



USG Strategic Plan 2024

Angela Bell, Vice Chancellor for Research and Policy Analysis
Board of Regents Meeting
November 12, 2019

Process and Timeline

since March Board planning session

SUMMER 2019

System Office
Working
Group

Presidents'
Working
Group

AUG

Create
goals;
BOR
update

SEPT

Gather
feedback

OCT

Integrate
feedback,
develop
plan; BOR
update

NOV

Present
plan for
BOR
approval



Stakeholder Meetings

Campus:

- Presidents' Council
- Student Government Association
- Faculty Advisory Council
- Staff Council
- Communications Leads
- Chief Business Officers
- Chief Information Officers Advisory Council
- Regents Advisory Committee (RAC) for Career Services & Cooperative Ed.

- RAC for Academic Affairs
- RAC for Student Affairs
- RAC for Institutional Research & Planning
- RAC for Effectiveness & Accreditation

External:

- Georgia Department of Economic Development
- Georgia Chamber of Commerce
- Georgia Department of Education
- Technical College System of Georgia



System Office Working Group

- Angela Bell, Research & Policy Analysis
- Matthew Colvin, Economic Development
- Tracey Cook, Strategy & Fiscal Affairs
- Tristan Denley, Academic Affairs
- John Fuchko, Organizational Effectiveness
- Juanita Hicks, Human Resources
- Joyce Jones, Student Affairs
- Bobby Laurine, Information Technology Services
- Teresa MacCartney, Administration
- Jason Matt, Fiscal Affairs
- Sandra Neuse, Real Estate & Facilities
- Shelley Nickel, Consultant
- Stuart Rayfield, Leadership & Institutional Development
- Kristina Torres, Communications
- Martha Venn, Academic Affairs



Presidents' Working Group

Mark Becker, Georgia State University

Richard Carvajal, Valdosta State University

Paul Jones, Fort Valley State University

Margaret Venable, Dalton State College



Vision Statement

The University System of Georgia will excel in meeting the needs of our state and economy through universities and colleges that provide an affordable, accessible and high-quality education; promote lifelong success of students; and create, disseminate and apply knowledge for the advancement of our state, nation and world.



Student Success

Goal: 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.

Narrative:

- Address student success holistically
- Collaborate with our K-12 system on student preparation
- Foster the role of faculty in student success
- Prioritize diversity and inclusion
- Address barriers for working and adult students



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Student Success



Strategic Initiatives:

- Momentum Approach
- Expand distance education opportunities



Metrics:

- Increase degrees and certificates awarded from 67,854 in FY19 to 74,916 in FY24.
- Increase adult-aged undergraduate students from 42,967 in Fall 2018 to 45,160 in Fall 2023.

Responsible Stewardship

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

Narrative:

- Address total cost of education
- Help students understand financial path
- Improve efficiency from student perspective
- Focus on sustainability
- Maintain quality in service



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Responsible Stewardship



Strategic Initiatives:

- Limit tuition increases & evaluate use of fees
- Affordable Learning Georgia
- Know More Borrow Less
- Implement best practices & optimize student services in financial aid
- Implement Careers module to improve HR administration
- Assess & implement unified, efficient enterprise system

Responsible Stewardship



Metrics:

- Reduce average time to degree for bachelor's degrees from 5.1 years in FY19 to 4.9 in FY24, and for associate degrees from 4.4 years in FY19 to 4.0 in FY24.
- Increase annual student savings through free textbooks from \$16 million in FY19 to \$24 million per by FY24.
- Decrease percent of students who maximize their total federal student loan borrowing from an average of 83 percent over the last three years to 75 percent by FY24.

Economic Competitiveness

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

Narrative:

- Collaborate to align curriculum with workforce needs
- Focus on well-rounded education and essential skills that provide a lifelong foundation
- Ensure all students, regardless of location or background, can enter and succeed in high-demand careers.



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Economic Competitiveness



Strategic Initiatives:

- Redesign General Education curriculum
- Financial Technology (FinTech) Academy
- Expand nexus degrees
- Innovating in identification, development and approval of high-demand academic programs



Economic Competitiveness



Metrics:

- By Fall 2023, all institutions will have created and implemented a process to measure student achievement of marketable skills in the new general education curriculum.
- Increase research expenditures from \$1.54 billion in FY 2019 to \$1.87 in FY 2024.
- USG will collaborate with institutions to create a metric on faculty scholarly productivity.

Community Impact

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

Narrative:

- Build relationships with and listen to a diverse range of leaders and community members
- Including students teaches valuable skills
- Campuses themselves are communities with opportunities for enhancement
- Collaborate across system to yield greatest impact



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Community Impact



Strategic Initiatives:

- Increase health professions graduates
- Expanding experiential learning
- Teacher preparation redesign - math & literacy
- System office support of institutional economic development efforts



Community Impact



Metrics:

- Increase graduates in health professions from 7,388 in FY19 to 7,996 in FY24.
- Increase the number of student enrollments in experiential learning courses from 42,129 in FY19 to 150,000 in FY24.

Putting the Plan Into Action

- Will be published on the USG website: www.usg.edu/strategic_plan
- System Office Working Group is developing the operational plan
- Presidents' Working Group is proposing sector targets on all metrics
- Regular updates to Board



Strategic Plan 2024 Approval

Recommended: That the Board of Regents approve the new University System of Georgia Strategic Plan 2024 to go into effect on January 1, 2020.

