

GEORGIA SOUTHERN UNIVERSITY
STRATEGIC PLAN
LEVEL II UNIVERSITY ARCHIVED PLANS

**Includes only those sections that have been
Completed, Moved to Unit Operations, or with Recommendations**

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Georgia Southern University
LEVEL II University Implementation Plan

ACADEMIC PLAN

Revised by the President's Cabinet
in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

The Level I Strategic Plan for Georgia Southern University asserts, “*academic distinction is at the core of our vision to become a nationally recognized comprehensive university . . . Academic distinction reflects the quality and comprehensiveness of our academic programs and the manner in which we support and strengthen those programs . . . is manifested by an uncompromising expectation of excellence, a campus-wide focus on the development of an academic environment, the nurturing of a community of intellectualism, and a commitment to lifelong learning in a diverse and technological global environment.*” While the Level I plan outlines our strategic vision for the future, Level II plans provide the goals, strategies, and tactics needed to implement the Level I agenda. These implementation strategies will drive the specific actions that individual units develop in their Level III plans.

MAJOR GOALS

- A culture of academic distinction characterized by high expectations and achievement
- A diverse, high-ability student body with a global perspective, engaged in learning and service
- An excellent faculty strengthened and supported by significant opportunities for development
- A rich co-curricular experience that values engagement, civility, and lifelong learning
- A physical environment that facilitates academic distinction, the application of technology and engagement in learning
- A commitment to external partnerships exhibited through outreach and engagement

ACADEMIC DISTINCTION

STRATEGY 1: ENSURE THAT THE UNIVERSITY BECOMES THE UNQUESTIONED CHOICE OF STUDENTS SEEKING AN UNDERGRADUATE EDUCATION IN A COMPREHENSIVE UNIVERSITY ENVIRONMENT.

Tactic 1: Continue to raise admission standards while maintaining an optimum enrollment level. Target the recruitment of high-ability students.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC Review Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Admissions	No additional	Ongoing	Increase in SAT and other attributes	Completed

Tactic 2: Overhaul transfer recruitment initiatives to reflect new reality of University System admissions policy.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Admissions	TBD	Ongoing	Rise in the numbers of transfer students.	Completed

Tactic 3: Expand opportunities in undergraduate research/scholarship.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	TBD	Ongoing	Rise in the number of undergraduates involved.	Completed

Tactic 4: Increase scholarship funding for University Honors Programs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, University Honors Programs, University Advancement	TBD	Ongoing	Greater efficacy; growth in number of eligible/qualified participants.	Completed

Tactic 6: Encourage intellectual partnerships across disciplines and organizational lines.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Increase in cooperative efforts across boundaries.	Completed

Tactic 9: Create early identification and intervention strategies for students having academic problems during the freshman and sophomore years.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Academic Success Center	TBD	Ongoing	Growth in rates of retention.	Completed

STRATEGY 2: PROVIDE HIGH-QUALITY GRADUATE PROGRAMS TO SERVE THE NEEDS OF THE STATE AND REGION.

Tactic 2: Investigate feasibility of adding applied master's and doctoral programs that serve the region as well as expanding existing programs.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	TBD	Ongoing	Needs assessment.	Completed Expansion of programs continues to be reviewed.

Tactic 4: Increase stipend and number of graduate assistantships.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	TBD	Ongoing	Increases implemented.	Completed

STRATEGY 3: BUILD A CULTURE OF ENGAGEMENT IN THE LEARNING PROCESS.

Tactic 2: Encourage the creation of and promotion of academic traditions on campus.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Increased participation.	Completed Recommendation: Continue to promote academic traditions.

Tactic 3: Utilize the resources available through the University's outreach centers to increase and promote student engagement.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Continuing Education and Public Service, Museum, Botanical Garden, Raptor Center, Performing Arts Center	No additional	Ongoing	Increased student engagement.	Moved to unit operations

Tactic 4: Conduct an analysis of the effectiveness viability of the distributed learning programs at Georgia Southern.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Institutional Effectiveness Plans	Completed; GSAMS no longer offered; Migrated to on-line offerings

STRATEGY 4: PURSUE ADDITIONAL EXTERNAL AND INTERNAL VALIDATIONS OF PROGRAM QUALITY.

Tactic 2: Research external rankings and pursue improvement in measures relevant to those rankings.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Strategic Research and Analysis	TBD	Ongoing	Advancement in rankings.	Completed

Tactic 3: Implement a cyclical academic program review process. Coordinate reviews with SACS and BOR guidelines.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Schedule for program review established.	Moved to Unit operations

STRATEGY 5: BROADEN ENGAGEMENT OF CITIZENS IN THE LIFELONG LEARNING PROCESS, REGARDLESS OF WHERE THEY LIVE OR WORK.

Tactic 1: Develop and aggressively market credit and noncredit programs for nontraditional and place-bound learners.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Continuing Education and Public Service, Marketing	TBD	Ongoing	Rise in the number of nontraditional and place bound learners.	Moved to Unit operations

Tactic 2: Expand the reach of the University's public-service centers.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Library, Continuing Education and Public Service, Museum, Botanical Garden, Raptor Center, Performing Arts Center	TBD	Ongoing	Increased regional participation.	Moved to Unit operations

Tactic 3: Promote linkage between university education and responsible citizenship.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Marketing, Student Affairs and Enrollment Management	TBD	Ongoing	Heightened visibility of the benefits of a university education.	Moved to Unit operations

STRATEGY 6: ENCOURAGE FACULTY DEVELOPMENT EFFORTS.

Tactic 1: Examine faculty roles and rewards to facilitate professional development.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	TBD	2002-2004	Greater professional development opportunities.	Completed

STUDENT-CENTERED UNIVERSITY

STRATEGY 1: COMMUNICATE TO STUDENTS THE MEANING AND VALUE OF SCHOLARSHIP, LIFELONG LEARNING, AND ENGAGEMENT.

Tactic 1: Create a campus cultural and physical environment that stimulates scholarship, learning, engagement, and wellness.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Continuing Education and Public Service, Physical Plant, Information Technology	No additional	Ongoing	Increased attainment of learning outcomes and greater campus participation.	Moved to Unit operation

STRATEGY 2: INTEGRATE STUDENT LEARNING AND PERSONAL AND CAREER DEVELOPMENT INTO A HOLISTIC AND SEAMLESS EDUCATIONAL EXPERIENCE.

Tactic 1: Provide high-quality student services that support our culture of scholarship, learning, and engagement.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management	No additional	Ongoing	Increase in student satisfaction levels.	Moved to Unit operations

Tactic 2: Create and implement assessment tools for measuring student satisfaction/outcomes of all-important elements of the student experience.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Strategic Research and Analysis	No additional	Ongoing	Development of assessment mechanisms	Completed Recommendation: Continue to monitor at Unit level.

TECHNOLOGICAL ADVANCEMENT

STRATEGY 1: ENSURE THE INFORMED USE OF CUTTING-EDGE TECHNOLOGY TO ATTAIN INFORMATION LITERACY.

Tactic 1: Continued enhancement of electronic library resources.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Henderson Library	TBD	Ongoing	Increased resources.	Completed

Tactic 2: Re-establish the Information Technology Advisory Council (ITAC).

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, IT Services	No additional	Completed	Active Information Technology Advisory Council.	Completed

Tactic 3: Improve information technology infrastructure following plans to be developed by ITAC.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, IT Services, Physical Plant	TBD	Ongoing	Greater and easier IT access.	Strategic Plan completed. Recommendation: Monitor progress and expand planning to the Unit level.

Tactic 4: Focus on supporting targeted software and hardware that best serve the needs of the campus.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, IT Services	TBD	Ongoing	More focused hardware/software support	Move to Unit operations

STRATEGY 2: PROVIDE STUDENTS WITH ACCESS TO AND TRAINING IN THE LATEST TECHNOLOGICAL TOOLS APPROPRIATE TO THEIR DISCIPLINES.

Tactic 1: Expand the definition of “technology” to include state-of-the-art equipment that is appropriate to the discipline.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Upgraded technology in all disciplines.	Completed

Tactic 2: Institute laboratory or other use fees where appropriate that can be used for purchasing, maintaining, and upgrading equipment.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Business and Finance	No additional	Ongoing	Implementation of new fee schedule.	Completed Recommendation: Continue to monitor areas of additional need.

Tactic 3: Strengthen the process for identifying equipment and equipment maintenance needs. Allocate resources to address these needs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Business and Finance	TBD	2002-05	Reallocation of resources.	Moved to Unit operations

Tactic 4: Expand the scope of new programs in information technology to incorporate other disciplines.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, College of IT	No additional	Final	Increased number of programs available to students.	Completed

STRATEGY 3: CONTINUE TO ENHANCE THE USE OF TECHNOLOGY FOR TEACHING INSIDE AND OUTSIDE THE CLASSROOM AND TO ENCOURAGE ENGAGEMENT.

Tactic 1: Provide training programs that will enable faculty to incorporate technology in teaching and learning.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Center for Excellence in Teaching, Center for Online Learning, Emerging Technology	TBD	Ongoing	Increased training programs.	Moved to Unit operations

Tactic 2: Facilitate off-campus access to campus network.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Information Technology	TBD	Ongoing	Improved access.	Completed

Tactic 3: Develop ways of using technology to reinforce campus culture of engagement.

Responsible or Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Information Technology	TBD	Ongoing	Methods developed	Moved to Unit operations

Tactic 4: Improve systems for delivery of off-campus instruction.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Information Technology	TBD	Ongoing	Unit institutional effectiveness Plans.	Completed

TRANSCULTURAL OPPORTUNITIES

STRATEGY 1: ENHANCE AND INTEGRATE TRANSCULTURAL OPPORTUNITIES AS PART OF THE CAMPUS EXPERIENCE.

