

South Georgia State College  
Academic Master Plan

**South Georgia State College (Draft) Strategic Plan**

**SGSC MISSION**

South Georgia State College, a state college of the University System of Georgia, is a multi-campus, student-centered institution offering high-quality associate and select baccalaureate degree programs. The institution provides innovative teaching and learning experiences, a rich array of student activities and athletic programs, access to unique ecological sites, and residential options to create a diverse, globally-focused, and supportive learning environment.

**SGSC VISION**

South Georgia State College will be a regional leader in offering an array of academic programs delivered by talented faculty and reinforced by a skilled support staff. This will attract, prepare, and graduate students who will accomplish their career goals and lead the region to economic success.

**SGSC VALUES**

South Georgia State College embraces the traditional values of Higher Education as set forth by the University System of Georgia—Integrity, Excellence, Accountability, and Respect. To accomplish its vision SGSC also identifies the following LEAD core values:

- Leadership – acting to achieve shared goals around core values.
- Engagement – facilitating close interaction between students, faculty, staff, and community partners.
- Affordability – Emphasizing efficiency and effectiveness to provide a quality education and to achieve an affordable degree.
- Diversity – creating a collegial environment composed of people of diverse backgrounds.

## **South Georgia State (Draft) Strategic Plan Goals**

### **GOALS**

#### **Goal #1 “Academic Programs”**

SGSC will continue to develop existing and/or new academic programs based on the identified needs of the community.

#### **Goal #2 “Talented Faculty/Staff”**

SGSC will recruit and retain talented and diverse faculty and staff with competitive salaries, innovative development programs, close-knit communities, and an idyllic quality of life.

#### **Goal #3 “Student Success”**

SGSC will improve student success rates as measured by course completion, retention, graduation, and transfer to other post-secondary institutions after preferably attaining a degree from SGSC.

#### **Goal #4 “Regional Economic Development”**

SGSC will collaborate with its community and region through the establishment and maintenance of partnerships for educational purposes. These partnerships will result in the strengthening of SGSC’s academic programs, student success rates, and economic health of the region.

### **Mission of the Division of Academic and Student Affairs:**

Academic and Student Affairs will provide excellence in innovative teaching and learning, student success, and student life experiences, resources and programs, with a well-qualified and professional faculty and staff.

**Academic and Student Affairs: Academic Master Plan 2019 - 2024**

*Goal 1: Establish a Strong Liberal Arts Foundation for our Students with standards of Academic Rigor and Teaching Excellence*

*SGSC Strategic Plan Goal Alignment: Goal 2 – Talented Faculty/Staff; Goal 3 – Student Success*

**Five-year Goals:**

1. Infuse research/experiential learning throughout the curriculum.
2. Ensure consistency and adherence to agreed-upon standards based on national norms for courses in the general education curriculum.

**Action Items:**

1. The LEAP (Liberal Education, America's Promise) principles and VALUE rubrics will be introduced to SGSC faculty and training provided on how to integrate these elements into classes.
2. Implement course redesign elements based on G2C (Gateways to Completion), QEP (Quality Enhancement Plan) Undergraduate Research, and LEAP initiative findings.
3. Support a Writing Center and Writing Across the Curriculum (WAC) program at the college.

**Resources Needed to Support Goal 1:**

1. Training and support for SGSC faculty through Professional Development Funds and School Funds.
2. Dedicated travel and training funds for the Academic Affairs Project Specialist, who currently has no budget. Her position oversees the Center for Teaching and Learning and she is the point person for Distance Education.

*Goal 2: Provide Academic degrees that serve the needs of our students and communities*

*SGSC Strategic Plan Goal Alignment: Goal 1 – Academic Programs; Goal 4 – Regional Economic Development*

**Five Year Goals:**

1. Submit at least 10 proposals for new baccalaureate and/or Nexus degrees to the USG for approval.
2. Maintain a database for analysis of new program needs and viability.
3. Provide service learning opportunities for students in both curricular and co-curricular formats.

**Action Items:**

1. Conduct a needs assessment using data from the department of labor, local Chambers of Commerce, EDA's, and other identified stakeholders to determine future workforce needs.
2. Conduct faculty and student inventories to determine strengths for new academic program development.
3. Conduct faculty inventories to ensure adequate faculty staffing levels to serve student needs and make adjustments as needed.
4. Conduct support services inventories to ensure adequate provision of resources to support new programs.
5. Develop new program proposals based on the acquired data appropriate to the College and community and student needs.

**Resources Needed to Support Goal 2:**

1. Faculty/Administrative Positions:
  - a. Long Term Health Care Management Chair.
  - b. Elementary Education/Literacy Faculty Member.
  - c. Additional faculty member to support the BS in Logistics and Materials Management.
2. Career Specialist to coordinate service learning opportunities.
3. Staff time in data collection, appropriate software for data collection and analysis.

*Goal 3: Employ a Highly Qualified Faculty and Staff*

*SGSC Strategic Plan Goal Alignment: Goal 2 – Talented Faculty/Staff*

**Five Year Goals:**

1. Increase percentage of terminally degreed (in discipline) faculty to 70% of total teaching faculty.
2. SGSC faculty will engage in either SOTL or Discipline-related (approved by their respective deans) professional development activities.

**Action Items:**

1. Recruiting for tenure-track faculty positions will focus on hiring terminally degreed faculty where possible.
2. Academic leadership will identify SOTL-related opportunities and encourage faculty to participate.

**Resources Needed to Support Goal 3:**

1. Current resources support this goal. Professional development funding, along with School budgets support faculty growth and development.

