



UNIVERSITY SYSTEM OF GEORGIA

Strategic Plan 2029



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“

The University System of Georgia is determined to be recognized as the best system of higher education in the United States as it advances the prosperity of individuals, the state of Georgia, and the nation through education, research, engagement, and innovation.

”

Strategic Plan 2029 Vision Statement

Contents

Message from the Chancellor	4
Executive Summary	5
Introduction	7
Strategic Plan 2029 Development	12
Strategic Plan 2029 Goals	13
Goal 1: Student Success	14
Goal 2: Responsible Stewardship	17
Goal 3: Economic Competitiveness	19
Goal 4: Community Impact	22
Conclusion	25
Appendix	26



Valdosta State University

Message from the Chancellor

June 11, 2024

The University System of Georgia's top goal is to raise education attainment levels. Getting more Georgians through college to a degree improves not only their quality of life, but the state's economic competitiveness.

If we want companies to move here or our citizens to start companies and rear families here, then we must have a skilled and educated workforce across the entire state.

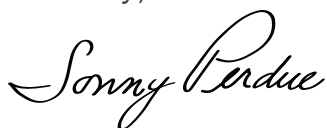
This is what "Good, Better, Best" is all about. It means the university system and our 26 public colleges and universities must continue to dig a little deeper as we build a stronger foundation for success now and over time.

With Strategic Plan 2029, we commit to that continuous improvement. The plan allows USG to focus on student success, responsible stewardship, economic competitiveness, and community impact while emphasizing strategic initiatives and enhanced data and metrics that allow you to track our progress.

USG touches the lives of people where it really counts and helps them add value to themselves. That's what higher education should be about: helping Georgians grow and learn about their possibilities, exposing them to the dreams they may have and never thought possible.

Transparency builds trustworthiness as we do good work. Being accountable makes us strive to be better. Thank you for holding us accountable and helping us become the best public higher education system in the nation.

Sincerely,



Sonny Perdue
Chancellor, University System of Georgia

Executive Summary



The University System of Georgia is about helping Georgians grow and learn about their possibilities, exposing them to the dreams they may have and never thought possible, dreams our 26 public colleges and universities can make real for them.

USG institutions open the doors of opportunity for everyone. They provide great value to the state of Georgia by raising attainment levels for communities across Georgia. Now, more than ever, we prepare students for good jobs and help create—through innovative academic programs and research—the jobs of the future. In fact, those jobs over a lifetime will require the type of education we provide, which in turn increases the competitiveness that helps Georgia's economy thrive.

It also helps Georgia families grow their prosperity. Data show USG bachelor's graduates will earn over \$1 million more during their lifetimes than they would have without their college degree. In fact, high school graduates who obtain a bachelor's degree will boost their work-life earnings in Georgia by 82%, exceeding the 80% increase estimated for the nation. Yet with the opportunities this provides, we will also need to navigate challenges that threaten to blunt our impact.

Georgia and the nation are experiencing declining birth rates that will impact us in upcoming years—as it has in some states already. Some of Georgia's counties, particularly those in rural areas, are already experiencing population declines among young people who traditionally are thought of as college-aged. At the same time, we are experiencing a shift in demographics that is challenging our campuses to do better among those students we have traditionally served poorly, including those who are the first in their families to attend college.

USG faces these changes as the nation's colleges and universities, including ours, have seen a shift in funding support that more directly relies on students and families. This is happening as national polls show the public has doubts about whether a degree is worth it at the very time a degree is needed more than ever. We believe we are a good deal for Georgia; yet, we recognize it is up to us to be transparent and prove our worth. Thus, we have Strategic Plan 2029.

Student success, responsible stewardship, economic competitiveness, and community impact—these are the overarching four goals that will guide our strategy for the next four years and beyond. They represent not a catalog of everything we do, but most directly what we need and must do to drive Georgia forward.



Strategic Plan 2029 Goals

The goals of the plan are strategically focused on meeting the most critical needs of Georgia. Accomplishing these goals will require the commitment and hard work of faculty, staff, and leadership teams at all USG institutions working together as one system to better serve our students and the state of Georgia.