Tactic 1: Infuse Programs with Transcultural Components.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Program Coordinators/ International Studies	No additional	Ongoing	New transcultural elements in programs.	Completed

Tactic 2: Promote transcultural programs through partnerships, for example with the Center for International Studies.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Program Coordinators, International Studies	Limited to marketing (brochures, web, etc.)	Ongoing	Increased visibility of programs with these components.	Completed

Tactic 4: Create a website which describes current transcultural activities and opportunities available to students.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, International Studies, IT Services	No additional	Ongoing	Diversity Calendar (like CLEC)	Completed

STRATEGY 2: CREATE A DIVERSE ENVIRONMENT OF SCHOLARS.

Tactic 3: Develop mechanisms to involve international students in the campus culture.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, International Studies	No additional	Ongoing	Increase in number of international students, increased student satisfaction.	Moved to Unit operations

PHYSICAL ENVIRONMENT

STRATEGY 1: PROVIDE QUALITY ACADEMIC FACILITIES AND NATURAL ENVIRONMENTAL AREAS TO SUPPORT THE EDUCATIONAL MISSION OF THE UNIVERSITY AND ENHANCE THE CULTURE OF ENGAGEMENT.

Tactic 1: Prioritize proposed development, expansion, or renovation of academic facilities.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Physical Plant	No additional	Ongoing	Review of current priorities.	Completed w/ Campus Master Plan

Tactic 3: Ensure that existing facilities are being used to maximum efficiency.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Registrar's Office, Physical Plant, Strategic Research and Analysis	No additional	Ongoing	Improved utilization on facilities reports.	Moved to Unit operations

Tactic 4: Preserve natural areas of the campus related to instruction.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Physical Plant	No additional	Ongoing	Preservation of areas related to instruction.	Moved to Unit operations

Tactic 7: Expand the library facilities and increase library resources.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
President, Academic Affairs, University System	TBD	Ongoing	Expanded facility with increased resources.	Completed

STRATEGY 2: PROVIDE A RICH, ON-CAMPUS RESIDENTIAL EXPERIENCE.

Tactic 1: Explore creative opportunities to provide learning experiences in residence halls and in private housing facilities.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Business and Finance	TBD	Ongoing	Development of learning communities.	Moved to Unit operations

Tactic 2: Ensure that residence halls contain equipment, facilities, and technology designed to promote learning.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Business and Finance	TBD	Ongoing	Improved equipment.	Moved to Unit operations

PUBLIC AND PRIVATE PARTNERSHIPS

STRATEGY 1: SEEK FINANCIAL SUPPORT FROM PRIVATE RESOURCES TO AUGMENT STATE FUNDING FOR ACADEMIC UNITS.

Tactic 1: Fully participate in the University’s Capital Campaign to acquire additional resources.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, University Advancement	No additional	2002-06	Rise in level of donations from this Campaign.	Completed

Tactic 2: Create and maintain a “Naming List” for academic units.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, University Advancement	No additional	Completed	Inventory integrated into the Capital Campaign program.	Completed

STRATEGY 2: DEVELOP PARTNERSHIPS/COLLABORATIVES WITH PUBLIC AND PRIVATE ENTITIES TO ENHANCE TEACHING, SCHOLARSHIP, AND SERVICE.

Tactic 1: Enter into collaborative agreements with public and private entities within the state.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Business and Finance	No additional	Ongoing	MOUs developed and executed.	Moved to Unit operations

Tactic 2: Seek recognition and engagement with the Georgia Research Alliance.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Funding from GRA to GSU for special initiatives and engagement in the GRA.	Completed

Tactic 3: Enhance collaborations with state and national governing agencies/departments by submitting more responses for proposals (RFPs).

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Research Services & Sponsored Programs	No additional	Ongoing	Increased collaborations.	Moved to Unit operations

Tactic 4: Expand consulting and continuing education services available to the public that provide learning experiences for undergraduate and graduate students.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Continuing Education and Public Service	TBD	Ongoing	Expanded service.	Moved to Unit operations

STRATEGY 3: TO SUPPORT FACULTY GROWTH AND DEVELOPMENT, INCREASE THE NUMBER AND DOLLAR AMOUNT OF EXTERNAL GRANTS AND CONTRACTS AWARDED TO GEORGIA SOUTHERN FACULTY AND STUDENTS.

Tactic 1: Fully implement the Research and Service Foundation to support faculty research and consulting.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
President, Academic Affairs	TBD	Final	Active Research and Service Foundation	Completed

Tactic 2: Set incremental target goals for annual external funding.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Research Services & Sponsored Programs, University Advancement	TBD	Final	Increase dollars received in contracts.	Completed

Tactic 3: Increase support for grant writing and administration. Fund “seed” projects.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Research Services & Sponsored Programs	TBD	Ongoing	Support and facilitate grant writing.	Moved to Unit operations

STRATEGY 4: INCREASE AND REWARD ENGAGEMENT IN LOCAL, STATE, REGIONAL, AND NATIONAL SERVICE OPPORTUNITIES.

Tactic 2: Increase recognition of service as critical part of academic role.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management	TBD	Ongoing	Qualitative and quantitative increases in level of faculty service. Faculty Roles and Rewards report.	Completed

Tactic 4: Collaborate in the development of the Statesboro-Savannah high-tech corridor initiative.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	TBD	Ongoing	High degree of visibility of campus in initiative's efforts.	Completed

STRATEGY 5: COMMUNICATE THE VALUE OF THE UNIVERSITY TO THE EXTERNAL COMMUNITY.

Tactic 4: Publicize events and promote openness of campus culture to external community.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions, Museum, Botanical Garden, Raptor Center, Performing Arts Center, Marketing and Communication, Student Affairs and Enrollment Management	TBD	Ongoing	Heightened visibility of the campus to the external community.	Moved to Unit operations

Georgia Southern University
LEVEL II University Implementation Plan

ENROLLMENT MANAGEMENT PLAN

Revised by the President's Cabinet
in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

Twelve strategies have been identified to address enrollment management issues encompassing marketing, recruiting, recruitment, retention, and advisement. Each strategy identifies action plans that specify time lines as well as other accountability measures. Presented in matrix format, the following pages detail the strategies, tactics, and progress to date.

MAJOR GOALS

- Create and implement enrollment management strategies that support the University's mission.
- Develop retention and graduation targets with the support of academic units.
- Research enrollment demographics and use for planning in recruitment, marketing, retention, and programming.
- Increase on-campus housing facilities and on-campus student population in University Housing to support student retention.
- Determine programming and strategies to increase the graduate student population.
- Increase opportunities for students to interact with internship, international and corporate sponsors to broaden exposure for career success.

STRATEGY 1: RECRUIT STUDENTS WHOSE PROFILE INDICATES PERSISTENCE.

Tactic 1: Target high schools whose average SAT is consistent with our admission standard and target ACCEL secondary options student (formerly post-secondary options student) whose high school performance/SAT is consistent with our admission standard.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Admissions, Strategic Research and Analysis	Track SAT scores provided by high schools that are currently recruiting targets. Additional workload.	Begin now/define timeline appropriate given recruiting cycle	Percentage of qualified applicants increases.	Moved to unit operations

Tactic 3: Coordinate/develop annual strategy for mailings for recruitment.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management Team	Materials for mailing/budget	Immediately	Reduced publication/ mailing costs	Moved to unit operations

Tactic 4: Target 2-year schools; draft and/or update articulation agreements.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Registrar/ Admissions/ Academic Advisement Ombudsperson	Honors organizations at two-year schools; curriculum comparisons; establishment of departmental relationships; assistance with transfer analysis Website addition targeting core curriculum	Fall 03	Increase in number of transfer students and in number of visits to two-year schools	Moved to unit operations

Tactic 5: Direct advertising to media zones of target schools.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communication, Admissions	Advertising; list of target schools by zip code.	Annual, fall and spring ad flights	Increase in apps from target zones.	Moved to unit operations

Tactic 6: Provide state-wide publicity for academic programs.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	Target high-potential markets for advertising	In progress	Increased applications; matriculations from target areas	Moved to unit operations

STRATEGY 2: ENHANCE STUDENT RETENTION.

