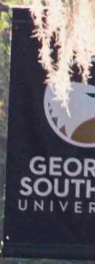




GEORGIA SOUTHERN  
UNIVERSITY

# Strategic Plan

2019-2024



# MESSAGE FROM THE PRESIDENT

**PEOPLE. PURPOSE. ACTION:** *Growing ourselves to grow others!*



This is an exciting time to be part of Georgia Southern University as we envision the future of this institution and the many opportunities that lie ahead with optimism, passion, energy and determination. This new Strategic Plan offers a bold, comprehensive roadmap to unite students, faculty, staff and the region as one Eagle Nation working together to obtain and discover knowledge, develop talent and serve a region.

I believe Georgia Southern University's Strategic Plan articulates our mission and vision, defines our core values and offers clear goals and objectives, all aligning our efforts to be recognized as a national leader in higher education and the premier educational partner of choice to learn, work and engage.

We will be dedicated to growing ourselves to grow others—investing in our people and clearly defining our goals, objectives and actions, all to have the greatest impact on our students and the communities we serve. Lest we forget, we are in the business of transforming lives. You will notice that student success is more than just the first “strategic pillar” in the plan—it is the very foundation of our institution and it is through this lens that we will define and measure our success.

We must work together to create a world-class environment where faculty, staff and students are in a continuous state of growth, discovery and development. This plan provides a strategic pathway to empower our dedicated faculty and align our academic programs to develop global citizens, impact and inform economic development, expand mutually beneficial community partnerships, and enhance high-quality instruction and research that infuses Georgia Southern University with academic purpose and inspired innovation. As we move forward, we will do so together while modeling inclusive excellence in our intentions, behaviors and in our actions. We will use these ideals as the lens through which we see our world as we deepen our impact across the region and embrace a culture of operational efficiency and performance excellence that will ensure our long-term sustainability.

The real power of a strategic plan lies in its successful implementation, so it is critical that we measure success through key performance indicators, monitoring and continually assessing our progress with a culture of continuous improvement and high performance. The plan is designed to be a “living document.” Accordingly, we will assess and evaluate our effectiveness at strategic intervals to ensure that we are on track, relevant and working at the speed of business.

By any measure, we are already fortunate to have vibrant, distinctive campuses and communities, nationally recognized faculty, staff, alumni and programs, and storied histories and traditions serving our diverse University communities. It is important for us to honor the past as we look to the future. While enhancing, elevating and leveraging our distinctives, we will be unified as one Georgia Southern, one Eagle Nation inspired and directed by our Strategic Plan—discovering and obtaining knowledge, developing talent and serving a region.

People. Purpose. Action: Growing ourselves to grow others!

Please join me as we envision the future of Georgia Southern University.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kyle Marrero', written in a cursive style.

Dr. Kyle Marrero, President  
Georgia Southern University



## VISION STATEMENT

People. Purpose. Action: Growing ourselves to grow others!

## MISSION STATEMENT

At Georgia Southern University, our learner-centered culture prepares us to think, lead, teach and serve. We value collaboration, academic excellence, discovery and innovation, integrity, openness and inclusion and sustainability. We promote talent and economic development to enhance quality of life through scholarly pursuits, cultural enrichment, student life and community engagement across distinctive campuses. Our success is measured by the global impact of our students, faculty, staff and alumni.

## VALUES

**Collaboration:** Georgia Southern University embraces shared governance, teamwork and a cooperative spirit that shapes our engagement with students, faculty, staff and communities.

**Academic Excellence:** Georgia Southern University academically challenges students, providing them with the knowledge, experiences and support they need to develop into productive and responsible citizens.

**Discovery and Innovation:** Georgia Southern University promotes environments and technologies that encourage and facilitate creative, problem-solving collaborations among students, faculty, staff and community partners.

**Integrity:** Georgia Southern University creates a caring, respectful environment that is deeply committed to ethical decision-making in the spirit of collegiality.

**Openness and Inclusion:** Georgia Southern University values the diversity of all people, communities and disciplines with an unwavering commitment to equity and inclusion.