Goal 1

Student Success: We will increase degree completion through high-quality and lifelong academic options, focused learning, and elimination of barriers to access and success for all Georgians.

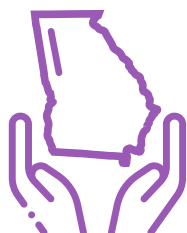


Goal 2

Responsible Stewardship: We will ensure affordability for students by containing costs and optimizing efficiency across the system.

Goal 3

Economic Competitiveness: We will advance Georgia through investing in world-class research and equipping students with marketable skills, knowledge, and experience.



Goal 4

Community Impact: We will work with our communities to improve quality of life.



Strategic Plan 2029 Vision Statement

The University System of Georgia is determined to be recognized as the best system of higher education in the United States as it advances the prosperity of individuals, the state of Georgia, and the nation through education, research, engagement, and innovation.

Georgia Southern University

Introduction



The University System of Georgia's 26 institutions collectively serve more than 344,000 students, employ more than 51,000 people, generate more than 163,000 full- and part-time jobs and have an annual economic impact of \$21.9 billion. As such, USG's mission of teaching, research, and service is critical to the advancement of the state of Georgia. Given our scope and impact, we are well-equipped to help address the biggest challenges facing our state and nation. From meeting the demands of a rapidly changing labor market and ensuring vibrant and economically viable communities, to protecting our democratic institutions and processes, USG is uniquely positioned to produce creative problem solvers, engaged citizens, and a knowledgeable and skilled workforce.

The benefits of higher education to individuals and communities cannot be overstated. According to the College Board, those with postsecondary education experience higher earnings and lower unemployment rates compared to those without a college degree. They are also less reliant on public assistance programs and have greater socioeconomic mobility.

USG by the Numbers

- 26 institutions
- More than 344,000 students
- 163,000+ direct and indirect jobs
- More than 51,000 full-time employees
- Annual economic impact of \$21.9 billion

Moreover, college-educated individuals tend to have healthier lifestyles, evidenced by lower rates of obesity and smoking, increased exercise, and greater likelihood of having employer-sponsored health insurance. All of these characteristics contribute to lower overall healthcare costs. Lastly, those with college degrees tend to exhibit greater civic engagement through voting and participating in volunteer work.

Knowing the benefits of a college education, USG remains committed to increasing the number of Georgians who earn degrees. Doing so improves the quality of life for individuals and families as well as communities across the state. Our work also plays a vital role in satisfying rapidly changing labor market demands across Georgia and the U.S. According to the Georgetown Center on Education and the Workforce, the U.S. labor market increasingly requires employees with some form of postsecondary education, and many states, including Georgia, are projected to have a shortfall of educated workers over the next decade. To fill this gap and better prepare our

students for changes in high-demand skills, USG must become more flexible in the courses and programs it offers as well as how it connects to the needs of industry and business.

Strategic Plan 2029 provides a road map for raising educational attainment and moving Georgia forward. As we work to improve the lives, communities, and economy of the state, we anticipate our local efforts will have far-reaching effects. Not only will we contribute to advancements for Georgia, but also for the nation and world.

Strategic Plan 2029 provides a road map for raising educational attainment and moving Georgia forward. As we work to improve the lives, communities, and economy of the state, we anticipate our local efforts will have far-reaching effects. Not only will we contribute to advancements for Georgia, but also for the nation and world.

We embark on this work amid challenges and opportunities. Emerging from the COVID-19 pandemic, colleges and universities across the country experienced a dip in enrollment as students entered a booming job market and felt the lingering effects of the pandemic. While USG enrollment has stabilized, it must still weather a nationwide decline in birth, which will lead to a decline in high school graduates available to enroll in college.



Atlanta Metropolitan State College



Middle Georgia State University

Ensuring an affordable education also remains a top priority for the Board of Regents.

In fact, the number of high school graduates in Georgia in 2030 is anticipated to be less than 100,000 for the first time since 2016. Additionally, given continuing demographic changes in Georgia, it is important to enroll more students from groups that have historically attended college at lower rates. It will be especially important to enroll more adults, both those who have never attended and the more than 1.4 million adults with some college and no degree.