Tactic 1: Complete analysis of students who persist.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management, Strategic Research and Analysis	Analyze characteristics of successful graduates (students who graduate)	Begin now	Database to be used for recruiting/ Report	Moved to unit operations

Tactic 2: Calculate dollar value to institution of retention.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Controller	Controller; financial data/tuition fee requirements	Immediately	Enhanced revenue to institution/report on retention	Moved to unit operations

Tactic 3: Identify student at-risk strategy

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management, Academic Affairs, Registrar, Academic Success Center, Behavioral Assessment Team	Mid-term evaluation/ Div. of Student Affairs/ Counseling Center/ Identify Task Force	Immediately	Response procedures in place in each unit.	Completed

Tactic 4: Increase class availability.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	Faculty/space/ redirection/Program review; Analysis of student demand/space	Begin immediately	Increased average SCH generation	Moved to unit operations

Tactic 6: Educate campus on financial impact of losing students.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Human Resources, Departments, Student Affairs and Enrollment Management, Academic Affairs	Time/involvement of campus leaders/student leaders; Senate and General Faculty presentation	Immediately/ Continuous Updates	Increased retention/ internalization of broad impact of retention	Completed

Tactic 7: Strengthen living/learning communities

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, Academic Affairs	Campus education/ complete housing plan/ budget	Immediately/ Continuous	Satisfaction surveys of students/ completion of housing/ completion of programs/GPA enhancements	Moved to unit operations

Tactic 8: Create “traditions” in academic programs and extracurricular activities to establish a “Georgia Southern identity” for each student.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, Marketing and Communications, Student Government Association, Academic Affairs	Unit plans (e.g., Homecoming) link to 100 th Anniversary plans	Start now/ culminate in 2006 for centennial	Level III plans	Completed

Tactic 9: Develop departmental action plans.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, Colleges, Departments	Department Level III plans	2002-2003	Enhanced retention in departments where action plans are implemented.	Completed

Tactic 10: Reward for faculty advisement.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, Deans, Department Chairs	Enhance visibility; recognize outstanding advisors; recognition in Promotion and Tenure and annual review	Immediately	Increased retention	Moved to unit operations

Tactic 11: Schedule farther into the future for greater ease of student academic program planning.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Registrar's Office	Set up course rotations/cycles for major programs; schedule classes for two years out; make schedule intentions available in both written and electronic formats/Academic Departments, Registrar's Office, Advisement Centers	Begin immediately	Increased average SCH generation at the upper division level.	Moved to unit operations

STRATEGY 3: ENHANCE ACADEMIC ADVISEMENT

Tactic 1: Pursue optional allocation of advising resources.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Department Chairs, Colleges	Budget, utilize retirees and peer advisors; tie advisement activities to annual evaluation; Promotion and Tenure consideration	Immediately	Enhanced student satisfaction.	Completed

Tactic 2: Channel advisement for students with <30 hours to Advisement Centers, where available.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Advisement Council, Dean's Council	Identify population and designate Centers	2002-2003 Change to 2003-2004	Policy implemented	Completed

Tactic 3: Develop minimum standards for academic advisors.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Advisement, Academic Affairs, Registrar's Office	Annual workshops for faculty advisors; WINGS training and updating, increased communications to advisors	Begin immediately	Greater student satisfaction with advisement services	Completed

STRATEGY 4: ATTRACT AND RETAIN HIGH ABILITY STUDENTS

Tactic 1: Obtain funding for additional merit-based scholarships; increase by 50/add 10 per year.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Advancement, Alumni, Admissions	Include a Capital Campaign process	Begin now; culminate in 2006	Determine % of scholarships consistent with size of freshman class	Completed

Tactic 2: Provide enriched experiences to enhance student involvement and retention.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, Academic Affairs	Performing Arts Center, CLEC, Study Abroad, Honors Programs, Budget, Student Affairs and Enrollment Management	Immediately	Surveys/Increased retention.	Moved to unit operations

Tactic 3: Implement preferred registration for all UHP and 1906 Honors students. Consider preferred registration for other select groups.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Registrar	University Honors Program, 1906 Honors	Immediately	Implementation	Completed

Tactic 4: Enhance conversion rate.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Honors, Admissions	Provide more scholarships; develop definitive process; utilize peer ambassadors	Immediately	Conversion rate increase.	Moved to unit operations

STRATEGY 5: MANAGE ENROLLMENT GROWTH

Tactic 1: Review current targets/adjust as necessary.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management Team, President's Cabinet, Strategic Research and Analysis	Board of Regents Targets	Ongoing	Enrollment Profile is developed; new projections are endorsed.	Moved to unit operations

STRATEGY 6: PROMOTE EXCELLENCE IN THE DELIVERY OF ACADEMIC INSTRUCTION

STRATEGY 7: LINK CLASS SIZE WITH CLASS EFFECTIVENESS

Tactic 1: Consider faculty ability and interest in the determination of appropriate class sizes. Provide training where appropriate.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
CET, Faculty, Departments	CET specialized training/ workshops	Immediately	Student rating of instruction, workshop participation	Moved to unit operations

STRATEGY 8: MARKET THE UNIVERSITY AS A STATE-WIDE “FIRST CHOICE” FOR QUALIFIED STUDENTS

Tactic 1: Build Georgia Southern’s recognition for academic distinction throughout the state.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	Media releases, advertising, President’s speaking engagements	Ongoing		Moved to unit operations

Tactic 2: Supply information packets to all participants in academic outreach programs.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Admissions	Hometowns on participants, distribution of recruiting materials	As events occur	Placement of stories, number of participants who eventually enroll	Moved to unit operations

Tactic 3: Promote consistent message of academic distinction in all communications.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
President, Provost, Marketing and Communications	Surveys and focus groups of high-ability students	Immediately	Increase top quarterly enrollment	Moved to unit operations

Tactic 4: Use campus/external communications to spotlight success stories.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Units, Marketing and Communications	Campus newsletter, Web page; departmental meetings; Presidential attention	Immediately	Increase interest and participation by departments	Moved to unit operations

Tactic 5: Improve website – provide funds to keep current.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, Marketing and Communications, Computer Services	Web designer, Computer Services tech support	In Progress	Increase prospect activity via web.	Moved to unit operations

Tactic 6: Encourage students to show Georgia Southern University brand.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Admissions, Union, Bookstore	Give-aways at orientation – apparel, car decals, etc.	Ongoing	Notice increase in brand visibility	Moved to unit operations

STRATEGY 9: IMPLEMENT HOUSING PLAN TO INCREASE NUMBER OF ON-CAMPUS BEDS TO ACCOMMODATE ONE-THIRD OF UNDERGRADUATES.

STRATEGY 10: LINK UNIVERSITY WITH CAREER SUCCESS.

STRATEGY 11: ENHANCE PROFILE OF FINANCIAL AID.

Tactic 1: Improve internal/external opinion of Financial Aid – review staffing in light of technological advancements.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Financial Aid, Enrollment Management	Review student/staff ratio; increase budget; technology enhancement	Immediately	Client satisfaction survey	Moved to unit operations

STRATEGY 12: INCREASE GRADUATE ENROLLMENT

Tactic 1: Develop enrollment management model that includes identification of target populations, enrollment prediction models, program enhancements/developments, application processing/admissions, and recruiting and marketing strategies, materials and activities.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies, Strategic Research and Analysis, Admissions, Marketing and Communications	TBD	Spring 2003 Ongoing	Model developed and implementation begun	Moved to unit operations

Tactic 2: Develop and implement a new admissions model that increases cross-unit integration and technology.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies, Academic Colleges, Office of Admissions	TBD	Spring 2009	Development/ implementation of new enrollment services model for graduate studies.	Moved to unit operations

Tactic 5: Increase the number of and the monetary award for graduate assistantships and fellowships.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies, Provost	TBD	Fall 2003	Increase in number of funding.	Moved to unit operations

Georgia Southern University
LEVEL II University Implementation Plan

FACILITIES PLAN

Revised by the President's Cabinet
in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

Georgia Southern University's Level I Strategic Plan highlights the physical environment as one of the six essential strategic themes, and acknowledges the contribution of the physical campus to the environment of teaching, learning, scholarship, and engagement. It describes a physical environment that is functional, beautiful, and safe, and that promotes and supports academic achievement and personal growth.

MAJOR GOALS

- Enhance the facilities, infrastructure, and land areas that promote and support the educational, recreational, residential, and environmental components of the University
- Ensure a safe, secure, and healthful campus environment
- Become a model for ecologically and environmentally sustainable design, construction, and operational practices
- Provide the highest level of technology appropriate for all facilities of the University
- Provide a campus environment that invites others to the University and its programs, and provides access to on-campus facilities and events.

ACADEMIC DISTINCTION

STRATEGY 1: CULTIVATE AN ACADEMIC ENVIRONMENT AND A PHYSICAL CAMPUS THAT SYMBOLIZE THE PURSUIT OF ACADEMIC DISTINCTION.

Tactic 1: Include representatives from academic departments and other appropriate user groups during the development of construction plans to ensure that renovations and new construction accommodate effective learning and teaching.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Academic Affairs	No additional	Ongoing	Level of involvement	Moved to Unit operations

Tactic 2: Expand and continuously upgrade a technology infrastructure that will ensure the delivery of quality educational services on-campus and off-campus, including on-line library services.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Information Technology Services, Distance Learning, Library	Funding for infrastructure improvements	Ongoing	Transparent infrastructure that supports educational services	Moved to Unit operations

STUDENT-CENTERED UNIVERSITY

STRATEGY 1: PROVIDE A RICH ON-CAMPUS RESIDENTIAL EXPERIENCE, INCLUDING LEARNING OPPORTUNITIES IN RESIDENCE HALLS.

Tactic 1: Provide computer labs, reference rooms, tutoring spaces, classrooms, study rooms and other areas that will enhance students' academic and personal success in renovated and newly constructed residence halls.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Housing	Funding for renovated and new residence halls	Ongoing	Completion of projects	Completed

Tactic 2: Ensure all residence hall students have data access in their residence hall rooms and/or in public areas.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Housing, Student Technology Fee Committee, IT Services	Funding for data access	Ongoing	Level of data access	Completed

STRATEGY 2: ENHANCE RECREATIONAL FACILITIES TO SUPPORT CAMPUS RECREATION AND INTRAMURALS.

Tactic 1: Develop, approve, and implement a Campus Recreation and Intramurals facilities plan.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
President's Cabinet, Physical Plant, Campus Recreation and Intramurals, Campus Physical Planning Committee	Funding for CRI facilities plan projects	Ongoing	Completion of projects	Completed

STRATEGY 3: ENHANCE SPORTS FACILITIES TO SUPPORT INTERCOLLEGIATE ATHLETICS

TECHNOLOGICAL ADVANCEMENT

STRATEGY 1: PROVIDE THE TECHNOLOGICAL INFRASTRUCTURE NECESSARY FOR THE FULL DELIVERY OF EDUCATIONAL OFFERINGS AND ADMINISTRATIVE PROCESSES.