**Sustainability:** Georgia Southern University is a conscientious steward of resources and supports the well-being of students, faculty, staff and communities.



# STRATEGIC PILLAR 1 STUDENT SUCCESS



**Goal: Support students in achieving their individual, unique goals and provide a wide range of opportunities for engagement in academic, personal and professional development activities—investing in our students to grow others!**

Georgia Southern University is dedicated to helping students reach their full potential. Through engagement with the institution and exposure to a student-centered approach, students are able to thrive, reach their goals and complete their degrees. By providing access to resources for support, as well as strong curricular and co-curricular opportunities, the University promotes the intellectual, personal and professional development of students. Each student is challenged to define what success means to them and to follow customized, well-supported pathways to success.

## RECRUITMENT AND RETENTION

**Objective 1.1: Recruit quality students from across the region, state and nation who support Georgia Southern University’s mission and values and are eager to contribute to the University community.**

**ACTIONS:**

- a. Identify key student profiles and targeted populations to recruit for enrollment.
- b. Develop and execute a strategic recruitment plan that leverages University-wide resources to drive sustainable enrollment growth in key markets.
- c. Expand graduate programs through strategic recruitment and increase funding in order to attract a diverse range of exceptional graduate students.
- d. Develop and execute a strategic marketing plan that highlights the unique qualities of each campus as well as the overall strength of “One Eagle Nation.”

**Objective 1.2: Increase retention of continuing students and encourage timely progression to degree completion.**

**ACTIONS:**

- e. Develop and execute a strategic retention plan that leverages University-wide resources to increase retention, progression and graduation rates.
- f. Create a University-wide culture that promotes students’ sense of belonging through engagement and connection to others.
- g. Strengthen and expand pathways for intellectual, personal and academic development.
- h. Support students’ academic and co-curricular experiences with programs and services that help them discover or better understand potential career paths.

## AFFORDABILITY, ACCESS AND INFRASTRUCTURE

**Objective 1.3: Expand affordability and accessibility to undergraduate and graduate education opportunities.**

**ACTIONS:**

- a. Ensure accessibility to the University’s academic programs and minimize financial barriers to degree completion through affordable tuition rates, fees and course costs, and the expansion of need-based and merit-based scholarship opportunities.
- b. Provide sufficient staffing to maximize opportunities for meaningful student-faculty engagement and mentorship; flexible, innovative curricula; timely completion of academic programs; and equitable academic, social and co-curricular activities on all campuses.
- c. Optimize student-centered processes of admissions, financial aid and registration to support student engagement and success.
- d. Commit to infrastructure investments that promote student engagement on all campuses and among all campus constituents.





## INTELLECTUAL AND ACADEMIC DEVELOPMENT

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**Objective 1.4: Continually assess and strengthen pathways to intellectual and academic development.**

**ACTIONS:**

- a. Enhance and promote initiatives that give students equitable access and opportunities to participate in research, global learning, capstone courses and projects, and other high-impact educational practices.
- b. Commit to a robust, inclusive and accessible academic and enrollment infrastructure that meets the needs of all admitted students.
- c. Foster critical thinking, problem-solving and written and oral communication skills within both academic and co-curricular programs to prepare students for success beyond graduation.

## PERSONAL DEVELOPMENT

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**Objective 1.5: Enhance curricular and co-curricular environments where students are challenged and developed in a holistic way.**

**ACTIONS:**

- a. Provide students with the tools necessary to develop personal responsibility and take ownership of their actions while equipping them with the ability to seek out resources to support their success while in college and after graduation.

- b. Enhance opportunities for students to learn and develop effective communication skills.
- c. Create a University culture that promotes students' sense of belonging through engagement and connection to others.
- d. Invest in and initiate peer mentoring and other mentoring programs for students in order to develop a larger sense of purpose and provide networking opportunities.
- e. Promote a culture of health and wellness that allows students, faculty and staff to thrive.

