TO BE RECOGNIZED AS A DYNAMIC ACADEMIC COMMUNITY WHERE TEACHING AND RESEARCH COMBINE TO PRODUCE LEADERS AND CREATE SOLUTIONS TO CONQUER THE CHALLENGES OF THE 21ST CENTURY

“Greatness is not where we stand, but in the direction we are moving.”

-Oliver Wendell Holmes

2015 Strategic Plan Update
Georgia State University

- 32,500 (53,927) students (38% White, 38% African American, 13% Asian, 9% Hispanic)
- 89% of undergraduates receive need-based financial aid
ENROLLMENT TRENDS
Major Budget Components

STATE APPRO Tuition Gifts, Grants, Contracts


Tuition

Gifts, Grants, Contracts

STATE APPRO
GOAL 1 Become a national model for undergraduate education by demonstrating that students from all backgrounds can achieve academic and career success at high rates

GOAL 1 Benchmark

Graduation Rate Goals

- 52% by FY16 ✓
- 60% by FY21
- With no decline in student diversity
Undergraduate Graduation Rates

ALL STUDENTS

54%
GOAL 1: **Initiative 1** - Increase the level of scholarship support for undergraduate students

- Double the level of institutional support for merit- and need-based scholarship funding. ✓
  
  FY11 $1,815,906      FY14 $10,642,831 (76% Merit)      Campaign focus

- Expand our unique retention programs, such as Keep Hope Alive. ✓  
  Keep Hope Alive, Course Redesign, Supplemental Instruction, Graduation Incentive Grant Program, Summer Success Academy, Revised Freshman Learning Communities, Panther Retention Grants, etc.

- Establish an Office of Fellowships and Scholarships ✓
  AY14: 3070 Visits, 6000 Applicants for University-Wide Scholarships
GOAL 1: Initiative 2
Establish a Student Success Center

Establish a Student Success Center offering a complete range of student academic support programs.

Establish a Teaching Academy within Center for Teaching and Learning. Reorganized: Center for Instructional Innovation, developed faculty digital champions to experiment with new online formats (Online Courses AY08: 246  AY14: 657)

Establish a New Advisement Program that will track each student’s academic progress and create mandatory points of advisement. ✓ Lower student/advisor ratio to national average: 300/1. 62 advisors, Web-Based Advising System, 44,651 visits last 12 months
### Advising Results: Increased Retention

**Increased Average First Term Retention**

*Fall to Spring Retention*

<table>
<thead>
<tr>
<th>Year</th>
<th>Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2010</td>
<td>83.4%</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>84.6%</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>87.9%</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>89.0%</td>
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</table>
GOAL 1: Initiative 3 Implement Undergraduate Signature Experiences

- Undergraduate Signature Experience Committee: Report and Recommendations Completed, Implementation started
- Designations for Courses: Research Fellows, Cities Fellows, Professional Fellows, International Fellows
- Sr. Faculty Associate hired to coordinate
- Co-Op Program Started in Select Majors
- Women Lead Pilot Program
GOAL 1: Initiative 4  Establish Honors College  

Honors Students

GOAL 2

Significantly strengthen and grow the base of distinctive graduate and professional programs that assure development of the next generation of researchers and societal leaders.

GOAL 2 Benchmark

GSU will achieve significant enhancement to graduate programs as measured by nationally recognized reputational surveys by the end of 2016.