Tactic 1: Review and revise pre-planning and programming guidelines for new construction and renovation of facilities that support the full integration of technology.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Information Services, Center for Online Learning, Telecommunications	No Additional	Ongoing	Guidelines reviewed and revised	Moved to Unit operations

Tactic 2: Ensure implementation of the Technology Master Plan in new construction and renovations.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Information Technology Services, Center for Online Learning, Telecommunications	No additional	Immediate	Process implemented	Moved to unit operations

TRANSCULTURAL OPPORTUNITIES

STRATEGY 1: PROVIDE A PHYSICAL AND SOCIAL CAMPUS ENVIRONMENT THAT ENCOURAGES ENGAGEMENT IN THE EXPLORATION OF DIVERSITY.

PHYSICAL ENVIRONMENT

STRATEGY 1: ENSURE THAT NEW CONSTRUCTION AND RENOVATION PROJECTS MEET PRESENT NEEDS, ACCOMMODATE FUTURE GROWTH, ARE ADAPTABLE FOR MULTIPLE TEACHING AND LEARNING METHODOLOGIES AND TECHNOLOGIES, AND OBSERVE UNIVERSITY GUIDELINES FOR ARCHITECTURE AND ENVIRONMENT.

Tactic 2: Develop major capital project requests that conform to the physical master plan.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant develops with President's Cabinet approval	Funding for consultants for program development and cost verification	Annually in March	Completed requests	Moved to Unit operations

Tactic 4: Manage facilities to prevent overtaxing the environment and limited facilities resources.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Campus-wide	No additional	Ongoing	Conservation, energy cost avoidance, increase in recycling volume	Moved to Unit operations

Tactic 5: Increase faculty, staff, and students' knowledge of architectural guidelines by publishing the information and making it available on the Georgia Southern website.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant	No additional	Immediate	Information available	Moved to Unit operations

Tactic 6: Review existing design criteria for facilities to encourage cost effective adaptive reuse of space as programs and technologies change over time.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant	No additional	Periodically as appropriate	Completion of periodic review	Moved to Unit operations

STRATEGY 2: ENHANCE THE BEAUTY AND UTILITY OF THE CAMPUS THROUGH LANDSCAPE DEVELOPMENT CONSISTENT WITH THE SOUTHEASTERN COASTAL PLAIN ENVIRONMENT.

Tactic 1: Follow landscaping guidelines and mandates to preserve greenways and wetlands in new construction, renovations, and landscaping projects.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant	No additional	Ongoing	Establishment of guidelines	Moved to Unit operations

Tactic 2: Provide open green spaces throughout the campus.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, President's Cabinet, Campus Physical Planning	Funding for development of green areas	Ongoing	Existence of more campus green space	Moved to Unit operations Recommendation: Coordinate w/ Campus Master Plan

Tactic 4: Ensure standards for landscaping and hardscape items are clearly articulated and followed.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant and Physical Planning Committee	No Additional	Ongoing	Guidelines followed	Moved to Unit operations

STRATEGY 3: ENHANCE THE RESIDENTIAL NATURE OF THE UNIVERSITY.

STRATEGY 4: MAINTAIN A SAFE AND SECURE CAMPUS, FACILITATE PEDESTRIAN AND BICYCLE ACCESS, AND PROVIDE COMMUTERS WITH ADEQUATE ACCESS TO PERIMETER PARKING.

Tactic 2: Identify and implement landscaping, lighting, and facility improvements that enhance safety and security.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Campus Physical Planning Committee, Physical Plant, Public Safety	Funding for improvements	Ongoing	Completion of projects producing a safer and more secure physical campus environment	Moved to Unit operations

Tactic 3: Construct pathways consistent with pedestrian traffic patterns.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant	Funding for projects	Ongoing	Completion of pathways	Moved to Unit operations

Tactic 4: Develop and implement campus transit system.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Business and Finance, Parking	Funding for system	05/06	Operational system	Completed

STRATEGY 5: ACQUIRE ADJACENT PROPERTIES FOR CAMPUS EXPANSION WHILE DEVELOPING AND BEAUTIFYING THE CAMPUS PERIMETER IN CONJUNCTION WITH THE COMMUNITY.

Tactic 1: Investigate the availability of selected properties adjacent to campus and develop and implement a ten-year plan for property acquisition in priority order.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Campus Physical Planning Committee, Business and Finance, Office of Legal Affairs	Funding for acquisitions	Ongoing	Plan developed and property acquired	Completed

Tactic 2: Work with owners during the Capital Campaign on mutually beneficial aspects of property donation.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Advancement	No Additional	Ongoing	Property donated	Moved to Unit operations

STRATEGY 6: DEVELOP PRIMARY POINTS OF FIRST CONTACT THAT FACILITATE PHYSICAL ACCESS TO CAMPUS RESOURCES AND EVENTS FOR STUDENTS, PARENTS, VISITORS, ALUMNI, AND COMMUNITY.

Tactic 1: Construct a new welcome center and alumni relations office to provide information on campus resources and events.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Alumni Affairs, Auxiliary Services, University Advancement	Funding for facility	Ongoing	Completion of facility	Completed

Tactic 3: Create a gateway building on Sweetheart Circle for prospective students and campus visitors.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Business and Finance, Student Affairs, Enrollment Management	Funding for renovation	Fall 04	Complete	Completed with Lewis Hall

STRATEGY 7: PLAN AND BUDGET FOR THE REGULAR MAINTENANCE OF FACILITIES, IMPROVEMENTS TO THE UTILITY INFRASTRUCTURE, AND FOR REDUCING DEFERRED MAINTENANCE.

Tactic 1: Continue to upgrade and improve the campus utility infrastructure which includes electricity, natural gas, water, sewer, storm drainage, and fiber optic backbone.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Information Technology Services	Funding for upgrades	Ongoing	Reliable infrastructure	Moved to Unit operations

Tactic 2: Develop and implement a plan for the systematic reduction of the University's backlog of deferred maintenance.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant	Funding for consultants and projects	Immediate and ongoing	Reduction in backlog	Moved to operational level

Georgia Southern University
LEVEL II University Implementation Plan

FINANCIAL PLAN

Revised by the President's Cabinet
in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

The Level I Strategic Plan describes a vision for Georgia Southern to become recognized as one of the best public comprehensive universities in the country. To reach national recognition will require strong financial support from both the public and private sectors for quality enhancement and service initiatives.

MAJOR GOALS

- Increase the revenue base of the University through all sources of revenue including external gifts and partnerships, grants, endowments, state appropriated funds, and internally generated funds.
- Establish annual budget priorities and make institutional budget allocations based upon strategic planning goals and outcome of program review.
- Develop, enhance, and support financial management systems and structure that promote sound financial management at all levels of the organization.
- Provide for adequate funding and management support to all areas of technology so that all users have adequate access to up-to-date technology and are well supported in the use of that technology.
- Ensure there are adequate resources to build and maintain University infrastructure. (Electrical, plumbing, HVAC, roofs, roads, bandwidth, etc.)
- Provide competitive salaries to attract and retain a highly qualified faculty and staff.

ACADEMIC DISTINCTION

STRATEGY 1: MAXIMIZE EXTERNAL FUNDING AT ALL LEVELS.

Tactic 1: Work closely and effectively with the Chancellor's Office, Executive Branch, General Assembly, and the Georgia Congressional Delegation to maintain and secure additional funding.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Administration with guidance from President's Cabinet, Governmental Relations	No additional	Ongoing	Optimized funding from these sources	Moved to Unit operations

Tactic 2: Maximize departmental sales and service (DSS) revenue by consolidating programs generating DSS revenue under Continuing Education, and developing an institutional plan for budgeting and costing these programs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Continuing Education and Public Service	No additional	Immediate and Ongoing	Additional DSS revenue	Moved to Unit operations

Tactic 3: Maximize, explore, and encourage at all levels the increase of private giving through the conduct of effective capital campaigns, annual giving campaigns, and planned giving programs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Advancement	No additional	Ongoing	Achievement of campaign goals	Move to Unit operations

Tactic 4: Increase the number of contract and grant submissions and successful competitions or grant awards.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Research Services & Sponsored Programs, University Advancement, Provost, Academic Administrators	No additional	Immediate and Ongoing	Increased number of submissions and awards	Moved to Unit operations

STRATEGY 2: ENSURE THAT BUDGET ALLOCATIONS MATCH STRATEGIC PLANNING GOALS AND APPROVED PRIORITIES.