## PROFESSIONAL DEVELOPMENT

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**Objective 1.6: Support students' academic and co-curricular experiences with programs and services that help them discover or better understand potential career paths.**

**ACTIONS:**

- a. Create clear processes and pathways to access resources that promote, empower and strengthen student-led programs and organizations.
- b. Incorporate career development and professional skill-building into the student experience with an emphasis on service learning, student employment, co-ops and internships.
- c. Develop specific programming and initiatives that create, promote and support professional networking, career mentoring and industry education opportunities with an emphasis on fully engaging communities at each campus location.





## STRATEGIC PILLAR 2 TEACHING AND RESEARCH



**Goal: Advance knowledge and innovation through a culture of integrated teaching, research and creative scholarly activity—investing in our faculty to grow others!**

Teaching and research are the keystones to advance knowledge, foster creativity, inspire innovation and improve quality of life. Georgia Southern University will increase investment in research programs, faculty development and current technologies that enhance the faculty as teacher-scholars and support their ability to model best practices for students. As a result, faculty can improve student learning, prepare students to compete in the global marketplace and enhance student success by providing access to a complete experiential learning environment that develops students into holistic critical thinkers who contribute as productive citizens to societal enrichment.

### TEACHING

**Objective 2.1: Evaluate the capacity of current academic programs to meet the needs of the region and develop new programs to fill gaps.**

**ACTIONS:**

- a. Leverage the University's location, culture, history and natural resources in Southeast Georgia to recruit diverse, exemplary undergraduate and graduate students.
- b. Strengthen and grow undergraduate programs in response to regional educational needs.
- c. Expand graduate programs through strategic recruitment and increased funding in order to attract a diverse range of exceptional graduate students.

**Objective 2.2: Promote and invest in faculty and staff support services to maximize instructional effectiveness and increase dedication to teaching excellence.**

**ACTIONS:**

- a. Support the continuous development of all faculty and staff in their roles as professionals engaged in service to the institution, the community and the profession.

- b. Develop a formal mentoring program that fosters and supports teaching and learning at every level, including undergraduate and graduate students, new and existing faculty, staff and administrators.
- c. Create processes and infrastructure to share information and resources related to best practices and innovative, applied teaching approaches.

**Objective 2.3: Increase availability and accessibility to online education opportunities, current technology and resources to support the delivery of high-quality instruction and professional development.**

**ACTIONS:**

- a. Expand access to educational technology to improve communication efficiency and instruction in order to support student success and increase retention.
- b. Increase offerings in alternative formats of instruction (e.g., online, blended, micro-credentials) and support and promote high-quality instruction in all formats.
- c. Strengthen support for faculty and graduate student instructors to design and implement effective teaching across modalities.
- d. Achieve excellence in teaching, encouraging application to real-world practices.



## TEACHING AND RESEARCH

**Objective 2.4: Develop mutually beneficial partnerships with a diverse range of local, regional, national and international organizations and communities to enhance teaching and learning, research and scholarship, and professional development.**

**ACTIONS:**

- a. Assess and respond to the academic and scholarly needs of external stakeholders and underserved communities and populations.
- b. Cultivate and maintain global educational partnerships that expand diversity and foster sociological and cultural awareness.
- c. Create opportunities for the mutual exchange of teaching, research, scholarship and professional development, including alumni involvement, foreign exchange agreements, research collaborations across universities, community leadership endeavors and planning and implementation of conferences.
- d. Encourage and support interdisciplinary training opportunities.

**Objective 2.5: Foster a culture of innovation and collaboration in teaching and research.**

**ACTIONS:**

- a. Develop a Center of Technology Transfer to promote and nurture innovative research/commercialization.
- b. Unify academic programs to ensure effectiveness, quality and consistency of curricula across University campuses.
- c. Invest in infrastructure and innovative sustainable processes that support high-quality efficient and consistent communication, evaluation, collaboration and innovation across disciplines, centers, colleges and campuses.

**Objective 2.6: Strengthen our teacher-scholar identity to solidify the University's recognition globally, nationally and locally.**

**ACTIONS:**

- a. Focus on quality teaching and research with equitable workload distribution (i.e., class size, teaching load and teaching-research-service balance) to capitalize on the strengths of each faculty and staff member.
- b. Equitably celebrate excellence in teaching, research, creative scholarly activities, service and their integration through marketing and awards of excellence.
- c. Set the standard as a model institution for developing teacher-scholars.
- d. Enhance support services, such as Centers for Teaching Excellence, University Libraries and Office of Research Services and Sponsored Programs which provide a foundation for the teacher-scholar model.