To satisfy the needs of an evolving labor market, we must offer degree programs that are more flexible, nimble, and in tune with economic demands. We must become more adaptable in how we offer education and better at equipping students with essential skills connected to the larger world. We need to offer lifelong learning opportunities and partner more effectively within USG as well as with those outside our system. To this end, initiatives like the Momentum Approach equip USG students with a suite of strategies toward successful degree completion, on-time

graduation, and career success. We count among our assets USG's virtual and physical libraries, as well as the state's 410 public libraries. Their impact in supporting lifelong learning is felt across Georgia's communities.

Ensuring an affordable education also remains a top priority for the Board of Regents. Our commitment to affordability is evidenced by the Board's decision to keep average tuition increases for undergraduate, in-state Georgia students at less than 1% over the past eight years, well below the rate of inflation. USG also appreciates the state's continued support through appropriations. In FY 2024, USG received \$3.2 billion in state general funds, a 2.1 percent increase over the previous fiscal year. USG also received full funding for enrollment growth and new funding increases for several special projects. This has maintained necessary support for institutions without sacrificing educational quality and allowed USG to keep tuition low.

Like many states, however, Georgia's state funding for higher education has declined overall—a national trend exacerbated by the Great Recession. State funding used to support 75 percent of the cost to educate a student, with students and families being responsible for 25 percent. Today, the state meets 57 percent of the cost, with students and families responsible for the remaining 43 percent. Still, USG continues to offer some of the most affordable tuition and fees in the South. Yet we must do more to reduce the overall cost of education including room and board, textbooks, and other course materials. Affordable Learning Georgia, an initiative which promotes the development and use of Open Educational Resources (free textbooks), is a notable way we are working to improve affordability.

We must also consider how we can help students make the best borrowing decisions related to their financial circumstances. It is imperative we improve the delivery of financial aid systemwide and better educate students about their financial aid options and how to pursue a college degree while accruing less debt. The “Know More, Borrow Less” initiative, already underway, seeks to accomplish these outcomes by providing every student with clear information needed to make more informed decisions about their borrowing choices and future payments.

It is imperative we improve the delivery of financial aid systemwide and better educate students about their financial aid options and how to pursue a college degree while accruing less debt.



In response to funding and affordability challenges, USG and its institutions have sought greater efficiency in our work related to student success.

This includes large-scale efforts like institutional consolidations and the implementation of a single, unified platform for financials, human resources, and student account management across all 26 USG institutions, helping USG achieve notable cost savings that allow us to redirect resources to improve student success. In fact, adjusted for inflation, USG since 2008 has both graduated more students and spent less per degree to do so than in previous years. While we have made notable progress, continuing to identify and optimize efficiencies across USG is essential to improving affordability and, ultimately, degree completion.

Strategic Plan 2029 sets forth our plan to improve degree completion, affordability, and efficiency, while enhancing economic competitiveness and community impact for the betterment of Georgia, the nation, and the world.

Vision Statement

Strategic Plan 2029 was developed under the guide of the following vision statement:

The University System of Georgia is determined to be recognized as the best system of higher education in the United States as it advances the prosperity of individuals, the state of Georgia, and the nation through education, research, engagement, and innovation.

This vision statement puts student success at the center of the plan and directs us to align our teaching, research, and service mission toward improving our state and its economy. This is a lofty vision. As noted previously, we face challenges and opportunities in terms of demographic shifts, evolving business and industry needs, and the imperative that we be good stewards with limited resources. These realities are why a cogent strategy, capitalizing on our strengths, is critical.



Strategic Plan 2029 Development

The development of Strategic Plan 2029 began in early 2023 under the leadership of Chancellor Sonny Perdue and former Vice Chancellor for Leadership and Institutional Development Dr. Stuart Rayfield. The chancellor convened a group of institutional presidents, one from each institutional sector, to assess the system's progress on the previous plan and develop a new vision statement, core values, goals, and associated initiatives and metrics.