Tactic 1: Build a budgeting process that consistently enlists the resource requests and relates them to the University's strategic planning process.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Business and Finance, Controller's Office	No additional	Ongoing	Degree to which allocations relate to the Strategic Plan	Moved to Unit operations

Tactic 2: Develop a prioritized year-end spending process that allows Materials Management to begin preliminary purchase work in early Spring to enable more effective use of year-end and supplemental budget funds.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All departments as directed by PC, Materials Management	No additional	Immediate	Development of list by deadline	Completed

Tactic 3: Support and fund a salary study.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources	Funding for study	Immediate	Completion of study	Completed

Tactic 4: Support and fund a staffing study.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources	Funding for study	Immediate	Completion of study	Completed

Tactic 5: Encourage units to reallocate internal funds from low priority to high priority programs.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All departments and colleges	No additional	Ongoing	Amount of reallocation	Moved to Unit operations

STRATEGY 3: MAINTAIN ENROLLMENT AND IMPROVE RETENTION. (SEE ALSO THE ENROLLMENT MANAGEMENT PLAN)

Tactic 1: Aggressively and successfully recruit appropriate new students.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All departments and colleges; Student Affairs and Enrollment Management	No additional	Ongoing	Student enrollment counts	Moved to Unit operations

Tactic 3: Develop a methodology to allocate resources which includes student credit hour production and other relevant measures.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Immediate	Degree of alignment of allocations to student credit hours	Move to Unit operations

Tactic 4: Improve services provided to students throughout the University.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All units and colleges	To be determined by departments	Ongoing	Improved retention and graduation rates	Moved to Unit operations

Tactic 5: Identify, generate, and allocate new funds to selected programs to improve the educational experience of students, particularly high ability students.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Administration, University Advancement, Student Affairs and Enrollment Management, Admissions, Continuing Education and Public Service	No additional	Immediate	Improved retention and graduation rates, student opinion survey (NSSE)	Completed

Tactic 6: Increase funding for recruitment of high ability students.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, University Advancement, Student Affairs and Enrollment Management, Admissions	No additional	Ongoing	Increased funding for recruitment for high ability students.	Completed

STUDENT-CENTERED UNIVERSITY

STRATEGY 1: IMPROVE THE QUALITY OF ON-CAMPUS HOUSING TO ENHANCE RETENTION, PERFORMANCE, AND STUDENT SATISFACTION.

Tactic 1: Fully implement the Comprehensive Housing Plan.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Auxiliary Services, University Housing, Student Affairs and Enrollment Management, Housing Foundation	As necessary from privatized services	Ongoing	Occupancy rates, student satisfaction surveys	Completed

STRATEGY 2: PROMOTE COST EFFECTIVENESS IN THE DELIVERY OF SERVICES AND PROGRAMMING.

Tactic 2: Discourage the funding of current operating expenses on an ad hoc basis.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Administration	No additional	Ongoing	Elimination of ad hoc funding of current operating expense	Completed

Tactic 3: Enhance use of surplus property by improving process for receiving, advertising, and redistributing surplus items on campus.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Property Control	No additional	Ongoing	Reduction of surplus property	Moved to Unit operations

Tactic 4: Periodically review existing financial policies and procedures to enhance flexibility and meet the changing demands of the University community.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Controller's Office, Audit and Advisory Services	No additional	Ongoing	Level of customer satisfaction, new PAF process	Moved to Unit operations

Tactic 6: Perform annual reviews of all revenue-generating services to ensure pricing is competitive, services are relevant and efficient, and revenue is sufficient to cover all costs including overhead.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Department managers as appropriate	No additional	Annually	Competitive prices, relevant and efficient services, and sufficient revenue	Moved to Unit operations

TECHNOLOGICAL ADVANCEMENT

STRATEGY 1: PROVIDE ADEQUATE FUNDING FOR TECHNICAL DEVELOPMENT OF ADMINISTRATIVE FUNCTIONS.

Tactic 1: Establish a process for identifying areas requiring technological enhancements in relation to the University's strategic objectives. Develop and shift resources accordingly.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Administration, Information Technology	No additional	Ongoing	Increased funds for technical development; quality of administrative programs.	Moves to Unit operations

Tactic 2: Support and fund a process to provide financial data to department managers that is electronic, informative, and easily accessible to users.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Business and Finance	Funding for process	Immediate	Availability of data	Completed

TRANSCULTURAL OPPORTUNITIES

STRATEGY 1: INCREASE FUNDING FOR STUDIES ABROAD AND INTERNATIONAL ACADEMIC PROGRAMS.

PHYSICAL ENVIRONMENT

STRATEGY 1: ACQUIRE PROPERTIES ADJACENT TO CAMPUS CONSISTENT WITH THE CAMPUS MASTER PLAN.

Tactic 1: Increase private, internal, or state funds to acquire adjacent properties.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Business and Finance, Physical Plant, Auxiliary Services, University Advancement, Legal Affairs	No additional	Ongoing	Amount of funds raised to acquire properties	Moved to Unit operations

Tactic 2: Identify and pursue gift-giving opportunities for property owners.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Advancement, Legal Affairs	Funding for professional services	Ongoing	Value of adjacent donated	Moved to Unit operations

STRATEGY 2: IMPROVE PREVENTIVE MAINTENANCE OF FACILITIES AND REDUCE DEFERRED MAINTENANCE.

Tactic 1: Plan, budget, and conduct regular maintenance of facilities.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Auxiliary Services, Athletics	Funding for maintenance	Ongoing	Condition of facilities	Moved to Unit operations

Tactic 2: Reduce the University's backlog of deferred maintenance.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Auxiliary Services, Athletics	Funding for deferred maintenance	Ongoing	Reduction of deferred maintenance backlog	Move to Unit operations

Tactic 3: Identify and access funding sources for facility renovation and modernization.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Administration	No additional	Ongoing	Funding for renovations	Moved to Unit operations

Tactic 4: Plan and fund improvements to the campus infrastructure

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Administration, Information Technology	No additional	Immediate and Ongoing	Funding for improvements	Moved to Unit operations

Tactic 5: Plan and fund campus landscaping and beautification projects consistent with the Landscaping Master Plan.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant, Administration	No additional	Immediate and Ongoing	Funding for projects	Move to Unit operations

PUBLIC AND PRIVATE PARTNERSHIPS

STRATEGY 1: INCREASE PRIVATE FUNDS.

Tactic 1: Conduct a successful capital campaign addressing approved priorities and funding goals.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Advancement	Funding for consultants and technological support	2002-06	Value of gifts received	Completed

Tactic 2: Increase solicitation of grants and support the ongoing development of sponsored programs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, University Advancement, Research Services & Sponsored Programs	No additional	Ongoing	Increased grant and research dollars, plan complete	Move to Unit operations

STRATEGY 2: DEVELOP EXTERNAL RELATIONSHIPS TO MAXIMIZE EFFECTIVE UTILIZATION OF RESOURCES.

Tactic 1: Maintain and increase local and regional partnerships which provide employee training and other educational opportunities for adult learners.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Continuing Education and Public Services	No additional	Ongoing	Level of involvement	Move to Unit operations

Georgia Southern University

LEVEL II University Implementation Plan

HUMAN RESOURCES DEVELOPMENT PLAN

Revised by the President's Cabinet

in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

The accomplishment of Georgia Southern University’s Mission and Strategic Plan rests squarely on the shoulders of its human resources. A faculty, staff, and student workforce committed to the achievement of the goals and strategic objectives outlined in the Level I Strategic Plan will be one of the University’s most important resources in its drive to become one of the nation’s best public comprehensive universities over the next ten years.

MAJOR GOALS

- Recruit and retain an exemplary and diverse workforce
- Develop and administer an effective compensation and benefits program
- Provide professional development opportunities appropriate to the job position to foster continuous improvement
- Promote an organizational structure, appropriate reporting relationships, management policies, and procedures to enable the fulfillment of the University’s Mission and Strategic Plan
- Develop a workforce committed to the University’s Mission and Strategic Plan.

ACADEMIC DISTINCTION

STRATEGY 1: RECRUIT A HIGHLY QUALIFIED WORKFORCE TO FULFILL THE UNIVERSITY’S MISSION AND STRATEGIC PLAN.

Tactic 2: Actively promote the use of the Faculty Attributes document in faculty recruitment.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Compliance Office	No additional	Ongoing	Use of document in the search process	Completed

STRATEGY 2: DEVELOP AND NURTURE A CAMPUS CULTURE SUPPORTIVE OF THE UNIVERSITY'S MISSION AND STRATEGIC PLAN.

Tactic 3: Create a strategic planning program for new faculty, staff, and student leaders.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Strategic Planning Council	minimal	Ongoing	# of persons participating in program	Recommendation: review for inclusion in orientation for new faculty, staff and student leaders.

Tactic 4: Ensure ongoing understanding of human resource policies and procedures.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Academic Affairs, Compliance Office, All Supervisors	No additional	Ongoing	Fewer policy violations	Moved to Unit operations

STRATEGY 3: MAINTAIN A ROBUST COMPENSATION SYSTEM THAT SEEKS EXTERNAL COMPETITIVENESS AND INTERNAL EQUITY AT ALL LEVELS OF THE UNIVERSITY.

Tactic 2: Work with the University System for a comprehensive review of the System’s classification and salary structure.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Vice President for Business and Finance	No additional at local level assuming University System funding of initiative	Immediate	Complete	Completed through University System

STRATEGY 4: PROVIDE AMPLE OPPORTUNITIES FOR DEVELOPMENT THROUGHOUT EMPLOYEES’ CAREERS.

STRATEGY 5: PROMOTE EXCELLENCE THROUGH APPROPRIATELY BALANCED WORKLOADS AND ELIMINATE UNNECESSARY DUPLICATION OF EFFORT.

Tactic 1: Periodically review and streamline work processes.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All departments	No additional	Ongoing	Evidence of efforts to streamline work processes	Moved to Unit operations

Tactic 2: Conduct a study of faculty roles and rewards. Implement recommendations.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	No additional	Ongoing	Study complete	Completed Recommendation: Review study for implementation of recommendations.

STUDENT-CENTERED UNIVERSITY

STRATEGY 1: CREATE A WORK CULTURE THAT ACKNOWLEDGES THE STUDENT-CENTERED NATURE OF THE UNIVERSITY.

TECHNOLOGICAL ADVANCEMENT

STRATEGY 1: ENHANCE CAMPUS RESOURCES FOR FACULTY AND STAFF TO DEVELOP THEIR CAPABILITY TO APPLY TECHNOLOGY IN INSTRUCTION AND OTHER AREAS OF THE UNIVERSITY.