30% of student body in graduate programs.
**PhD 7 Year Graduation Rates (5 Cohorts)**

- **FA 2003**: Total in Cohort = 226, 48% Graduation Rate
- **FA 2004**: Total in Cohort = 228, 49% Graduation Rate
- **FA 2005**: Total in Cohort = 279, 48% Graduation Rate
- **FA 2006**: Total in Cohort = 241, 55% Graduation Rate
- **FA 2007**: Total in Cohort = 246, 49% Graduation Rate

**Doctor Of Philosophy (PHD)**

**Graduation Rate in Percentage**

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduates</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>109</td>
<td>48%</td>
</tr>
<tr>
<td>2004</td>
<td>112</td>
<td>49%</td>
</tr>
<tr>
<td>2005</td>
<td>135</td>
<td>48%</td>
</tr>
<tr>
<td>2006</td>
<td>133</td>
<td>55%</td>
</tr>
<tr>
<td>2007</td>
<td>120</td>
<td>49%</td>
</tr>
</tbody>
</table>

**MS 2 & 4 Year Graduation Rates (5 Cohorts)**

- **FA 2006**: Total in Cohort = 280, 47% Graduation Rate (2 Yr), 72% Graduation Rate (4 Yr)
- **FA 2007**: Total in Cohort = 354, 46% Graduation Rate (2 Yr), 75% Graduation Rate (4 Yr)
- **FA 2008**: Total in Cohort = 320, 52% Graduation Rate (2 Yr), 78% Graduation Rate (4 Yr)
- **FA 2009**: Total in Cohort = 398, 52% Graduation Rate (2 Yr), 80% Graduation Rate (4 Yr)
- **FA 2010**: Total in Cohort = 365, 55% Graduation Rate (2 Yr), 81% Graduation Rate (4 Yr)

**Master of Science - 2 Yr**

- **FA 2006**: 132 Graduates, 47% Graduation Rate
- **FA 2007**: 161 Graduates, 46% Graduation Rate
- **FA 2008**: 167 Graduates, 52% Graduation Rate
- **FA 2009**: 206 Graduates, 52% Graduation Rate
- **FA 2010**: 202 Graduates, 55% Graduation Rate

**Master of Science - 4 Yr**

- **FA 2006**: 202 Graduates, 72% Graduation Rate
- **FA 2007**: 264 Graduates, 75% Graduation Rate
- **FA 2008**: 248 Graduates, 78% Graduation Rate
- **FA 2009**: 319 Graduates, 80% Graduation Rate
- **FA 2010**: 296 Graduates, 81% Graduation Rate

**MA 2 & 4 Year Graduation Rates (5 Cohorts)**

- **FA 2006**: Total in Cohort = 183, 28% Graduation Rate (2 Yr), 60% Graduation Rate (4 Yr)
- **FA 2007**: Total in Cohort = 153, 31% Graduation Rate (2 Yr), 61% Graduation Rate (4 Yr)
- **FA 2008**: Total in Cohort = 164, 35% Graduation Rate (2 Yr), 62% Graduation Rate (4 Yr)
- **FA 2009**: Total in Cohort = 219, 31% Graduation Rate (2 Yr), 68% Graduation Rate (4 Yr)
- **FA 2010**: Total in Cohort = 195, 38% Graduation Rate (2 Yr), 76% Graduation Rate (4 Yr)

**Master of Arts - 2 Yr**

- **FA 2006**: 51 Graduates, 28% Graduation Rate
- **FA 2007**: 47 Graduates, 31% Graduation Rate
- **FA 2008**: 57 Graduates, 35% Graduation Rate
- **FA 2009**: 68 Graduates, 31% Graduation Rate
- **FA 2010**: 74 Graduates, 38% Graduation Rate

**Master of Arts - 4 Yr**

- **FA 2006**: 110 Graduates, 60% Graduation Rate
- **FA 2007**: 94 Graduates, 61% Graduation Rate
- **FA 2008**: 101 Graduates, 62% Graduation Rate
- **FA 2009**: 148 Graduates, 68% Graduation Rate
- **FA 2010**: 149 Graduates, 76% Graduation Rate
Goal 2: **Initiative 1** Expand Support for Graduate Programs