This Presidential Working Group gathered input from all presidents and recommended the system continue to focus on the previous strategic plan's goals of student success, responsible stewardship, economic competitiveness, and community impact with updated initiatives and enhanced metrics.

The group's recommendations about the new plan's vision, values, goals, initiatives, and metrics were presented and discussed at the Board of Regents annual planning retreat held that March (2024 Regents listed in the appendix). Rayfield incorporated the Board's feedback and provided another update at the May board meeting. From May until August, work has focused on analyzing data on strategic plan metrics, identifying targets on those metrics, and creating data dashboards to track progress.

The final plan with metric targets was presented and formally approved at the August Board of Regents meeting, and went into effect on Sept. 1, 2023.



Georgia College & State University

Strategic Plan 2029 Goals



The goals that follow are strategically focused on meeting the most critical needs of Georgia. Accomplishing these goals will require the commitment and hard work of faculty, staff, and leadership teams at all USG institutions working together as one system to better serve our students and the state of Georgia.

GOAL 1: Student Success

We will increase degree completion through a robust and intensive approach to access and student success, utilizing data analytics and best practices.

We recognize higher education needs to reduce barriers to access, especially for new or non-traditional student populations that will become increasingly important to the system as demographics shift and technical skills become increasingly important in the economy.

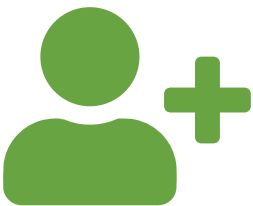
We will accomplish this through a direct admissions program that reduces application barriers for Georgia's high school seniors, and we will expand continuing and professional education so Georgians can thrive and adapt to the state's evolving workforce needs. Moreover, we will instill a passion for learning and equip our students with essential skills such as critical thinking, problem solving, communication, and collaboration that are necessary for success in work and life.

Finally, we must provide support for faculty in their critical role of improving student success. We will scale best practices around student success and use technology that helps institutional staff effectively support students in a cost-effective way. We will develop performance-based budget components that reward retention and graduation.

Metrics



Increase the number of degrees and certificates awarded from **74,498** in FY 2022 to **83,000** in FY 2028.



Increase the number of Georgians enrolled from **267,506** in Fall 2022 to **278,848** in Fall 2029.

Strategic Initiative: Direct Admission

After nearly a year of preparation, Gov. Brian Kemp and the Direct Admission Project Team on Oct. 6, 2023, unveiled **Georgia MATCH**—the state's direct admission program. The intent of the program is to create awareness for each high school senior that there is a college option for them. Now, every fall, every high school senior in Georgia will receive a letter asking them to “claim their spot” in one of 23 participating USG institutions or one of the 22 Technical College System of Georgia institutions.

The concept is simple. Data about students are gathered by the Georgia Student Finance Commission through the Georgia Department of Education. That data are compared to the college entrance requirements and then a list of potential college matches is put into a letter, signed by the governor, that goes directly to the student's home. The letter has all the information a student needs to request additional information or claim their spot at USG institutions and TCSG colleges.

Georgia MATCH is the largest and most comprehensive direct admission program in the nation with nearly 50 postsecondary institutions and more than 800 high schools participating. In addition, Georgia MATCH is coordinated through multiple state education agencies and led by the Georgia Student Finance Commission—a feature missing from many other direct admission programs.



Strategic Initiative: National Institute for Student Success (NISS) at Georgia State University



Georgia State University

We have launched a statewide engagement with NISS to undertake the institute's Diagnostic and Analytic Playbook process at all USG institutions.

With financial support from the board, the system will facilitate three cohorts of institutions to do the initial work with NISS in FY2025, including an institutional review, deep data dive, analytics presentation, and playbook development.

This work will be supplemented by support for implementation at a subset of institutions as they complete the diagnostic phase.

GOAL 2: Responsible Stewardship

We will ensure affordability for students through the wise stewardship of resources and optimizing efficiency across the system.