Tactic 1: Encourage faculty and staff to develop and enhance advanced technological skills in teaching, scholarship, and service.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions	Provide incentives	Ongoing	Faculty and staff involvement	Moved to Unit operations

Tactic 4: Embrace e-commerce and e-business applications to reduce costs and improve customer service.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Business and Finance, (other departments that could benefit from e-commerce or e-business applications)	Funding for technology applications; dedicated IT personnel	Ongoing	Reduced costs, improved customer service in business transactions	Completed Recommendation: monitor for new applications

TRANSCULTURAL OPPORTUNITIES

STRATEGY 1: CONTINUE TO ENHANCE THE DIVERSITY OF THE CAMPUS WORKFORCE.

STRATEGY 2: BROADEN THE INTERNATIONAL HORIZONS OF THE CAMPUS WORKFORCE.

Tactic 1: Increase the availability of international experiential opportunities.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, Academic Affairs, Student Affairs and Enrollment Management	Funding for international opportunities	Ongoing	Number of faculty/staff involved	Moved to Unit operations

PUBLIC AND PRIVATE PARTNERSHIPS

STRATEGY 1: EXPLORE AND ENHANCE MUTUALLY BENEFICIAL HUMAN RESOURCE PARTNERSHIPS.

Tactic 3: Develop faculty and staff abilities to acquire extramural funding.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Research Services and Sponsored Programs, University Advancement, Controller's Office	Funding for workshops	Ongoing	Number of faculty and staff acquiring extramural funding	Moved to Unit operations

STRATEGY 2: SHARE THE HUMAN RESOURCES OF THE UNIVERSITY WITH THE EXTERNAL COMMUNITY.

PHYSICAL ENVIRONMENT

STRATEGY 1: PROVIDE A PHYSICAL ENVIRONMENT SUPPORTIVE OF A HIGHLY QUALIFIED WORKFORCE.

Tactic 2: Increase faculty and staff knowledge of the Campus Master Plan by publishing the information and making it available on the Georgia Southern website.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Physical Plant	No additional	Ongoing	Availability of information	Completed

Georgia Southern University

LEVEL II University Implementation Plan

MARKETING AND COMMUNICATIONS PLAN

Revised by the President's Cabinet

in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

The Level II Marketing & Communications Plan takes its course from the themes and Strategies prescribed in the Level I Strategic Plan. (The exception is the opening set of recommendations that are specifically related to marketing goals.) Level II strategies are also drawn from the SWOT analysis, seeking ways to capitalize on strengths and opportunities and to curtail weaknesses and threats. At the conclusion of each strategy, units with primary responsibility for the initiative are noted in *italic*. New or increased funding is denoted by \$, followed by the start date or status of each initiative.

VISION

Georgia Southern University will be recognized as one of the best public doctoral-research universities in the country within the next ten years. (from Strategic Plan, Level I)

MAJOR GOALS

- Coordinate proactive media placements and publication distribution to increase Georgia Southern University's reputation on the regional and national stage
- Assist and coordinate efforts with the Student Affairs and Enrollment Management to market and communicate with prospective students.
- Enhance communications with current students.
- Develop a strategic internal communications plan to streamline information delivery and provide timely and comprehensive information about the University to a variety of campus constituencies including faculty, staff and alumni.
- Demonstrate value of the University to local and state-wide audiences.
- Coordinate efforts with the Office of Government Relations to ensure Georgia Southern University's key messages are communicated to the state legislature.
- Provide lead counsel and staffing to the University on communication strategies for crisis issues.
- Create and advocate for a consistent Georgia Southern University identity through coordinated name, logotypes, seal and other graphics, language and images. Support of integration of marketing program throughout University materials.
- Design, develop and implement a new Web site and strategy for the University.
- Support and assist in defining and managing communications for and about University research and outreach.
- Support the communications efforts related to the University's development and other fundraising efforts.

MARKETING THE UNIVERSITY

STRATEGY 1: STRENGTHEN THE UNIVERSITY'S BRAND VISIBILITY AND IMAGE.

Tactic 1: Reach key target markets through advertising.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	\$	Ongoing		Moved to Unit operations

Tactic 2: Contract market research to assess the University's position.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	\$	On hold pending funding		Completed

Tactic 3: Protect and manage the University's visual identity.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Auxiliary Services/University Stores, Trademark and Licensing, Athletics Marketing and Promotions		Ongoing		Moved to Unit operations

Tactic 4: Create new channels for promoting brand visibility through the University logo, word-mark, or sports marks.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Athletics Marketing and Promotion, Trademark and Licensing, Auxiliary Services/ University Stores		Ongoing		Moved to Unit operations

Tactic 5: Increase media exposure in major in-state markets.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	\$\$\$	Ongoing	launch video news service; Implemented proactive PR strategy and identifying “experts” on campus for placement	Moved to Unit operations

Tactic 6: Create visual resources to show the University's quality and image in off-campus presentations.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications		Ongoing	Redesigned and launched collateral for undergrad and grad programs. Creating University road-show presentation and brochure	Moved to Unit operations

Tactic 8: Convey the strategic vision to the University's core external audience, encouraging them to help spread the message.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Southern Boosters, University Foundation, Alumni Association		Ongoing		Moved to Unit operations

STRATEGY 2: DEVELOP A RECRUITMENT/RETENTION MARKETING PLAN.

Tactic 1: Develop a Recruiting/Marketing Plan.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Admissions, Enrollment Management Team		Complete and Ongoing	Enrollment Management Plans	Moved to Unit operations

Tactic 2: Implement a systemic research cycle to generate usable recruitment/retention data.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Strategic Research and Analysis		Complete and Ongoing		Moved to Unit operations

Tactic 4: Collect and utilize data on “legacy” prospects.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Alumni, Advancement Research Office, Human Resources (for faculty-staff legacies)		Ongoing		Moved to Unit operations

Tactic 6: Refine recruiting materials and “funnel” annually.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Admissions, Marketing and Communications	\$	Ongoing		Moved to Unit operations

Tactic 7: Develop and maintain a marketing component for international recruiting.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Admissions, Marketing and Communications, International Studies		Ongoing	Web site, plan	Moved to Unit operations

STRATEGY 3: DEVELOP AN INTERNAL MARKETING PLAN.

Tactic 1: Capitalize on the strategic vision of becoming a top-tier university.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Advancement		Ongoing	Promoting key achievements/rankings; Placing experts in the media; Ad campaign that reflects where we want to be.	Moved to Unit operations

Tactic 2: Keep the campus informed on points of pride and attuned to the marketing message.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications , President's Advisory Council, All Divisions		Ongoing	Strategic planning processes, PAC, electronic newsletter; MyGeorgiaSouthern	Moved to Unit operations

STRATEGY 4: INTEGRATE ATHLETICS MARKETING AND PROMOTIONS AS A PART OF THE LARGER STRATEGIC PLAN.

Tactic 1: Develop an athletics marketing plan which integrates institutional image and messages.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Athletics Media Relations and Promotions, Marketing and Communications		Ongoing	Creation of a formal Athletics marketing and communications plan.	Moved to Unit operations

Tactic 2: Encourage the campus community to support GSU athletics.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Athletics Marketing and Promotions		Ongoing	Increased overall attendance at events. Increase in season ticket sales by faculty/staff & students	Moved to Unit operations

ACADEMIC DISTINCTION

STRATEGY 1: FORGE A STRONGER ACADEMIC PROFILE.

Tactic 1: Strengthen the “outcomes” aspect of image building.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Departments, Marketing and Communications		Ongoing		Moved to Unit operations

STRATEGY 2: EXTEND THE CULTURE OF ENGAGEMENT.

STRATEGY 3: SUPPORT AND STRENGTHEN THE EXCELLENT FACULTY.

Tactic 1: Spotlight excellent faculty.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Academic Affairs		Ongoing	Number of faculty spotlighted in internal/external publications	Moved to Unit operations

STRATEGY 4: ASSERTIVELY MARKET GEORGIA SOUTHERN UNIVERSITY ACADEMICS.

Tactic 1: Focus University communications, news stories, advertising messages, and publications on identified academic strengths.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications		Ongoing	Number of targeted media placements.	Moved to Unit operations

Tactic 3: Influence the University's academic reputation ranking in best-colleges.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	\$	Ongoing	Increase in ranking from tier 4 U.S. News National Ranking to numbered ranking.	Moved to Unit operations

STRATEGY 5: CULTIVATE AN ENVIRONMENT THAT VALUES ACADEMIC ACHIEVEMENT.

STRATEGY 6: PROMOTE THE UNIVERSITY'S INTELLECTUAL RESOURCES TO MEDIA AND THE PUBLIC.

Tactic 1: Expand the University experts' directory.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	\$	Ongoing	Directory	Moved to Unit operations

Tactic 2: Feature regional outreach projects and applied research.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications news service, Academic Affairs		Ongoing	contributions of features to outside marketing publications	Moved to Unit operations

STUDENT-CENTERED UNIVERSITY

STRATEGY 1: PROVIDE A RICH ON-CAMPUS RESIDENTIAL EXPERIENCE FOR ALL STUDENTS.

STRATEGY 2: CONVEY HIGH EXPECTATIONS OF STUDENTS.

Tactic 1: Spotlight programs for student leadership, engagement and volunteer and service opportunities.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications , Student Affairs and Enrollment Management, Civic Engagement and Student Leadership		Ongoing		Moved to Unit operations

STRATEGY 3: SYSTEMATICALLY ASSESS THE QUALITY OF STUDENT INTERACTIONS WITH ALL ON-CAMPUS SERVICE UNITS.

