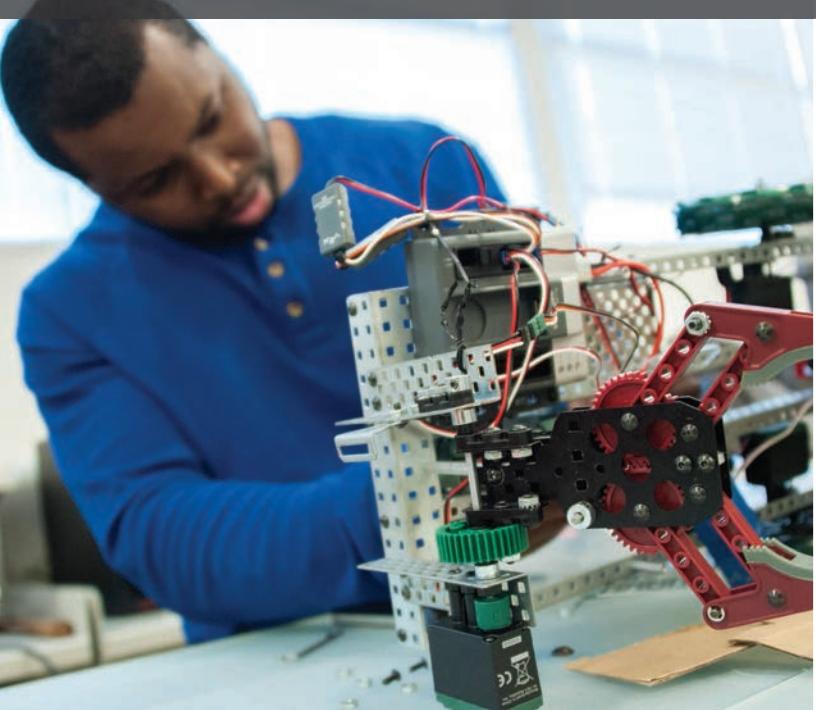




CONSOLIDATED STRATEGIC PLAN

2015-2016





Vision Statement

Kennesaw State University will be a world-class comprehensive university recognized for its excellence in education, discovery, innovation, technology, and community engagement at all levels from local to global. The KSU experience will empower the members and graduates of the University community to have the vision, ability, and courage to transform the future.

Mission Statement

Kennesaw State University offers high-quality and productive undergraduate, graduate, continuing education, and co-curricular programs. These include learning opportunities in architecture, the arts, business, computing, education, engineering and engineering technology, health and human services, honors experiences, humanities and social sciences, interdisciplinary studies, leadership development, the natural and physical sciences, study abroad, and other related disciplines. The University's research, scholarship, creative activities, and public service initiatives expand and apply knowledge, contribute to economic development, and improve the quality of life in local communities, Georgia, the nation, and the world.

The KSU community values open, honest, and thoughtful intellectual inquiry, innovative and creative problem solving, professionalism, expertise, collaboration, integrity and ethical behavior, engaged citizenship, global understanding, sustainability, mutual respect, and appreciation of human and cultural diversity. The University community strives continually to enhance student success, improve institutional quality, and respond to public demand for higher education.

Goal 1

Transform two distinct educational institutions into one student-centered comprehensive university



OBJECTIVE 1:
Integrate programs, policies, and procedures to ensure a seamless consolidation

Action Steps:

1. Follow up and implement recommendations of the Operational Working Groups as approved by the Consolidation Implementation Committee, the University President, the System Office, and the Regents
2. Successfully achieve milestones of seamless operations at the effective date for administrative consolidation in January 2015, the implementation of the initial fiscal year budget for the consolidated institution in July 2015 (and the new federal financial aid year for 2015-16), and the first semester of consolidated registration and instruction for Fall Semester 2015
3. Provide transparent and timely communication between and among the president, administration, faculty, staff, students, alumni, and the community in matters of consolidation
4. Achieve the final Substantive Change approval from SACSCOC for accreditation compliance of the consolidated institution

OBJECTIVE 2:

Preserve and build upon the strengths and best practices of SPSU and KSU in advancing the operations and creating the culture of the consolidated university

Action Steps:

1. Develop an appreciation for the traditions of each campus on both campuses
2. Create programs and activities through which the students, faculties, staff, alumni, and friends of both campuses can develop a shared sense of identity, values, and purpose



Goal 2

Promote excellence and innovation in education through teaching, supervising, and mentoring students; research, creative activity, and scholarship; and professional service



OBJECTIVE 1:
Improve on-campus, off-campus, and online learning environments

Action Steps:

1. Provide additional funds to academic departments and colleges earmarked to improve faculty teaching expertise
2. Begin planning of new off-campus educational sites selected with input from off-campus advisory groups, after BOR approval
3. Increase support and reassignment incentives for faculty involved in technology-enhanced education
4. Increase the number and quality of online courses and degrees offered based on student demand and the changing environment
5. Maintain or decrease student-faculty ratios and student-staff ratios
6. Systematically engage with the community to identify needs for new academic programs and services
7. Identify, implement, and reward best practice teaching strategies for student-centered learning
8. Explore and adopt as appropriate evolving and innovative methods of educational delivery

OBJECTIVE 2:

Increase the number of faculty, administrators, and staff who are nationally and internationally recognized for their research, scholarship, creative activity, and professional service

Action Steps:

1. Fund and hire at least two new chaired professorships in each degree-granting college
2. Develop support programs for faculty to develop and submit proposals that will lead to external funding or other external support for their efforts
3. Develop additional reward systems for recognizing exemplary professional service
4. Support the scholarship of discovery, teaching, learning, integration, application, and engagement
5. Increase support and reassignment incentives for faculty mentoring undergraduate and graduate students in research

OBJECTIVE 3:

Increase external funding generated for teaching, supervising, and mentoring; research, creative activity, and scholarship; and professional service

Action Steps

1. Develop programs that help to increase the number of external grant and contract proposal submissions
2. Work with off-campus advisory groups to identify new premium/customized programs and/or existing degree/certificate programs that support economic development
3. Initiate or enhance at least three programs per year that support economic development



Goal 3

Improve recruitment, retention, progression, and graduation rates (RRPG) in accord with Complete College Georgia by enhancing the quality, breadth, and relevance of academic programs so graduates are prepared for work and life



OBJECTIVE 1: Strengthen KSU's data-centered approach to RRPG initiatives

Action Steps:

1. Analyze RRPG factors that influence KSU's retention and graduation rates and benchmark them to comparators
2. Initiate or enhance specific programs designed to improve RRPG based on the findings

OBJECTIVE 2: Expand student participation in academic engagement activities

Action Steps:

1. Increase the number of student peers (leaders, mentors, supplemental instructors, teaching assistants, etc.) serving each degree-granting department
2. Create an Honors College, which includes discipline-specific honors programs and activities
3. Increase the number of students competing for national-level scholarships
4. Increase the percentage of students who at graduation are employed or pursuing additional education



OBJECTIVE 3: Create and implement strategies to improve RRPG rates

Action Steps:

1. Create a comprehensive and seamless advising program to include mentoring and tutoring as needed
2. Implement an early intervention plan within each degree-granting department to advise students
3. Increase support and reassignment incentives for faculty participating in intervention programs for at-risk students
4. Increase financial aid available to students, and promote financial aid opportunities to all students
5. Increase participation in career, counseling, leadership, and residence life programming and services
6. Make instruction on the value of class attendance, time management, ethics, interpersonal skills, and academic performance available to all KSU students
7. Provide coordinated administration of opportunities for students to participate in internships and co-ops
8. Create a faculty-led university council to provide input and advice regarding RRPG initiatives
9. Encourage instructional methodologies that actively and effectively engage students
10. Increase the number of enrolled students who have a high school GPA of at least 3.5

OBJECTIVE 4: Expand educational opportunities via articulation agreements

Action Steps:

1. Maintain and periodically assess existing agreements with regard to benefit and applicability
2. Identify and implement effective new articulation agreements

Goal 4

Increase engagement and prominence in the local community, Georgia, the nation, and the world



OBJECTIVE 1: Develop and implement a framework that creates synergies among community engagement initiatives

Action Steps:

1. Create an infrastructure and budget to coordinate, leverage, promote, market, and measure community engagement to raise awareness and visibility
2. Increase the number of students, faculty, staff, and administrators participating in community engagement activities
3. Increase the number of KSU and SPSU alumni actively participating in KSU and Alumni Association activities



OBJECTIVE 2: Raise the profile of KSU's academic programs, research, scholarship, and creative activity

Action Steps:

1. Incorporate external reviewers from peer institutions in promotion and tenure processes
2. Increase faculty and staff membership and leadership in national and global associations
3. Obtain accreditation in all programs for which an appropriate accrediting body exists
4. Increase faculty engagement in research, scholarship, and creative activity

OBJECTIVE 3: Identify and nurture existing programs and areas of excellence that have achieved or have potential to achieve national or international prominence

Action Steps:

1. Provide additional funding to nationally recognized programs and areas
2. Target and promote two programs and/or areas per year for national or international prominence

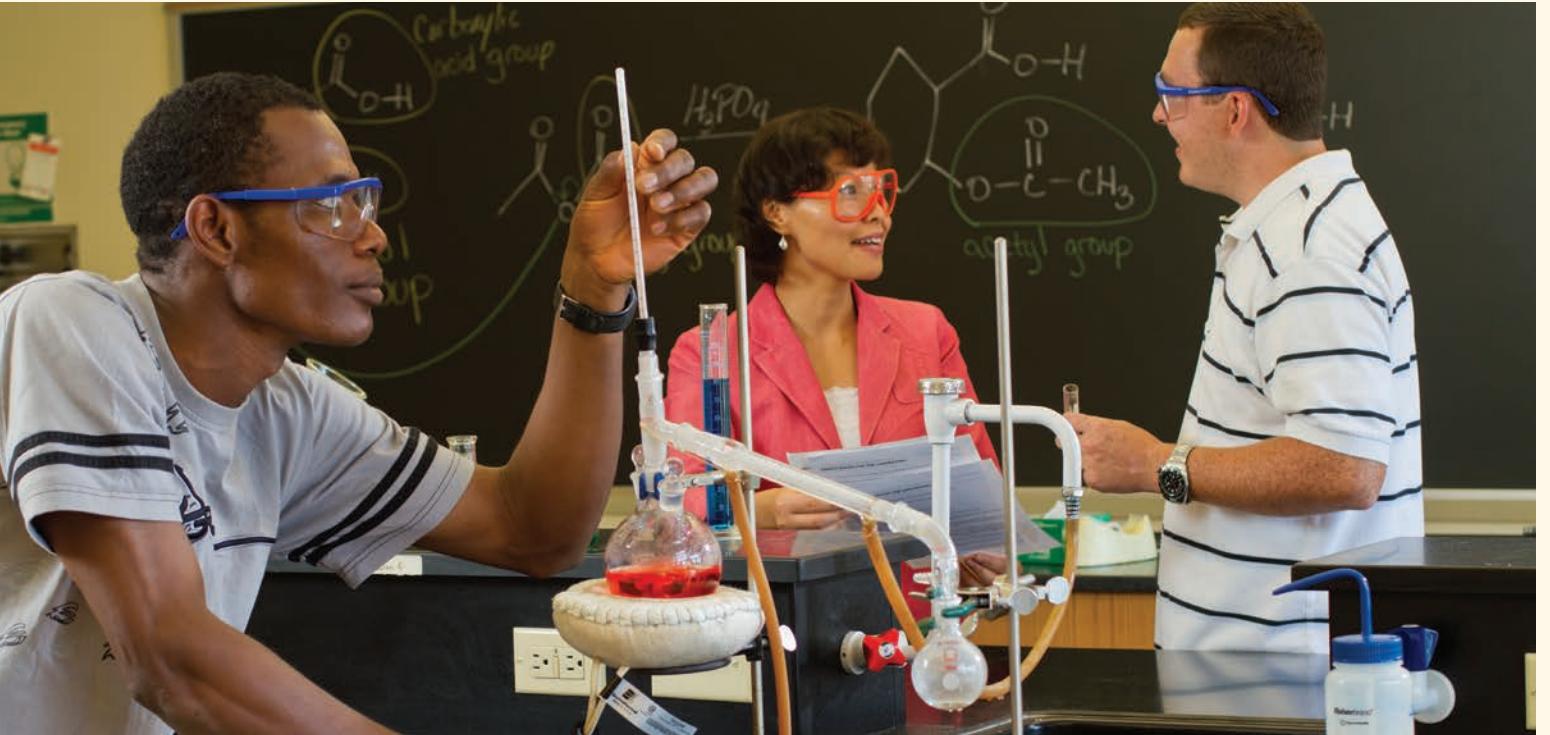
OBJECTIVE 4: Recognize and reward engagement in KSU's local, state, national, and international communities