USG is enhancing centralized services and technology to increase efficiency across the system, reduce the administrative burden on institutions and improve the availability of data that can inform future system decisions. Shared Services, which already supports employees' human resources and payroll questions, will soon expand to other areas. This unified Enterprise Resource Management effort will replace our current constellation of software systems with a single software solution, which will improve data availability and consistency as well as expand centralized technical support services. We have also launched a dashboard initiative, which uses system data to track progress toward strategic plan goals, recognize patterns, and identify helpful interventions.

We cannot ensure access and success without improving affordability. While the Board of Regents has kept tuition and fee increases to a minimum, we need to do more to address the full cost of students' attendance such as room and board, books, and other course materials. We know the cost of textbooks can be a significant barrier to student success. The inclusive access textbooks initiative leverages systemwide pricing to provide e-textbooks to students for \$40 or less. We are monitoring total costs and are committed to keeping cost changes under the rate of inflation. Leveraging the system's purchasing power will help us accomplish this goal. Additionally, to reduce the cost of education, we are making a concerted effort to increase private funds for student scholarships. By advancing these strategies, we will assure our students, the taxpayers of Georgia, our funding partners, the governor, and the General Assembly that we are good stewards of the resources entrusted to us.

Metrics



Increase private funds raised, from **\$458,964,409** in FY 2022 to **\$548,027,507** in FY 2028



Keep operating expenditures per FTE under the peer average. The system's averaged **\$19,073** in 2021, lower than the peer average of **\$25,966**.

Strategic Initiative: Shared Services Optimization

The Shared Services Center (SSC) has been focused on innovation, automation, and service expansion. SSC has grown to provide financial aid verification services for 14 institutions, along with expanded financial aid services for two institutions. SSC has also increased the scope of payroll processing for two institutions with plans to expand that service to at least eight other institutions.

Process optimization, automation, and form digitization have made our processes more efficient and have improved our services to customers. With the help of a Shared Services Advisory Task Force, SSC continues to study the feasibility of services in accounts payable, contract review, student lawful presence processing, vendor management, and Customer Relationship Management use.

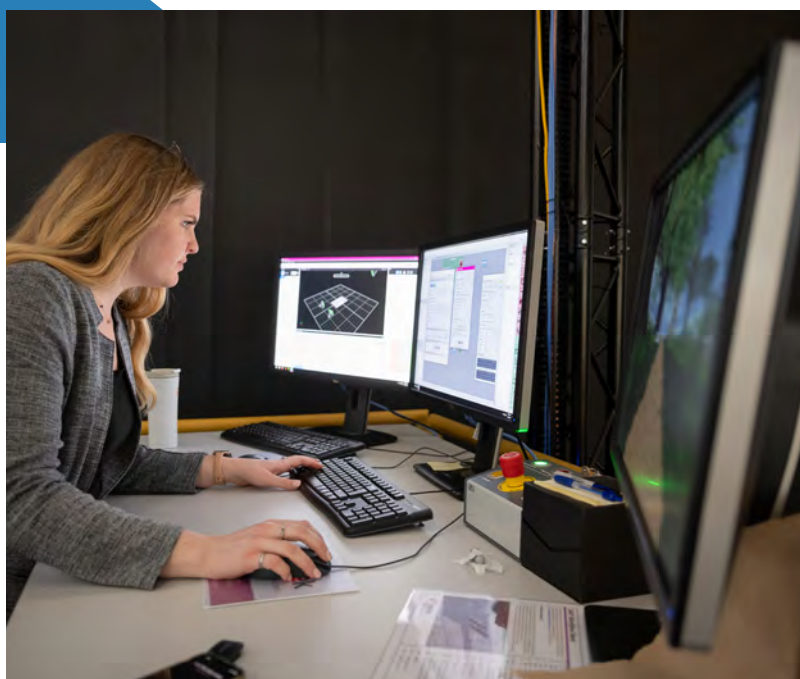
Efforts are underway to expand the support offered to other functional areas to create further efficiencies and standardize best practices.

Strategic Initiative: Dashboard Portal

USG has created a centralized dashboard portal with transparent and accessible information from all operational areas.

These dashboards track the system's progress toward our strategic plan goals and help staff identify problem areas, capitalize on strengths, and effectively deploy resources.