TECHNOLOGICAL ADVANCEMENT

STRATEGY 1: IMPROVE AND MAINTAIN A RICH, INTERACTIVE UNIVERSITY PRESENCE ON THE WEB.

Tactic 1: Develop a new and improved Georgia Southern web site. Update as needed.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Information Technology,		Ongoing	See Website	Moved to Unit operations

Tactic 2: Launch an on-line alumni community.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Alumni		Complete and ongoing	development of portal and other features	Completed

Tactic 5: Maintain a Web calendar of all campus events.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs, All Divisions		Ongoing		Continue as ongoing Recommendation: Monitor progress towards one central calendar of events.

Transcultural Opportunities

STRATEGY 1: EXPAND TRANSCULTURAL OPPORTUNITIES AND EXPERIENCES FOR THE CAMPUS AND THE COMMUNITY.

PUBLIC AND PRIVATE PARTNERSHIPS

STRATEGY 1: ACQUIRE THE FINANCIAL RESOURCES NEEDED FOR SUCCESS.

Tactic 1: Develop and maintain a fund-raising publications package.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Advancement, Marketing and Communications		Ongoing		Moved to Unit operations

STRATEGY 2: EMPOWER EVERY UNIT TO EXPLORE PARTNERSHIP OPPORTUNITIES.

PHYSICAL ENVIRONMENT

STRATEGY 1: PROVIDE A PRIMARY ON-CAMPUS POINT OF FIRST CONTACT.

Tactic 1: Create a visitor-friendly campus.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Welcome Center, Physical Plant, Alumni, Marketing and Communications,	\$	Ongoing		Completed

Georgia Southern University
LEVEL II University Implementation Plan

**TECHNOLOGY AND INFORMATION RESOURCES
PLAN**

**Revised by the President's Cabinet
in Cooperation with the Strategic Planning Council**

The President's Cabinet approved a new Technology and Information Resources Plan for implementation as of Spring 2009. In addition the previous Plan, provided here, was reviewed by the President's Cabinet and the Strategic Planning Council in Spring 2009 and actions noted. The results of that review are noted here.

Spring 2009

INTRODUCTION

To enhance Academic Distinction, the University must use the best and most appropriate technological tools available to support teaching and learning opportunities and effective administrative practices. The full integration of technology into all appropriate functions of the University will aid in attracting and retaining high-quality students and highly qualified personnel. Technology, for our purposes, is defined as all devices involved in the creation, storage, and dissemination of knowledge, including classrooms, laboratories and libraries; the entire spectrum of communications; the maintenance of habitable environments; the transportation of people and goods, and the efficient delivery of services.

Technology contributes to Academic Distinction when it is integral to the attainment of the University's goals and objectives. Technology serves students by facilitating the learning process, linking students to faculty, and delivering administrative services. Technology serves faculty by expanding pedagogical alternatives, opening new avenues in support of scholarly activities, and increasing opportunities for outreach and service. Technology serves administrators by promoting effective planning, enabling informed decision making, and encouraging efficient allocation of resources (Georgia Southern's Strategic Plan Phase I).

MAJOR GOALS

- Information technologies that are integrated with and support and enhance teaching and learning.
- Student access to and training in the use of technology to enrich learning and personal development.
- A networked environment based on a universal e-mail system and shared information resources to facilitate communications among and between students, faculty, administrators, and staff.
- Equipment, systems, training, and support that encourage and facilitate teaching and learning, and scholarly activity.
- A decision-support system responsive to user needs that facilitates informed planning and administration.
- Administrative systems that utilize appropriate technologies to effectively deliver the highest level of service to the campus.
- Expand technology to meet the needs of the university's doctoral research degree status

ACHIEVING THE GOALS

In the following section the task force recommends the most important steps to be taken in the immediate future to address the University’s technology needs. The task force indicates what should be completed, who should have overall coordinating responsibility an idea target date for completion of the step, and some measures of progress. In some cases, the coordinating responsibility is to be determined since the task force was uncertain who should be assigned the responsibilities in question.

The scope of this plan is to meet the technology needs which are common to the multiple units of the University, and to all locations including the main campus and satellite sites such as the Dublin Center, the Coastal Georgia Center, etc. The term “technology” as used in this plan encompasses all types of technology, e.g., information technology, instructional technology, laboratory technology, transportation technology, etc.

ACADEMIC DISTINCTION

STRATEGY 1: GRADUATE TECHNICALLY CAPABLE STUDENTS.

Tactic 1: Establish specific technology skills expectations for each academic program.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Department heads, program coordinators		Ongoing	Adoption of requirements for mastering appropriate technology skill, link to institutional effectiveness plans	Completed

Tactic 2: Assess viability of requiring students to own a workstation on a campus wide program specific basis. If the computer skills to be mastered in a discipline are extensive enough to warrant students to enter the program with their own computer, machine standards and specifications must be determined, as well as what role the institution will play in helping students fund, procure, and maintain their machines.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs, Business and Finance, IT Services		Annually	Assessment results by program	Continue as ongoing

STRATEGY 2: DEFINE AND IMPROVE DISTANCE/DISTRIBUTED LEARNING AT GEORGIA SOUTHERN UNIVERSITY

Tactic 1: A comprehensive examination of our current and potential distributed education programs and delivery modes should be conducted.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Task force chaired by Dean of Continuing Education and Public Service		Completed in 2002 and Ongoing	Completion of report	Completed

Tactic 2: Based on the findings and recommendations of the distributed education task force, academic programs offering distributed education options should identify technology infrastructure needs to guide the planning of IT Services and the Distance Learning Center. As part of the needs assessment, cost-benefit analyses should be conducted on alternative distributed learning methods and satellite programs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic department chairs and program directors		Ongoing	Needs submitted through deans to IT Services, Distance Learning Services, and any other appropriate offices	Continue as ongoing

Tactic 3: Programs that offer courses at a distance should publish 2-3 year course offerings so students can plan ahead by easily identifying the mode of delivery for each scheduled course.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic departments, Distance Learning Center		Ongoing	Publications of course plans	Moved to unit operations

Tactic 4: Move courses taught via GSAMS to online delivery method, where appropriate.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Center for Online Learning		Ongoing	Approval of plan	Completed

STRATEGY 3: ENHANCE HENDERSON LIBRARY’S ABILITY TO OFFER ACCESS TO ELECTRONIC INFORMATION AND DATABASES.

Tactic 1: Refine planning related to acquisition and use of information resources at Henderson Library.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs		Ongoing	Availability of information resources essential for academic programs	Moved to unit operations

STUDENT-CENTERED UNIVERSITY

STRATEGY 4: USE APPROPRIATE TECHNOLOGY TO FACILITATE AND ENHANCE THE ABILITY OF STUDENTS, FACULTY, STAFF, AND VISITORS TO REACH AND TRAVERSE THE CAMPUS IN A TIMELY MANNER CONSISTENT WITH THE CAMPUS MASTER PLAN.

Tactic 1: Investigate available technological solutions to transportation needs.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management, Business and Finance		Ongoing	Recommendation to President’s Cabinet	Completed

STRATEGY 5: PROVIDE IMPROVED ACCESS TO HIGH SPEED COMPUTING AND OTHER TECHNOLOGY FOR BOTH MAIN CAMPUS AND SATELLITE LOCATION STUDENTS.

Tactic 1: Implement a center for technological learning in the library addition where students can have access to, instruction in, and support for new technologies that are appropriate to our academic programs.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Henderson Library		Completion of library expansion	Expansion underway	Completed

Tactic 2: Provide access to campus network from all residence halls.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, IT Services, Business and Finance		Completed in 2001 and Ongoing	Network access from all residence halls	Completed

Tactic 3: Establish service standards for providing students with technical support.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, IT Services		Ongoing	Submission of plan and budget, link to institutional effectiveness plans	Completed

Tactic 4: Improve access to campus networks for students who live off campus through private internet service provider

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Student Affairs and Enrollment Management, Telecommunications		Completed in 2003 and Ongoing	Submission of plan and budget	Completed

TECHNOLOGICAL ADVANCEMENT

STRATEGY 6: DEVELOP AN INFORMATION TECHNOLOGY MASTER PLAN.

Tactic 1: Develop a framework for implementing the action steps of strategic technology plan.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services		Completed in 2004 and Ongoing	Implementation framework completed	Moved to unit operations Recommendation: Have all units develop information technology strategic needs plan.

Tactic 2: Write detailed plan as components of the strategic technology plan are completed.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services		Ongoing	Detailed information technology plan	Moved to unit operations

STRATEGY 7: PROVIDE IMPROVED TECHNICAL SUPPORT ON CAMPUS AND AT SATELLITE LOCATIONS.

- Tactic 1: Develop a model for IT service and support for each campus unit.
- Develop IT standards and policies, including but not limited to: communications applications (e.g., e-mail, calendar), network use and dependability, distance learning policies, support and security.
 - Identify technologies (e.g., software, hardware, communications, etc.) and constituencies that need to be supported and the levels at which support must be offered during high and low activity periods.
 - Establish policy to the effect that if units implement technologies with support issues that fall outside of these standards, the units bear the responsibility for addressing those support issues.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services and technical support staff in campus units		Ongoing	Standards and policies in place, published list of supported technologies, user assessments	Completed

- Tactic 2: Develop, implement, and monitor performance standards for system and service performance.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services		Ongoing	Users report satisfactory system and service performance, link to institutional effectiveness plans	Continue as ongoing

Tactic 3: Implement easily accessible continuously available system for informing users of current network load, equipment failures, and other relevant measures affecting performance, thus enabling users to judge current system reliability expectations.