*Goal 4: Create an environment among students and faculty, that embraces ethics, diversity*

*SGSC Strategic Plan Goal Alignment: Goal 2 – Talented Faculty/Staff; Goal 3 – Student Success*

**Five Year Goals:**

1. Establish a culture that values and embraces diversity among our students.
2. Diversity will be promoted in Student Affairs programming.
3. Diversity training will be provided for faculty and staff in regard to hiring, workplace interactions, and instruction.
4. Faculty will be fully versed in USG, Federal, and State policies regarding ethics.
5. Guidelines regarding academic integrity will be agreed upon by the faculty and disseminated clearly to the students.

**Action Items:**

1. All Academic Affairs faculty and staff will participate in mandatory ethics training.
2. A plan will be developed for AY 18-19 to incorporate intentional diversity training and programs.

**Resources Needed to Support Goal 4:**

1. Diversity training resources for Academic Affairs faculty and staff.
2. Funds for workshops on work related policies for Academic Affairs faculty and staff.

*Goal 5: Ensure the value of our programs for our students*

*SGSC Strategic Plan Goal Alignment: Goal 1 – Academic Programs; Goal 3 – Student Success*

**Objectives:**

1. Graduates will find employment in positions related to their field of study in the ASN and Baccalaureate programs.
2. Baseline information will be determined for each degree.
3. Metrics will be established for improvements in placement rates for each program.
  - i. Job placement.
  - ii. Graduate school admissions.
4. From data collected, SGSC will use the information to improve services and preparation resources for our students.
  - i. Career Services will expand offering to assist students with preparing for and securing employment.

**Action Items:**

1. Create a 12-month Chair position for the B.S. in Biological Sciences.
2. Create a 12-month Chair position for the B.S. in Long-term Healthcare Management.
3. Deans and Chairs will establish plans for collection and analysis of data related to job placement/graduate admission of SGSC baccalaureate graduates.
4. The Career Services vacancy will be filled.
5. Identify career-services related software to aid our students in job search preparation and placement.

**Resources Needed to Support Goal 5:**

1. Replacing the Career Services position.
2. Career Services will need software to support student training, placement, and networking. College Central Network - \$2000/year for a three-year contract. One year contract \$2500.
3. Salaries for baccalaureate program chairs.

*Goal 6: Academic and Student Affairs will pursue initiatives to increase retention, progression, and graduation:*

*SGSC Strategic Plan Goal Alignment: Goal 3 – Student Success*

**Five Year Goals:**

1. Fully establish the professional advising model at SGSC.
2. Increase 3-year graduation rates by 10%.
3. Increase year-over-year retention rate by 10%.
4. Establish database for tracking retention and graduation data.

**Action Items:**

1. Increase resident student retention through the Strategies to Emerge, Progress, and Succeed (STEPS) program.
2. Implement a cluster model for Academic Advising to increase retention and progression
  - a. Target student advising with clusters that maximize intrusive advising strategies:
    - i. Residential Advisor/Coach (1)
      1. Focus on Residential Students on the Douglas Campus
      2. All residents (Athletes, Good Standing, At Risk)
    - ii. Professional Advisors (2)
      1. At Risk Students (not including Residence Halls or Entry Programs or Dual Enrollment)
      2. Momentum Year Initiatives
      3. Stop-out initiative
    - iii. School Advisors (3)
      1. Roles determined by Schools – in coordination with parameters of other clusters
      2. ASN included in School Advising for SON
    - iv. Dual Enrollment Specialists (2)
      1. All Dual Enrollment Students
    - v. Entry Program Advisors
      1. Advised by staff/faculty at EP's
    - vi. Baccalaureate Advisors
      1. Advised by faculty in the baccalaureate program
    - vii. VA Advising Specialist (1)
      1. Responsible for advising veterans and their dependents on GI Bill.
3. Engage in an Early Alert Program targeting students demonstrating at risk behaviors in order to provide appropriate interventions to retain and progress those students.
4. Reduce student costs and time to degree through the 15 to Finish initiative by increasing the number of students taking 30 credit hours or more per year by 10%



5. Continue the Guided Pathways program to ensure that students have accurate and informative pathway and majors maps that allow them to make purposeful choices and reduce their time to degree.
6. Improve student engagement and retention through the SGSC Quality Enhancement Plan (QEP) with emphasis on Undergraduate Research
7. Reduce DFWI rates in high-enrollment, high DFWI courses through the Gateways to Completion program.
8. Increase retention and progression by reducing student textbook costs through the Affordable Learning Georgia initiative at SGSC.
9. Employ course audits to ensure scheduling that allows students to get the classes they need in order to ensure seamless progression toward graduation.
10. Develop a Center for Teaching and Learning to provide access for faculty to training in high-impact practices that emphasize engaged learning and student success.
11. Implement new Learning Support model (no foundations course / Co-requisite model) to improve student progression toward time to degree.
12. Increase student usage of the Academic Success and STEM Centers on the Douglas and Waycross campuses to improve student retention and progression.
13. Maintain Writing Centers on the Douglas and Waycross campuses to improve student retention and progression.
14. Maintain engagement in the STEM Grant Initiative to improve student competencies in STEM areas and improve retention and progression.
15. Implement the USG Momentum Year Plan beginning in AY 2018-2019.
16. Establish co-curricular opportunities with Student Life Programming increase student engagement at the college.
17. Implement the Phoenix program for students returning from suspension/probation.

**Resources Needed to Support Goal 6:**

1. Additional professional advisor positions.
2. Faculty/Staff time engaged in data collection, retention-related activities.
3. Institutional Effectiveness office time in data collection.
4. Institutional support for faculty and staff involved in the Momentum Year and in various initiatives.