## RESEARCH

**Objective 2.7: Create and sustain research infrastructure that enhances the research and creative scholarly activities of faculty, staff and students.**

**ACTIONS:**

- a. Develop consistent funding sources and policies to support research and creative scholarly activities, adding new graduate assistantships and undergraduate research opportunities.
- b. Streamline and support procedures for grants, research approval and outreach while promoting and incentivizing faculty research.
- c. Fund the acquisition of materials that facilitate the development and completion of research and scholarly activities (e.g., databases, journals, software and lab equipment).
- d. Expand and update research facilities and support centers (e.g., library and lab space).
- e. Promote and incentivize faculty research, including support for disciplines with limited opportunities for external funding and Scholarship of Teaching and Learning (SoTL).
- f. Improve communication channels across the University to develop and promote scholarly activities.

**Objective 2.8: Invest in research personnel to facilitate interdisciplinary research.**

**ACTIONS:**

- a. Assist faculty and staff who are interested in acquiring externally funded projects by providing access to additional professional development opportunities.
- b. Define and ensure equitable distribution of research resources.
- c. Support creative research programs that assist faculty and students in reaching scholarly achievements.
- d. Support the development of interdisciplinary collaboration and professional development to make collaborative research more sustainable.

**Objective 2.9: Invest in expanding research programs to solidify our identity as a top R2 research university through all forms of funded and unfunded research**

**ACTIONS:**

- a. Strengthen our capability to recruit diverse and exceptional graduate students by investing in graduate programs and graduate assistantships.
- b. Develop productive undergraduate research programs that enhance the research process for faculty, staff and students.





## STRATEGIC PILLAR 3 INCLUSIVE EXCELLENCE



**Goal: Promote an equitable, diverse and inclusive institutional culture to eliminate institutional barriers for underrepresented groups and to unify the Georgia Southern University community as one Eagle Nation—investing in inclusiveness to grow others!**

Georgia Southern University celebrates diversity in all its forms. All populations will feel valued and respected, regardless of race, gender, ethnicity, religion, national origin, age, sexual orientation or identity, education or disability. In addition, the University will capitalize on distinctive, unique campus cultures while encouraging strong institutional unity.

### INCLUSION

**Objective 3.1: Deepen the University’s commitment to being a welcoming institution founded on the principles of equity, diversity and inclusion for all of its internal and external constituents.**

**ACTIONS:**

- a. Identify historical and current institutional barriers, including potentials for marginalization.
- b. Develop a plan to address current institutional barriers and to create a more inclusive culture.
- c. Strategically recruit and retain diverse faculty, staff and students.
- d. Create, identify and support advocates/allies/affinity groups/role models across the University community.
- e. Review and revise University policies, practices, programs and services to ensure a consistent focus on equity, diversity and inclusion.

### CULTURAL COMPETENCY AND TRAINING

**Objective 3.2: Expand the commitment to University-wide equity, diversity and inclusion training, programming and education.**

**ACTIONS:**

- a. Allocate funding to design, create and implement equity, diversity and inclusion training and education for all members of the University community.
- b. Identify and develop new research and curriculum opportunities designed to enhance awareness about equity, diversity and inclusion issues.
- c. Conduct public research and raise awareness about the University’s institutional history, with a focus on issues of equity, diversity and inclusion.







## REPORTING AND TRANSPARENCY

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**Objective 3.3: Develop transparent, equitable processes with reliable, accountable reporting mechanisms.**

**ACTIONS:**

- a. Create a new Ombudsman position.
- b. Hire an AVP of Inclusive Excellence/Chief Diversity Officer.
- c. Promote collaboration between university committees, offices and programs to encourage transparency and equity.
- d. Measure progress of increasing Inclusive Excellence efforts throughout the University.
- e. Include Inclusive Excellence representation in an advisory capacity on the Dean's Council and President's Cabinet.