The data powering the dashboards are being continually updated, so the information shown is as close to real-time as possible. The first set of dashboards covers areas including enrollment, retention, and graduation along with human resources, capital projects, and finance. The system is also working to standardize existing departmentally created dashboards so that maintenance and access control processes can be centrally supported.



Georgia Institute of Technology

GOAL 3: Economic Competitiveness

We play a critical role in developing the talent and knowledge for current and future industry needs in the state of Georgia and beyond.

Public higher education fosters economic competitiveness today and seeds future growth. Considering today's rapidly evolving technology, it is likely many of the jobs our students will compete for in the future are still unknown. We need to train our students to be flexible and adaptable to the needs of a changing economy, and we have to prioritize holistic education that equips our students with essential skills such as critical thinking and problem-solving, regardless of their major or concentration. To help students understand the value of the core curriculum, we will articulate how this learning will benefit students in the workplace and define consistent learning outcomes for all institutions. These foundational skills are essential in the workplace and help our graduates address complex problems in their current jobs and adapt to future economic trends.

In order to quickly scale programs that respond to new needs, we will grow and develop collaborative programs that give students throughout the state the opportunity to develop skills for high-demand and emergent industries. We will also support entrepreneurship through talent development and provide infrastructure that helps new businesses succeed. The research we produce will drive innovation for existing businesses and new companies. Through this work, we will help our graduates and the Georgia economy thrive.

Metrics



Increase participation in collaborative programs from **2,266** in Fall 2022 to **4,683** in Fall 2028



Increase research expenditures at R1 and R2 institutions from **\$1.89 billion** in FY 2022 to **\$2.59 billion** in FY 2028.

Strategic Initiative: General Education / Core Curriculum

Beginning in Fall 2024, the reimagined General Education curriculum—Core IMPACTS—will be in place. This comes after institutions began



Kennesaw State University

implementing syllabus statements and updating degree audit programs and academic advising tools to reflect the new curriculum. This process has also catalyzed productive conversations among faculty, staff, and administrators about General Education and its value to the student, prompting the development of some remarkably strong assets at institutions as they reintroduced students to General Education.

The roll-out of IMPACTS has resulted in collaboration among multiple departments and units at each institution

(advising, admissions, registrar, faculty, student groups, etc.), which in turn has yielded stronger student support across the system. Many institutions are developing formal communications plans to extend this collaboration to local community stakeholders including future students, dual enrollment coordinators, high schools, parents, and local chambers and economic development organizations. Some schools are seeing improved faculty motivation, since this work helps faculty see more clearly the value of not only their work, but the work of other disciplines.

In Fall 2024, faculty will have in place the required syllabus statements, aligned system and institutional learning objectives, and orienting questions. Institutions should also have their curricula updated in the catalog. In addition to these transactional requirements, the system is supporting the development of training materials for faculty on integrating discussions of Career Competencies into their courses and collecting resources and practices on supporting conversations about the value of General Education. A recent survey indicated the majority of our institutions are on track to fully launch in the fall with positive and enthusiastic support from faculty across the system.

Strategic Initiative: Collaborative Programs and Courses

Through a multi-institution approach, collaborative programs have the potential to quickly scale and can help growing industries draw talent from institutions across the state. The Georgia Fintech Academy, which accepted its first students in 2019, supports Georgia's position as a hub for the Fintech industry. Georgia currently ranks third in the U.S. for Fintech revenue, with companies earning over \$37 billion annually. The state stands out in digital payments, processing about 70 percent of the world's credit and debit card transactions, primarily through Atlanta-based firms. This growing industry requires new talent and, since 2019, over 7,000 students have enrolled in USG's Fintech program, with 1,900 confirmed placements into full-time positions. Executive director of the Georgia Fintech Academy, Laura Gibson-Lamothe, says, "Our strategic mission is to shape the future of Fintech through diverse talent-development initiatives. Ensuring the industry flourishes with a pipeline of high-performing talent and perspectives is not only meaningful; it is imperative for the sustained growth of our sector." The program offers students opportunities to engage with Fintech through classes, events and experiential learning, preparing them for careers in this fast-evolving sector and fostering connections to potential employers.

