

**Motion re Strategic Plan Update
Passed by Planning and Development on April 5, 2016**

Motion:

The attached document is the motion.

Background Information:

In 2011, the University Senate adopted the 2011-2016/21 Strategic Plan. The attached motion represents the five-year update to this plan. This update maintains the five original goals. For each initiative, progress is briefly described and, in most cases, a modified initiative is presented. In some cases, initiatives are unchanged. In other cases, an initiative is complete and a new initiative is proposed to take its place.

The 2011 Plan did not contemplate the consolidation of Georgia State University and Georgia Perimeter College. Because the consolidation is still on-going (with Fall 2016 as the first consolidated registration cycle), it is not practical for this update to incorporate Perimeter College. This update is only for the Atlanta campus. In the Fall 2016, Perimeter College will undertake a strategic planning process.

Georgia State University Strategic Plan 2011-2016/2020 2016 Update

Preamble

From Action to Outcomes: Georgia State University is Central to the National Agenda

Founded in 1913 and a public research university since 1995, Georgia State is now the largest institution in the University System of Georgia. Its January 2016 consolidation with Georgia Perimeter College increased its enrollment to more than 51,000. Georgia State offers more than 250 degree programs in 100 fields of study, taught by more than 1,500 faculty members who generate groundbreaking research and educate one of the most diverse student populations in the nation.

Georgia State's urban campus embraces experiential learning, providing students a wealth of practical experiences in Atlanta, Georgia's capital and the center of the Southeast's largest and most internationally connected metropolitan area. The university has expanded experiential learning opportunities for students threefold over the past five years. Its students work and learn and enjoy career-boosting access to dynamic urban, corporate, nonprofit and government internship opportunities while they study. This access and this network of organizations offer important and often lifechanging educational advantages for undergraduate and graduate students. Students and faculty provide organizations and companies throughout metro Atlanta with perspectives drawn from the latest research as well as creative energy that helps foster a dynamic environment of growth and development. This reciprocal relationship defines Georgia State's well-earned reputation as a campus without borders.

Guided by the 2011 strategic plan, Georgia State has generated national recognition and become a national model for its extraordinary success in helping students from all backgrounds succeed and graduate in record numbers. In 2015, U.S. News & World Report ranked the university No. 5 in the nation for innovation and No. 14 for commitment to undergraduate teaching. The Washington Post called Georgia State "a perpetual laboratory for new ideas on using 'big data' to improve higher education," noting the university's innovative efforts to keep students on track toward a degree. In a speech at the White House President Barack Obama praised Georgia State for helping more college students find pathways to graduation.

Georgia State has created a vibrant residential student community, offering students rich and varied experiences with a remarkable array of academic, social and cultural living and learning opportunities. New student housing—university and privately owned—offers on-campus living for 6,000 students.

Over the last five years, faculty research has earned prestigious awards and rankings and attained new heights in external funding. In fiscal year 2015, the university received a record \$101 million in annual research awards, exceeding the \$100 million milestone for the first time in its history.

The strategic plan adopted in 2011 charted a path for the university to follow. Five major goals with supporting initiatives were identified and adopted by faculty, staff and students. The drive to achieve those goals has led to the successes and accolades noted in the separate review of the university's accomplishments (http://strategic.gsu.edu/files/2016/03/StrategicPlan.Accomplishments.Final_.pdf).

This update to the 2011 strategic plan maintains the five original goals, recognizes our recent successes and introduces university-wide initiatives that will build upon Georgia State's considerable accomplishments and momentum. The university is augmenting its strong record in student success by adding further support to the undergraduate experience, in career planning and in financial decision-making. The use of analytics will expand beyond advisement into a number of areas, from increasing the efficiency of course scheduling to expanding the use of adaptive learning systems. Georgia State will build on its achievements in undergraduate success to strengthen a pipeline for highly qualified students from underrepresented groups to professional careers. Collaborative research that has combined scientists and scholars from various academic fields over the past five years will have further opportunities to flourish through programs such as the Next Generation Initiative. A new arts college that was proposed in the 2011 plan will become a reality and a strong component of the university's connection to Atlanta. The university's commitment to globalization remains strong, with plans to enhance collaboration with cities around the globe and multinational companies in Atlanta.