Action Steps:

1. Create Foundation Community Engagement awards and incentives for faculty, staff, students, alumni, and partners
2. Create one faculty, one staff, and one student community engagement fellow in each degree-granting college

Goal 5

Foster a welcoming, diverse, and inclusive environment while enhancing the collegiate experience and sense of community within the university



OBJECTIVE 1: Promote a culture of consistent, high-quality service

Action Steps:

1. Conduct a biennial customer service satisfaction assessment of all members of the KSU community
2. Institute a comprehensive customer service training program based on the assessment

OBJECTIVE 2: Enhance the co-curricular and extra-curricular experience for students

Action Steps:

1. Increase the involvement of students in co-curricular and campus life programs
2. Provide engagement, leadership, and learning opportunities in co-curricular and campus life programs
3. Begin an intercollegiate football program and additional women's intercollegiate athletic programs

OBJECTIVE 3: Promote an institutional culture of diversity, inclusion, and sensitivity

Action Steps:

1. Collect baseline data on the intercultural competence of students, faculty, and staff that will lead to improvements in diversity, inclusion, and sensitivity on campus
2. Develop initiatives to increase participation in diversity and inclusion programs for faculty, staff, administrators, and students
3. Integrate broadly defined diversity and inclusion curricula into the academic core
4. Ensure that each academic and operational department has an effective plan for recruiting and retaining diverse populations

OBJECTIVE 4: Enhance the work experience and the job environment for all KSU employees

Action Steps:

1. Provide campus-based child care options for employees and students
2. Institute recruitment, retention, and training programs supporting advancement opportunities for all
3. Pursue compensation levels competitive with academic and/or private sector peers, as appropriate
4. Provide professional opportunities that reward high performance
5. Expand options and policies to support the educational goals of employees

OBJECTIVE 5: Expand opportunities for the community to engage with the university

Action Steps:

1. Communicate outreach opportunities that are offered by the University community
2. Develop and maintain off-campus partnerships such as service learning, consulting, and similar activities
3. Develop and implement a comprehensive communication and marketing plan

Goal 6

Expand resources and improve operational efficiency and effectiveness



OBJECTIVE 1:

Ensure that facilities and infrastructure keep pace with growth and evolving sustainability standards

Action Steps:

1. Increase the square footage available per full-time equivalent student (FTE) to the average level of square footage per FTE at comprehensive universities in the University System of Georgia
2. Ensure, whenever possible, that all new building projects are built to "Green Building Standards" so that they are LEED and/or PEACH certifiable
3. Develop a master modernization plan and complete modernization in at least two buildings per year
4. Maximize classroom, laboratory, and other instructional site utilization rates based on University System criteria
5. Assess the environmental impact of existing sustainability initiatives and create policies that reflect best practices



OBJECTIVE 2:

Improve business processes, organizational structure, and staffing

Action Steps:

1. Review business processes for at least two organizational units per year to assure internal controls, guarantee accountability, identify inefficiency, and reduce redundancy
2. Examine the adequacy of staff levels to ensure that university needs are met

OBJECTIVE 3:

Increase revenue and support to the university from appropriate sources

Action Steps:

1. Increase the level of state funding per full-time equivalent student (FTE) to the average level of state funding per FTE at comprehensive universities in the University System of Georgia
2. Initiate the steps to prepare for launching a comprehensive capital campaign
3. Initiate fundraising programs that increase the combined contribution rate for faculty, staff, and administrators to 40 percent or more, and for alumni to 5 percent or more
4. Increase amount of funding received through grants and contracts



Kennesaw State University, a unit of the University System of Georgia, is an equal opportunity institution, which does not discriminate on the basis of race, color, sex, sexual orientation, age, religion, national origin or disability.