## UNITY AND SHARED VALUES

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**Objective 3.4: Create a unified, inclusive University culture centered on shared values.**

**ACTIONS:**

- a. Develop and execute a plan to deepen the overall sense of community and connection for students, faculty, staff and alumni, designed to bridge all campuses.

- b. Emphasize the importance of the University's "One Eagle Nation" theme.
- c. Uphold common mission, vision and values to create a sense of cultural unity.
- d. Share good news on across all campuses via email and social media to create a sense of pride and to unite students, faculty and staff.
- e. Encourage University-wide projects bringing together students, faculty and staff across campuses and in various organizational units.

**Objective 3.5: Respect individual campus histories and leverage unique community connections.**

**ACTIONS:**

- a. Acknowledge each campus's distinct identities, histories and traditions within the overall context of the University's shared vision, mission and core values.
- b. Expand signature University traditions while maintaining those that are unique to individual campuses.
- c. Deepen community partnerships across all campuses, responding to the unique needs of those communities.





## STRATEGIC PILLAR 4 OPERATIONAL EFFICIENCY, EFFECTIVENESS AND SUSTAINABILITY



**Goal: Increase operational efficiency and effectiveness while maximizing financial capital and human resources to ensure the University's long-term sustainability—investing in our people and processes to grow others!**

Georgia Southern University will implement robust policies, procedures and practices to ensure current and future sustainability, highlighting financial management, risk management and employee satisfaction. We commit ourselves to achieving performance excellence and the continuous improvement of our people and processes.

### HUMAN RESOURCES

**Objective 4.1: Define Georgia Southern University as an employer of choice, providing a compensation policy and work environment for all faculty and staff that encourages creativity, rewards excellence and fosters high morale.**

**ACTIONS:**

- Implement a market-driven compensation philosophy that ensures a living wage for all employees.
- Address and correct issues of salary compression, inversion and pay equity.
- Support a robust professional development program, including leadership development training.
- Establish a performance-based management system that attracts, retains and rewards outstanding employees at all levels.
- Create clear pathways for employees to progress in their chosen careers.

**Objective 4.2: Create a positive, inclusive work culture.**

**ACTIONS:**

- Establish a culture dedicated to work-life balance and wellness, increasing employee motivation and engagement.
- Create a welcoming campus environment that reflects a diverse, inclusive and globally representative community of faculty and staff.
- Develop and implement enhanced employee recruitment strategies focused on diversity, inclusion and national best practices.
- Develop and implement programs to support and retain a diverse, engaged workforce to maximize productivity and excellence.
- Foster an environment of inclusive and collaborative leadership with a commitment to transparency, collegiality, open communication and shared governance.





## FINANCIAL RESOURCES

**Objective 4.3: Develop sustainable, transparent and inclusive financial and budgeting models to be a responsible steward of all funding sources.**

**ACTIONS:**

- a. Ensure responsible allocation of funding sources, including, but not limited to, public and private funding, Foundation funds, auxiliary and student fees, and tuition.
- b. Enhance processes to guide budget development, budget review and budget reallocation processes.
- c. Implement procedures to ensure managers of institutional units are engaged throughout the budgeting process.
- d. Update spending policies to ensure policies align with the University's strategic goals and comply with current regulatory mandates.

**Objective 4.4: Provide resources to support student success and scholarly activities.**

**ACTIONS:**

- a. Allocate personnel and financial resources to ensure that all University programs meet or exceed national

benchmarks and best practices with resource allocations comparable to peer institutions.

- b. Invest in appropriate facilities, technology and transportation across the University's campuses, focusing on efficient collaborations, equitable access to University programs and services, and effective resource utilization.
- c. Ensure growth in facilities and other resources is strategically managed and aligned with community growth and identified needs.
- d. Allocate resources and simplify procedures to provide "best-in-class" support to students, faculty, staff and the University's internal and external constituents.

**Objective 4.5: Maintain a leadership position in conservation efforts, promoting a University-wide culture of environmental sustainability.**

**ACTIONS:**

- a. Enhance environmental sustainability education on all campuses.
- b. Increase the number and scope of green programs.
- c. Maximize returns on University investment and reduce the negative financial, social and environmental impacts of operations on all campuses.