As it enters the next five years of its strategic plan, Georgia State has examined its original goals with a resolve to improve and redouble its efforts to ensure it takes advantage of new information, technologies and opportunities. In what follows, you are presented with the strategic goals for the university, along with those specific initiatives adopted in 2011. Many of the original initiatives have been completed and are now successful ongoing programs. This report provides an update on the status of each original initiative and a presentation of the new and revised initiatives for 2016-2020. Fueled by Georgia State's commitment to innovation, agility and ingenuity, these initiatives will build upon the success achieved in the first five years of the strategic plan's implementation, broadening its impact and magnifying its reputation.

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

As the Atlanta campus of Georgia State University has grown, our student body has retained the characteristics that make the university one of the most distinctive public research institutions in the nation and a destination of choice for high-ability students from all backgrounds. The opportunity to teach and learn in such a rich environment is one of the university's greatest strengths. Our goal is to continue to position the university as a place where high academic standards join outstanding student support to produce academic success for diverse populations.

2011 Initiative 1: Increase the level of scholarship support for undergraduate students

Progress: Distinctive programs such as Keep HOPE Alive and successful development efforts have led to substantial progress on this initiative. Since 2010, merit- and need-based scholarship funds have increased from less than \$2.5 million to more than \$12 million.

2016 Initiative 1: Unchanged

2011 Initiative 2: Establish a Student Success Center

Progress: Rather than establish a physical center, the university focused on student success programs such as the University Advisement Center. With the hard work and dedication of our outstanding staff, the university has seen extraordinary progress in helping students from all backgrounds succeed at high rates. The graduation rate increased from 48% to 54% and we have eliminated all disparities based on race, ethnicity, and income.

2016 Initiative 2: Reduce the time to earn a Georgia State undergraduate degree

The university will reduce time to graduation, thereby reducing the costs associated with unnecessary courses and credit hours, by using innovative strategies such as classroom optimization algorithms to realign the schedule of classes, expanding the use of online and hybrid courses, and providing greater connectivity across units on shared programs. A Student Financial Management Center will use analytics to proactively identify student financial problems and provide students with financial tools and counseling.

2011 Initiative 3: Implement an Undergraduate Signature Experience

Progress: This initiative has been completed and will continue.

2016 Initiative 3: Establish new pathways that facilitate seamless college to career transitions

The academic success of Georgia State students must translate to careers that make meaningful contributions to society. To achieve this objective, the university will create innovative pathways to enable students to translate college to career. These pathways will include experiential learning through internships and varied signature experiences, opportunities to develop entrepreneurial talents, and an E-portfolio that will capture the breadth and depth of their experiences and orient students to the value of life-long learning. We will expand our use of analytics to inform career decisions.

2011 Initiative 4: Establish an Honors College

Progress: This initiative has been completed and will continue.

2016 Initiative 4: Find the balance between technology and human interaction in instruction so that education and student success outcomes are greatly enhanced

Georgia State is committed to using new technologies to create an academic environment that enhances teaching and learning for all students. Our use of analytics and adaptive learning systems will allow us to individualize the students' experiences in their coursework just as it has improved and focused our advisement. The use of analytics allows us to customize students' learning experiences, allowing us to deliver individualized instruction at scale.

Goal 2

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

Social, cultural and economic progress depends in part on the work and dedication of well-educated scholars, scientists and societal leaders. As a public research university, one of the primary functions of the Atlanta campus of Georgia State is to provide talented and motivated individuals with the knowledge and skills necessary to take on important roles. This is best done through high-quality graduate and professional programs that are well supported and target the areas of greatest projected need.

2011 Initiative 1: Expand support for doctoral programs

Progress: New programs such as the University Fellows Program have increased support for doctoral students both financially and in completion of their degrees. These programs will continue.

2016 Initiative 1: Grow and enhance graduate programs to the level where they are commensurate with top tier research universities

The university will leverage its success in receiving external research funding to expand our graduate enrollments. We will adopt programs to aid progression and graduation for our graduate students. We will emphasize training grants, student fellowships and graduate student support on research grants. Given the increasing role of industry in conducting and funding research, the university will seek to expand university-industry partnerships.

2011 Initiative 2: Leverage our national reputation in professional degree programs for the development of societal leaders

Progress: New transdisciplinary and professional degree offerings have begun. These include the Doctorate in Education, the M.S. in Analytics, the dual MPH/JD, and the LLM, as well as a Master's in Interdisciplinary Studies.