- Increase resources for selected existing and potential areas of strength.
- Senate ad hoc committee on needs, coordination, organization/administration of graduate studies. Grad Admission Plans developed. New Assoc. Provost for Graduate Studies.
- Increase size of faculty in select programs and number of Ph.D. assistantships in select programs. *(See 2CI faculty below)*
- Increase number of minority students holding graduate degrees. ✓
  - Masters:  
    - AY10: 421 (21.5%) AY14: 751 (37.1%)
  - Doctorate:  
    - AY10: 21 (9.9%) AY14: 59 (23.9%)
- Increase the level and number of scholarship and assistantship funds awarded to students to nationally competitive rates.
  - 104 $22K University Fellow Funded; Senate Committee Report on GRA benchmarks
GOAL 2 Initiative 2 Leverage our national reputation in professional programs for the development of societal leaders

• Increase interdisciplinary and professional graduate degree programs. Global Hospitality (M.S.), Education (Ed.D.), Masters & Doctorate in Public Health, Neuroethics (Ph.D.), Doctor of Nursing Practice

• Create courses designed to provide leadership and professional skills. New Women Lead Program

• Create a university-level facility that will serve as a central location for executive education. Buckhead Center

• Develop noncredit executive education programs for current leaders.
GOAL 2  Develop Distinctive Instructional/Curriculum & Experiential Learning Programs.

- University-level Bachelor of Interdisciplinary Studies - Health IT
- Entrepreneurship Program (and minor)
- CO-OP Program
GOAL 3 Become a leading public research university addressing the most challenging issues of the 21st century.

GOAL 3 Benchmark

**Numeric Goal:** “GSU will be recognized as one of the top research universities in the country by the end of FY 2016 as measured by the Top American Research Universities Annual Report”

**Federal Funding:** Goal of at least $60 million by 2016
Total External Funding

$58,400,000 Federal Funds (71.3%)
GOAL 3: Initiative 1 - Enhance the Research Culture

- Increase number of endowed professorships, Regent’s Professorships, and Eminent Scholars as well as create research-designated professorships.


- Increase resources for selected existing and potential areas of strength. IBMS, CMII, and see 2CI program below
GOAL 3 Increase resources for selected existing and potential areas of strength.

- Develop Distinguished Visiting Scholar Program✓ (4 to date)
- Second Century Initiative (in progress, 43/88 hired, 32 in progress)
  - Y1 – 23 positions (7 clusters, 19 hired, 2 cancelled, 2 in progress, 2 left)
  - Y2 – 25 positions (8 clusters, 19 hired, 4 cancelled, 2 in progress)
  - Y3 - 19 positions (6 clusters, 4 hired, 7 cancelled, 8 in progress)
  - Y4 - 8 positions (2 clusters, 1 hired, 7 in progress)
  - Y5 - 13 positions (4 clusters, 13 in progress)
  Special hires (C3i/IBMS, GSI, CMII, CTR, etc.: 8 hired, 13 in progress)
  Total: 51 new hires/45 in progress

Approval for new research lab building
GOAL 3: Initiative 2 - Establish University-Level Research Centers ✓

Establish a two-tier system of University-level research centers (ULRC) that will facilitate the conduct and administration of research. ✓

University Institute for Biomedical Sciences (IBMS)

*University Center for Diagnostics and Therapeutics*
*University Center for Behavioral Neuroscience*
*University Center for Non-Optics*
*University Center for Obesity Reversal*
Will provide one-semester teaching and service release to facilitate completion of applications for a designated list of preeminent international and national fellowships or awards.

Established Provost's Faculty Fellowship Program ✓

Awards: FY10/11 – 0, FY12 – 4, FY13 – 4, FY15 - 5
GOAL 3: Initiative 4 Enhance supporting infrastructure for the conduct of research

- Expand central research administration management and new distributed full-time certified research administrative staff in Colleges/Departments. **Pilot in progress.**

- Enhance digital infrastructure to deliver IT-enabled services in support of research. **Hired Chief Innovation Officer**

- University library will provide new and emerging technologies that support research. **Digital Archive@GSU, CURVE**
GOAL 3: Initiative (5) GSU’s contribution to the sciences, and health and medical research and education.