## STRATEGIC PILLAR 5 COMMUNITY ENGAGEMENT



**Goal: Build and nurture sustained, mutually beneficial, collaborative partnerships to increase quality of life in surrounding communities and to share knowledge and resources that foster civic and social responsibilities among students, citizens, faculty and staff—investing in our communities to grow others!**

Community engagement is critical to ensure that Georgia Southern University's impact extends far beyond the geographic boundaries of its multiple campuses. The University is committed to being a strong partner with community members, area organizations, U.S. military and local companies. By deepening strategic relationships, expanding cultural opportunities and encouraging community members to engage, the University will distinguish itself as a valued partner and community resource.

### PARTNERSHIPS AND COLLABORATIONS

**Objective 5.1: Develop long-term relationships and build multidimensional pathways defined by clear communication and reciprocal engagement with stakeholders.**

*ACTIONS:*

- a. Create a welcoming campus environment for all stakeholders, encompassing all campuses.
- b. Establish pathways for mutually beneficial interaction between the University and the community at large.
- c. Communicate and celebrate positive interactions with University partners.

**Objective 5.2: Strategically coordinate, implement, assess and enhance mutually beneficial engagement efforts related to community, government, business, industry and other external constituents.**

*ACTIONS:*

- a. Align curriculum to support talent, economic and workforce needs to attract and support developing industries.
- b. Enhance and coordinate all University components that facilitate mutually beneficial interaction with the community.
- c. Demonstrate evidence-based documentation of institutional practices for self-assessment and quality improvement such as achieving Carnegie Elective Community Engagement Classification.
- d. Promote institutional outreach in order to enhance research and development, consulting services and workforce development.

**Objective 5.3: Collaborate and partner with military representatives in the region to enhance relations and sustain long-term, mutually beneficial partnerships that improve quality of life.**

*ACTIONS:*

- a. Develop a strategic communication plan that informs all regional military installations about the educational and research capabilities of Georgia Southern University.
- b. Make educational programs user-friendly to members of the military as well as their families and employees at regional military installations.
- c. Offer research capabilities to military installations in the region to assist the nation's future needs and requirements.
- d. Explore collaborative opportunities for the University to engage military community partners with internships for University students.
- e. Investigate opportunities to improve services for veterans in the region in areas including education, healthcare and employment.



## EDUCATION AND ENRICHMENT

### **Objective 5.4: Increase educational opportunities for citizens across the region.**

#### *ACTIONS:*

- a. Strengthen and expand K-16 partnerships to support college readiness, enrollment and completion.
- b. Expand online course offerings, online learning and transferable college credits to better serve non-traditional students, including active military personnel, veterans, transfer students, part-time students, dual-enrollment students and community learners.
- c. Facilitate the expansion of broadband access to all parts of southeast Georgia to increase the ability to deliver online learning instruction.
- d. Support opportunities for student engagement through community-based internships, co-ops, service-learning, professional development events, networking, volunteerism, study abroad, career mentorship and job placement.
- e. Promote and support lifelong learning among students, faculty, staff, alumni and community members.
- f. Increase involvement from the University's alumni community, including mentorship and leadership opportunities with students.

### **Objective 5.5: Enhance enrichment opportunities and increase community involvement through support of intercollegiate athletics, cultural events and outreach.**

#### *ACTIONS:*

- a. Introduce cultural opportunities that cultivate understanding, appreciation and commitment to personal and community well-being.
- b. Expand visual arts, performing arts and outreach programming to appeal to community members.
- c. Leverage NCAA intercollegiate athletics as a major University resource.
- d. Increase the physical presence of the University faculty, staff and students in community spaces through University activities and collaborative investment in infrastructure.