USG will strengthen existing collaboratives, such as eMajor, the Georgia Film Academy, and the Georgia Fintech Academy, and develop new programs that provide targeted learning opportunities to students regardless of their geographic location.



Columbus State University/Georgia Film Academy

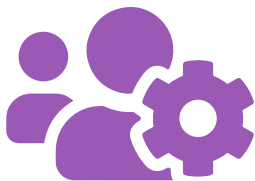
GOAL 4: Community Impact

We will connect and collaborate with the communities and regions in which they serve to drive innovation and create opportunities for continued economic and quality of life impact.

Metrics



Increase the number of graduates in key employment sectors from **17,680** in FY 2022 to **21,544** in FY 2028.



Increase the number of student enrollments in experiential learning courses from **41,887** in Fall 2022 to **54,097** in Fall 2028.

To quote Wendell Berry, “Education in the true sense, of course, is an enablement to serve.” Our institutions are anchors within communities throughout the state, and our targets within this goal focus on maximizing community connections, collaborations, and talent retention. We want our graduates to stay in Georgia post-graduation.

To that end, we will provide students with the best resources that help them choose degree programs that lead to a career or graduate school within the state. We will help students apply knowledge in their community through work-based learning, service learning, undergraduate research, and other high-impact practices.

These practices deepen student understanding and also ground their knowledge in a place beyond campus that they call home. We will support staff through the creation of strategic leadership development opportunities within the system to enhance succession planning and talent retention. We will give our students and staff the resources they need to recognize their communities’ needs and discover their role in responding.

Strategic Initiative: Real World Experience

The system has established a set of guidance documents that were reviewed and approved by institutional High-Impact Practices Implementation

Teams and embedded in business practice documents. These documents establish the criteria for recognition of a course (at the section level) with a high-impact practice attribute, ensuring fidelity in implementation across institutions.

Each institution was charged with developing a procedure for implementing this guidance that reflected their context, capacity, and structure. To collect systemwide data on institutional adoption of high impact practices,

USG adopted a standard taxonomy and implemented data collection processes for tracking these attributes. In Spring 2023, the system provided institutions with the first set of data from the collection and asked campus leadership to review and assess their implementation progress. The 2023 Teaching and Learning Conference provided more than 30 presentations and sessions focused on the deployment of high-impact practices, with experiential learning and career connections also a major focus of sessions during the 2023 Momentum Summit.

Additionally, all institutional proposals for new degree programs are required to discuss how high-impact practices will be embedded in the program of study. High-impact practices may include opportunities to engage in experiential learning opportunities, participate in discipline-focused learning communities and in leadership organizations, conduct undergraduate research, or join teams to collaborate on problem-solving.

These experiences may span the entire four-year program of study and result in culminating academic experiences such as a program capstone or internship experience.



Georgia Highlands College

Strategic Initiative: Systemwide Leadership Development

USG has initiated development programs that will strengthen our bench for key leadership positions throughout the system. As cabinet-level

opportunities arise, many presidents and system office staff see the benefits of recruiting candidates from within USG, yet it is often a challenge to identify internal candidates that could immediately fill these key vacancies, whether on an interim or permanent basis.

For example, USG institutions average a new chief business officer (CBO) every four years, but subject-matter experts within budget and finance departments may not have had opportunities to develop additional leadership skills necessary for an executive role. New training opportunities offered by USG give potential candidates insight into the CBO's strategic role within a cabinet, challenges and trends within higher education finance, and oversight and compliance

requirements that CBOs manage. These opportunities also help candidates identify their leadership strengths and areas for development and build a peer and mentorship network across institutions.



University of Georgia

Conclusion

USG's Strategic Plan 2029 comes down to the idea that we have to change the way we do business to best meet Georgia's needs. Doing so supports the success of our faculty, staff, and students. It also improves Georgians' quality of life.

Being flexible in how we engage students, innovative in the breadth and depth of our courses, and determined in how we apply research to cure diseases, advance science, and develop technology should be our ultimate ambition.