Responsible for Implementation	Resource Requirement s/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services		Complete and Ongoing	Satisfactory feedback from users, system status, virus modification, maintenance calendar site on web.	Continue as ongoing

STRATEGY 8: ATTRACT & RETAIN QUALIFIED TECHNICAL STAFF.

Tactic 1: Improve job descriptions and classifications of technology personnel.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All appropriate units		Ongoing	New job descriptions and more qualified applicant pools	Continue as ongoing

Tactic 2: Develop effective evaluation practices for technology personnel.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services and other appropriate units		Ongoing	Improved feedback to personnel regarding performance	Continue as ongoing

Tactic 3: Develop ongoing training programs to maintain technology personnel expertise.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services and other appropriate units		Ongoing	Annually updated training plans	Continue as ongoing

STRATEGY 9: IMPROVE AND COMPLETE THE TECHNOLOGICAL INFRASTRUCTURE ON THE MAIN CAMPUS AND AT SATELLITE LOCATIONS.

Tactic 1: The Chief Information Officer will annually review and report to the President’s Office the state of the technology infrastructure.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Chief Information Officer		Annually	Development and maintenance of infrastructure necessary to support University activities	Moved to unit operations

- Tactic 2: Define communication needs of University stakeholders.
- Review goals and priorities of each University unit and program as reflected in the academic program analyses and the strategic plans of Student Affairs and Enrollment Management, Business and Finance and Advancement.
 - Develop plans and standards for meeting the institutional technology needs. Areas to be addressed include: on and off campus access to facilities and technology, nature of the information being accessed (e.g., data, voice, video, etc.), and nature of the applications being accessed (e.g., e-mail, academic systems, administrative systems, etc.).

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Telecommunications		Annually	Implementation of technological solutions to campus needs	Moved to unit operations Recommendation: Have all units develop information technology strategic needs plan.

- Tactic 3: Provide consistent, reliable delivery of voice, data and video communications. Ensure all computers, classrooms, faculty, and staff can communicate with each other, regardless of location on central campus or at satellite locations.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Telecommunications		Ongoing	Improved communications for all Georgia Southern sites	Moved to unit operations

- Tactic 4: Develop information technology infrastructure plan for new and existing facilities based on the future administrative and academic needs of the University and a network traffic study.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Physical Plant, Telecommunications		Completed in 2001 and Ongoing	Improved infrastructure	Moved to unit operations

Tactic 5: Develop guidelines for designing and implementing instructional spaces including ‘smart’ classrooms and laboratories with audio-visual equipment, computer access, distance education access, etc.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer, Facilities Planning Design and Construction		Completed in 2004 and Ongoing	Completion of policy and improved access to instructional technology in classrooms	Completed

STRATEGY 10: PROVIDE IMPROVED APPLICATIONS & TECHNOLOGY TO MEET INSTITUTIONAL NEEDS.

Tactic 1: Conduct inventory of current technology on campus and at distance education sites. Exclude outdated/unusable equipment and software.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Property Control		Annually	Updated records of available technology	Continue as ongoing

Tactic 2: Develop appropriate replacement/surplus schedule for software, instructional and laboratory equipment, and other technology.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer		Annually	Implementation of replacement-surplus plan	Continue as ongoing

Tactic 3: Identify cutting-edge equipment needed in laboratories and classrooms so students are being training on equipment used in the private sector, higher education research, or wherever the graduates may work in the future. See also **Private and Public Partnerships** below.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic department chairs and program coordinators		Annually	List included in Level III strategic plans or otherwise submitted to deans	Continue as ongoing

Tactic 4: Develop standards for implementing upgrades and application programming projects, including a feature for providing regular updates on progress toward completion.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services		Completed in 2004 and Ongoing	Improved procedures for completing such projects	Completed

Tactic 5: Implement a system for reviewing every 2-3 years the adequacy of all aspects of the institution's technological resources in light of new products, services, and opportunities.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer, Student Affairs and Enrollment Management, Advancement, Business and Finance, Academic Affairs		Ongoing	Greater responsiveness to opportunities and improved maintenance of technological resources	Moved to unit operations

STRATEGY 11: DEVELOP A UNIFIED INFORMATION DATA SYSTEM TO SUPPORT UNIVERSITY DECISIONS.

Tactic 1: Identify core data elements and integrate the information systems to create institutional data repository.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer, Strategic Research and Analysis		Ongoing	Improved collection of and accessibility to data to support University operations	Completed

Tactic 2: Develop appropriate policies to manage the institutional data repository.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer, Strategic Research and Analysis		Complete and Ongoing	Degree of accessibility and usability of the data	Completed

Tactic 3: Establish policies preventing unnecessary proliferation of redundant data stores.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer, Strategic Research and Analysis		Complete and Ongoing	More efficient collection of data	Completed

Tactic 4: Redesign data warehouse to maximum data availability.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Strategic Research and Analysis		Complete and Ongoing	Degree of accessibility and usability of the data	Moved to unit operations

Tactic 5: Choose a standard campus reporting tool.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Strategic Research and Analysis		Completed in 2004 and Ongoing	Degree of accessibility and usability of data, improved support for report users, Crystal	Completed

Tactic 6: Develop policies to maximize use of standard reports and queries.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer, Strategic Research and Analysis		Ongoing	Degree of accessibility and usability of data, improved support for report users	Completed

Tactic 7: Implement Web-based reporting where possible.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Strategic Research and Analysis		Ongoing	Degree of efficiency in submitting data, improved support for report users	Continue as ongoing

STRATEGY 12: OBTAIN FUNDING TO SUPPORT TECHNOLOGY.

Tactic 1: Develop and maintain a comprehensive list of information, business, instructional, and laboratory technology needs, including justification, priorities, and costs.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Vice Presidents, Chief Information Officer		Annually	Increased responsiveness to opportunities	Continue as ongoing

Tactic 2: Seek, evaluate, and recommend opportunities to procure grant and private funding, technology, and training.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
All Divisions		Ongoing	More submissions seeking external support	Continue as ongoing

Tactic 3: Provide support to departments for preparing technology grant proposals.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Research Services and Sponsored Programs		Ongoing	More submissions seeking external support	Moved to unit operations

Tactic 4: Establish technology procurement procedures to leverage purchasing power, ensure adequate number of software site licenses, and licensing terms conducive to the University's use of software.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Materials Management		Complete and Ongoing	Licensing terms that protect fair use rights, competitive pricing of purchases, elimination of redundant software purchases	Completed

Tactic 5: Work to ensure that laboratory and instructional equipment are maintained and replaced on a regular basis.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Chief Information Officer		Annually	Students and faculty have access to the best laboratory and instructional technology	Continue as ongoing

Tactic 6: Investigate implementing student laboratory fees to maintain and update laboratory equipment.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs		Ongoing	Students and faculty have access to the best laboratory and instructional technology	Completed

STRATEGY 13: ESTABLISH PLAN FOR SELECTING TECHNOLOGY SOLUTIONS FOR ADMINISTRATIVE NEEDS.

Tactic 1: Provide appropriate support for administrative processes.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services in cooperation with technical personnel within each Division		Ongoing	Improved administrative function	Moved to unit operations

Tactic 2: Develop a plan for identifying, funding, obtaining, implementing and monitoring technical solutions for administrative needs.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Chief Information Officer, Technology for Administration Steering Committee		Annually	Improved overall management of technical solutions for business needs	Completed

STRATEGY 14: DEVELOP INCENTIVES FOR FACULTY AND STAFF TO USE TECHNOLOGY.

Tactic 1: Develop a training plan to support faculty and staff needs. Develop easily accessible shared knowledge base for informing users of best practices and tips for maximizing technological performance.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Human Resources, IT Services, Center for Excellence in Teaching, Henderson Library		Ongoing	Effective training and support is readily available to students, faculty and staff	Moved to unit operations

Tactic 2: Encourage the effective use of technology among faculty and staff.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Faculty, administrators, Human Resources		Ongoing	Effective and appropriate use of technology is rewarded in annual reviews	Continue as ongoing

STRATEGY 15: IMPROVE COMMUNICATION AND COOPERATION AMONG FACULTY, STAFF, & STUDENTS (MAIN CAMPUS AND SATELLITE LOCATIONS).

Tactic 1: Investigate advantages of using a single e-mail system for official university correspondence, with no other e-mail system given IT support.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
IT Services, Chief Information Officer		Completed in 2004	More efficient e-mail communication and better use of IT personnel's time	Completed

Tactic 2: Require all students to open and use e-mail accounts. Send selected university communications to students via e-mail only.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, IT Services, Academic Affairs		Completed in 2003 and Ongoing	More efficient official communication with students	Completed

TRANSCULTURAL OPPORTUNITIES

STRATEGY 16: ENHANCE TRANSCULTURAL OPPORTUNITIES THROUGH THE USE OF APPROPRIATE TECHNOLOGY.

Tactic 1: Explore how technology may be used to expand students' exposure to global cultures.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Student Affairs and Enrollment Management		Ongoing	Unit plans, SCOLA	Continue as ongoing

PUBLIC AND PRIVATE PARTNERSHIPS

STRATEGY 17: WHERE POSSIBLE, PROVIDE CUTTING-EDGE LABORATORY AND CLASSROOM EQUIPMENT SO STUDENTS ARE TRAINED ON EQUIPMENT USED IN THE PRIVATE SECTOR, HIGHER EDUCATION RESEARCH, OR WHEREVER GRADUATES MAY WORK IN THE FUTURE.

Tactic 1: Work with potential employers to identify the technology skills they need from our graduates, and explore with these partners how they might assist in procuring, maintaining, and upgrading the technologies.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs		Ongoing	Employer input provided for academic program planning, increased external support for campus technology needs	Continue as ongoing