# INSTITUTIONAL KEY PERFORMANCE INDICATORS



## STRATEGIC PILLAR 1 STUDENT SUCCESS

- Student credit hours
- Total headcount
- Yield rate
- Freshmen retention
- 4- and 6- year graduation rate
- Degrees and certificates conferred
- Student employment persistence
- Student leadership persistence
- Student participation in student affairs programs, services and activities
- Professional development opportunities for students
- Student participation in wellness curriculum programs
- Housing residents intentional engagement
- Total scholarships awarded
- Total need-based and gap funding provided
- Percentage of available scholarship dollars distributed
- Number of newly created endowments
- Number of unique visitors to university website
- Cost per inquiry click via digital advertising
- Engagement on social media channels



## STRATEGIC PILLAR 2 TEACHING AND RESEARCH

- External recognitions of academic excellence
- Percentage of faculty with terminal degree
- SSI/NSSE overall quality/satisfaction in academic program
- Student/faculty ratio
- Annual R&D expenditures
- External grant/contract activity
- Research funding awards



## STRATEGIC PILLAR 3 INCLUSIVE EXCELLENCE

- Progression and retention of underrepresented populations
- Graduation rates of underrepresented populations
- Perceptions of institutional commitment to diversity
- Faculty/staff salary equity of protected classes
- Faculty/staff participation in inclusive excellence training



## STRATEGIC PILLAR 4 OPERATIONAL EFFICIENCY, EFFECTIVENESS AND SUSTAINABILITY

- Auxiliary affordability index
- Faculty/staff salary equity
- Annual state audit results
- Time to complete work orders
- First-year employee retention
- Professional development activity
- Number of applications
- Employee engagement survey scores
- Information security awareness
- Contract review turnaround time



## STRATEGIC PILLAR 5 COMMUNITY ENGAGEMENT

- National Survey of Student Engagement (NSSE) scores
- Economic impact
- Alumni financial support
- Total amount of cash, pledges and in-kind gifts received
- News stories recorded in local/regional/national media
- Student participation in community outreach

# UNIVERSITY STRATEGIC PLANNING COMMITTEE:

## CO-CHAIRS:

Dr. Helen Bland Professor, Jiann-Ping Hsu College of Public Health  
 Julie Gerbsch Executive Director of Development

## COMMITTEE MEMBERS:

Ashlea Anderson Executive Director of IT Service & Delivery  
 Tabitha West Business Manager for Academic Affairs  
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 Kelsey Elam Graduate Student, College of Arts & Humanities  
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 Maliece Whatley Senior Lecturer, Parker College of Business  
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**First Row:** Tobe Frierson, Rebecca Carroll, Helen Bland, Julie Gerbsch, Marcus Mitchell, Ashlea Anderson  
**Back Row:** Angela Harn, Tabitha West, Kelsey Elam, Mark Whitesel, Andrew Hansen, Bridget Melton, Maliece Whatley, Dot Kempson, Alisha Tolbert  
*\*Not Pictured, Dr. Brent Feske*

## SUBCOMMITTEE MEMBERS:

|                        |                      |                       |                             |
|------------------------|----------------------|-----------------------|-----------------------------|
| Corine Ackerson-Jones  | George Frederick     | Jacquelyn Messenbrink | Jason Slone                 |
| Carolyn Altman         | Tobe Frierson        | America Minc          | Trina Smith                 |
| Heidi Altman           | Ann Fuller           | Marcus Mitchell       | Willette Stevens            |
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| Ashlea Anderson        | Julie Gerbsch        | Aolany Navas          | Lisa Sweany                 |
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| Kelly Crosby           | Allison Lyon         | Sally Scott           |                             |
| Tiffany Davis          | Devin Maffei         | Gregg Sekscienski     | <i>SPECIAL CONTRIBUTION</i> |
| Danielle Debien        | Carol Marro          | Nathaniel Shank       | <i>ACKNOWLEDGEMENTS:</i>    |
| Kelsey Elam            | Julie McBrayer       | Gene Sherry           | Bettye Apenteng             |
| Brent Feske            | Jonathan McCollar    | Nick Shrader          | Lawrence Clark              |
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| Jill Forehand          | Benjamin McKay       | Daniel Skidmore-Hess  | John David Walker           |
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**PEOPLE. PURPOSE. ACTION:**  
*Growing ourselves to grow others!*



**GEORGIA  
SOUTHERN  
UNIVERSITY**