**Expand** our research capacity and pursue large-scale program projects and center grants. Sustain nationally competitive core facilities.  **Approval for new research lab building.**

**Number of PI with >$1M in external funding:**
FY10: 9  FY14: 18 (7 over $2M)

**Establish** a School of Public Health ✓

**Initiate** discussions to add a new school or college in the field of medicine/health research and education.
GOAL 4 Lead in understanding the complex challenges of cities and developing solutions to urban problems

GOAL 4 Benchmark

The Council for the Progress of Cities will be established by the end of 2013.

By the end of 2016, the Council will have partners from academic, business and government that are actively engaged in collaborative activities.

It will also have identified several areas of collaborative research and those areas will have received funding from external sources.
The Council for the Progress of Cities will provide solutions that demonstrate the potential to become nationally recognized and select challenges based on the current strengths in the University and identified needs of urban areas as Atlanta.

Coordinating Council formed ✓
Website Launched ✓
Provided Cities Internal Grant Funding (6) ✓
GSU Community Mapping Group Formed ✓
New 2CI cluster funded: Shaping the future of cities ✓
Speakers and Conversation Series ✓
Elevate out leadership in the creative arts. Form a College of Fine Arts.

Expand initiative in emerging media to shape media studies that cross boundaries in the arts and media. ✓

New Creative Industries Institute & related BIS degrees
GOAL 5 Achieve distinction in globalizing the university

GOAL 5 Benchmark

- The International Consortium of Universities for the Critical Issues Challenging Cities established by the end of FY 2013.

- Consortium will have identified and engaged founding members in the activities of the Consortium by end of FY16.

- Will have identified several issues of common importance to metropolitan areas around the world.

- The number of GSU students who graduate with significant international experience will have doubled from 573 in AY2010 to 1146 by the end of AY2016.
GOAL 5: Initiative 1 Create an International Consortium of Universities for Critical Issues Challenging Cities

- Will exchange students, scholars, knowledge and best practices. Will include premier city-based universities in major metro areas around the world to focus on common issues currently facing these cities.

- Initiated City Partnership Grants with Partner Universities in South Africa and Hong Kong (6)
GOAL 5: Initiative 2 - Promote externally funded research on the challenges facing emerging nations.

Programs in Health and Economic Development – SPH & AYSPS
GOAL 5: Initiative 3
Establish a GSU International Center

- Facility will bring space, visibility, and coordination to international programs, activities and services.
- Remodeling of Dahlberg Hall initiated
GOAL 5: Initiative 4
Enhance the global competency of students, faculty, and staff

Leverage current strengths by putting new programs in place to enhance the global competency of students, faculty, and staff.

**New Global Studies Institute**

Double the number of students who enroll in study abroad opportunities. **AY10: 510 AY14: 833**, Peer & Global Ambassador Programs

Introduce a Global Leadership Certificate program for undergrads.

Develop task force to identify efficient and contemporary ways for students to gain multilanguage and cultural proficiency.
- Five countries for special attention/task forces: Brazil, China, South Africa, South Korea, Turkey. 120 faculty members, external advisory boards, country visits

- Pilot Global Education Initiative faculty workshops and classes.

- Joint and Dual-Degree Programs (2+2, 3+1+1)

- Partnership Programs: Faculty International Partnership Engagement, Faculty Mentoring Program, Global TESOL Program

- Host International Education Week

- International Students: AY11: 1574  AY14: 1574  Summer Institute Students: 123

- Guangzhou High School Program
• Created Strategic Plan Website and Data Dashboards ✓
• Speaker Series/Freshman Book ✓
• Update Master Space Plan ✓
• Complete Diversity Strategic Plan ✓
• Senate Revised/Updated and Approved University P&T Manual ✓

Colleges/Departments revising/updating their P&T Manuals to sync