All of us must be better—better at collaborating, better at listening, better at building relationships—not just across campuses but throughout communities here and afar. Every one of our 26 institutions benefits from the collective knowledge of one of the largest public university systems in the nation. We

must bring this strength to bear on our actions.

Accountability and transparency at such a critical moment are necessary and welcomed. We will report our progress to members of our governing Board of Regents. Metrics and our progress toward them will be readily available to the public and all stakeholders.

We are grateful to the hundreds of citizens, policymakers, industry leaders, faculty, staff, and students who provided input on this journey. You gave invaluable feedback and, in no small fashion, helped shape our future.

Together, our efforts translate into a powerful union of academic innovation, diverse institutional missions, and community foresight. Together, we drive Georgia forward and advance our state's prosperity.



Clayton State University

Appendix

2024 Board of Regents

Tom Bradbury

David B. Dove

Richard “Tim” Evans

W. Allen Gudenrath

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Bárbara Rivera Holmes

James M. Hull

Cade Joiner

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Harold Reynolds (Chair)

Dr. Deep J. Shah

T. Dallas Smith (Vice Chair)

Mat Swift

James K. Syfan III

Presidents' Working Group

Dr. Christopher Blake, Middle Georgia State University

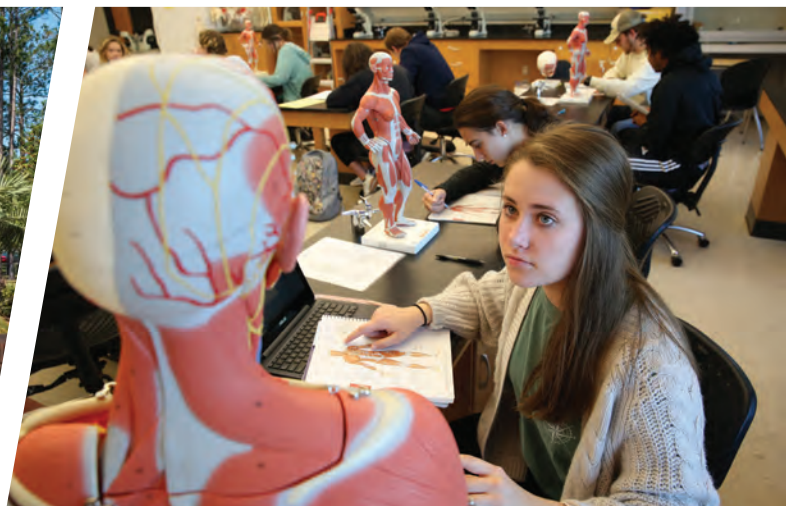
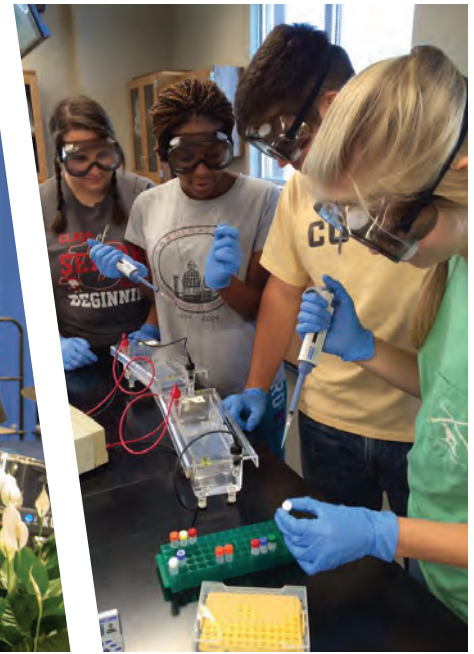
Dr. Ángel Cabrera, Georgia Institute of Technology

Dr. Michelle Johnston, Georgia Southwestern State University

Dr. Kyle Marrero, Georgia Southern University



University of West Georgia



Clockwise from top left, Fort Valley State University; Abraham Baldwin Agricultural College; University of North Georgia; Gordon State College; College of Coastal Georgia; Augusta University; and South Georgia State College.



**UNIVERSITY SYSTEM
OF GEORGIA**

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