to increase student engagement and alignment with market demands

- **Expand course and program delivery modalities** to increase flexibility and access for students

- **Launch and grow new degree and non-degree programs** that address workforce trends

Success Metrics

- Time to Degree*
- Degrees Awarded in Key Employment Sectors*
- Experiential Learning Participation*
- Career and Graduate School Outcomes
- Course and Licensure Exam Pass Rates

University System of Georgia FY24-29 strategic plan metrics

Driving Student Success and Social Mobility

Driving Student Success and Social Mobility: increasing student retention and success at Clayton State University and after graduation through student support services, proactive outreach, and institutional data gathering.

Signature Initiatives

- **Design and measure comprehensive student services** with a tiered advising and case management support model to build student capacity to persist and graduate

- **Expand alumni network and services** including mentoring and continuing education programs

- **Leverage institutional data and predictive modeling** to drive student success and retention

Success Metrics

- Retention Rates*
- Graduation Rates*
- Graduation Rates of Pell-Awarded Students and First-Gen Students**
- Number of Degrees Awarded*
- Career and Graduate School Outcomes
- Median Earnings**
- Lifetime Earnings Premium**
- Social Mobility Index

*University System of Georgia FY24-29 strategic plan metrics
**USNWR Social Mobility rankings

Growing Enrollment

Growing Enrollment: attracting undergraduate and graduate students to Clayton State University through targeted recruitment marketing, financial aid optimization, and the evaluation of program infrastructure.

Signature Initiatives

- **Evaluate graduate program infrastructure** to facilitate enrollment growth in high demand areas

- **Execute targeted recruitment plan** for key audiences including dual-enrollment, adult, and underrepresented populations

- **Finalize and execute Strategic Enrollment Management Plan**

- **Optimize and leverage scholarships and financial aid** to maximize enrollment and student success outcomes

Success Metrics

- Total Enrollment Year-over-year
- Enrollment of Georgians*
- Number of Undergraduate and Graduate applications
- Admissions Yield
- Conversion Rate of Dual Enrollment Students
- Cost of Attendance**
- Average Loan Borrowing**

*University System of Georgia FY24-29 strategic plan metrics
**USNWR Social Mobility rankings

Increasing Comm. and Corp. Engagement

Increasing Community and Corporate Engagement: increasing impact on the State of Georgia and beyond through reciprocal partnerships, faculty scholarship, and economic development.

Signature Initiatives

- **Advance faculty scholarship and research through established partnership parameters** for community and corporate partnerships

- **Establish a central office to track, coordinate, and expand University partnerships** with government, corporations, foundations, and community organizations

- **Launch a President's Roundtable series** convening community and corporate leaders to engage in diverse topics

- **Promote community engagement and economic development** through programs that leverage the knowledge and skillsets of faculty, staff, and students to solve real-world problems

Success Metrics

- Number of Community Engaged Teaching, Learning, and Research Activities*
- Number of Community Service Hours and Projects Completed*
- Number of Individuals Served
- Number of New and Existing Community Partnerships
- Number of New and Existing Corporate Partnerships

Carnegie Community Engagement Classification metrics

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Next Steps

Next Steps

- Co-Chair Meeting with President Lewis – Monday, Feb. 26th, 2PM

- Strategic Plan Brochure – design in progress; to be completed in March

- Strategic Plan Implementation Team Meeting with Huron – Friday, March 15th, 11 AM, ITS Conference Room

- Steering Committee Thank You Luncheon, Friday, March 15th, 12 PM, Harry S. Downs, Room 101

- Clayton County Comprehensive Plan Onsite Meeting, Monday, March 18th

- Upcoming Presentation: Staff Council – March 28th

- Strategic Plan Launch Event, Thursday, April 11th, 11 AM, Spivey Hall