2016 Initiative 2: Create innovative and flexible graduate and professional programs that respond to evolving market and society needs

The university will develop programs that meet the needs of employers in the Atlanta region. These programs will enable graduate and professional students to receive a world-class education, using modern technology and pedagogy, whether they seek to enhance their skills through noncredit executive education programs and certificates or to earn full degrees. Entrepreneurship will be emphasized where appropriate. Programs will be evaluated on an on-going basis for responsiveness to student needs and market demands.

2016 Initiative 3: Become a national model for creating a pipeline into graduate school and professional programs to increase the diversity of strong leaders in academic and professional careers

Our university's accomplishments in undergraduate student success give us the responsibility to carry these achievements forward into providing our graduates with significant advisement towards academic and professional post-graduate programs and careers. By creating and strengthening pathways to recruit and support graduate students, we will bolster the pipeline of highly qualified students from underrepresented groups and diverse backgrounds into the academic, business, creative, nonprofit and government sectors.

Goal 3

Become a leading public research university addressing the most challenging issues of the 21st century

As an academic community we honor the achievements of disciplinary and interdisciplinary research conducted at Georgia State. These efforts contribute to the development of knowledge and are represented across the university. We will accelerate these efforts through organizational strategies and investments that will position Georgia State among the leading public research universities. Essential components of this goal are to increase the university's competitiveness in the award of federal research funds and prestigious awards and fellowships. We must provide new structures, adjust existing ones, improve the curating and distribution of knowledge through university libraries, and encourage additional resources that will promote and increase collaboration across fields of study.

2011 Initiative 1: Enhance a research culture

Progress: Outstanding progress has been made. Since 2011, 61 strong researchers and scholars have been hired via the Second Century Initiative. Georgia Research Alliance Eminent Scholars increased from four in 2011 to seven in 2015. New hires and existing faculty helped the university reach a record \$101 million in annual research funds.

2016 Initiative 1: Support a research culture that tackles large and complex problems

While maintaining support for individual research programs, the university will also foster the development of research programs around large and complex problems that require teams of faculty researchers across a span of disciplines. Programs such as the Next Generation Initiative will invest in existing areas of strength and new ideas.

2011 Initiative 2: Establish university-level research centers

Progress: Six such centers have been established, with the most recent, the Center for Healthy Development, established in September 2015. These centers were responsible for securing more than \$20.5 million in research funding in fiscal year 2015.

2016 Initiative 2: Unchanged

2011 Initiative 3: Create a Faculty Fellowship Program

Progress: This initiative is successful and will continue. Since 2011, 18 faculty have received fellowships and 10 individuals have received external awards.

2016 Initiative 3: Expand the Faculty Fellowship Program to include support for faculty to expand their research through a new discipline

We will create a new category of fellowships that encourage faculty to acquire skills, perspectives and techniques in other disciplines that will permit them to expand their impact in solving complex problems.

2011 Initiative 4: Enhance the supporting infrastructure for the conduct of research

Progress: Central research administration management has expanded, with new software systems and distributed research administration staff in colleges to provide more services. Research lab facilities have been substantially enhanced. A new Chief Innovation Officer was hired to help define and implement innovative strategies and technology solutions.

2016 Initiative 4: Unchanged, with explicit recognition that this initiative is not restricted to the laboratory and experimental sciences

2011 Initiative 5: Enhance Georgia State's contributions to the sciences, and health and medical research and education

Progress: Accomplishments include the establishment in 2013 of the School of Public Health, now accredited by the Council on Education for Public Health, and the establishment of the Institute for Biomedical Sciences, with a faculty of eight and external funding of \$8.8 million.

2016 Initiative 5: Use team approaches to build upon partnerships with institutions in Atlanta and beyond to expand the magnitude and impact of our health-related research efforts

Atlanta is the headquarters for numerous health and medical organizations that provide a unique environment for collaborative research, funding and employment opportunities. To fulfill this potential we will expand and formalize our partnerships with institutions in the Atlanta metro area and beyond. In addition, we will increase our ability to secure training and career development awards to assure a pipeline of trained and collaborative researchers.

Goal 4

Be a leader in understanding the complex challenges of cities and developing effective solutions

In appreciation of the relationship between Georgia State and Atlanta we will be a leading university engaged in finding solutions to complex challenges faced by cities and their regions today and as they transition to the megacities of the future. We will continue to leverage our strengths as a center for innovation and creativity, so that we can expand our contributions to the sustainable economic and cultural development of the metropolitan area. We also will connect our outreach in Atlanta to the comparative global cities research that constitutes a plank in Goal 5.

2011 Initiative 1: Form the Council for the Progress of Cities (CPC)

Progress: The CPC was established in 2011, with representatives from every college at the university. It has decided on five objectives: increased transdisciplinary scholarship on urban themes; increased links with government and community organizations; deeper engagement in policy development, implementation, and evaluation; connection with similar university-based entities; and development of a university-wide Bachelor of Interdisciplinary Studies curriculum.

2016 Initiative 1: Establish an institute that will be the nexus for research and degree programs focused on the complex challenges of cities

Building on the foundation laid by the Council for the Progress of Cities, the institute will provide a research infrastructure for faculty, students and staff to aid research, educational experiences and grant writing. This work will be global in scope, necessarily span numerous disciplines, and add value to the local Atlanta community. The CPC will work in conjunction with the institute and will participate in the International Consortium of City-based Universities identified in Goal 5 to engage in joint comparative research with international partners focused on shared city-based problems.

2011 Initiative 2: Highlight the arts and media

Progress: The Atlanta campus of Georgia State received the largest private donation in its history from the Woodruff Foundation to support the building of a pavilion to serve as a hub for the Creative Media Industries Institute and its surrounding environs. The university also hired an associate dean to develop a new college that will include art and design, music and possibly faculty from other units. The initiative will be continued and expanded with the development of these two units.

2016 Initiative 2: Highlight the arts and media

The arts and media are vital to the quality of major cities. To further increase our impact in the city and beyond, Georgia State will form a new college to highlight our considerable strengths. This college will create opportunities for creative excellence and student entrepreneurship, develop a model for 21st century arts and related media education, expand the possibilities for student engagement with the professional arts and media industries, and extend our community partnerships. The college will, in conjunction with other units of the university, educate and train a diverse new generation of artists, scholars, and industrial professionals.

2016 Initiative 3: Be a nationally recognized model for leadership in inclusion

Georgia State is one of the most diverse universities in the nation, a community of faculty, staff and students from varied racial, ethnic, socio-economic and lifestyle backgrounds. Its campus is a laboratory that includes everyone in building understanding, tolerance and concern for others, qualities that are central to human progress. In the heart of one of the world's global centers, the university has an opportunity to demonstrate to the world how diversity can be a catalyst for change and inclusive growth.

Goal 5

Achieve distinction in globalizing the university

Georgia State will continue to engage in efforts to internationalize its academic activities and establish sustainable relationships around the globe that further the education, research and scholarship of its students and faculty. This will require creating an institution that is able to attract talented scholars whose contributions are recognized worldwide in leading academic and policy forums. It also will require creating educational experiences and programs for students that prepare them to be successful in an increasingly interconnected and globally oriented world.

2011 Initiative 1: Create an International Consortium of Universities for Critical Issues Challenging Cities

Progress: This consortium was established in 2015 and is now called the Global Partnership for Better Cities. The first annual Global Partnership Symposium took place in Atlanta in the spring of 2016. It showcased the joint research projects taking place in Atlanta, Hong Kong, Johannesburg, and Cape Town.

2016 Initiative 1: Build the Global Partnership for Better Cities to become a unique joint venture of international universities providing perspectives from cities around the world

We will emphasize urban-themed research collaboration and output including joint conferences, externally funded research grants, and student engagement.

2011 Initiative 2: Promote externally funded research on the challenges facing emerging nations

Progress: Several grant proposals in the area have gone forward with some success in obtaining funding. The establishment of the Global Studies Institute adds capacity to this effort.

2016 Initiative 2: Enhance and promote research and scholarship on the challenges facing the global community

Continue to leverage the activities of the University's many international centers and programs to expand the scope of research on global issues and increase awareness of Georgia State's work around the globe.

2011 Initiative 3: Establish a Georgia State University International Center

Progress: This initiative has been completed and will continue.

2011 Initiative 4: Enhance the global competency of students, faculty, and staff

Progress: There has been significant growth in the number of students studying abroad, the Global Studies Institute has been formed, and the Global Ambassador Certificate Program for students has been developed.

2016 Initiative 4: Leverage Atlanta’s global footprint to further the global perspective of students, faculty, and staff through experiential learning, research, and community engagement

Building upon our previous successes, additional activities could include distinctive internships with international businesses and non-profit organizations located in Atlanta, invitations for international representatives to lecture in global courses, and faculty/staff-supervised student research on global issues.