

Augusta University

Education Mission Strategic Plan

June 2015

I.	Our Strategic Planning Framework & Process	3
	Planning Process & Timeframe	3
	Planning Team Members	4
	Planning Assumptions	5
II.	Mission, Vision, & Values.....	6
III.	Augusta University <i>Transition Forward</i>	7
	Strategic Priority 1 CONSOLIDATION.....	7
	Strategic Priority 2 EDUCATION	7
	Strategic Priority 3 RESEARCH.....	7
	Strategic Priority 4 SERVICE	8
	Strategic Priority 5 EFFICIENCY.....	8
	Strategic Priority 6 DIVERSITY	8
IV.	Augusta University Education Mission Plan.....	9
	Strategic Focus Area 1: STUDENT SUCCESS	9
	Strategic Focus Area 2: CURRICULUM & PEDAGOGY	10
	Strategic Focus Area 3: ACADEMIC PROGRAMS & REPUTATION.....	11
	Strategic Focus Area 4: CULTURE & ENGAGEMENT	12
V.	Appendix A: Strategic Planning Components and Taxonomy	13

Our Strategic Planning Framework & Process

Planning Process & Timeframe

The education mission strategic planning process for the University began in late spring 2014 when an environmental scan was completed based on the work done during the consolidation process to develop the Augusta University strategic plan, *Transition Forward*. The strategic planning framework below is outlined more fully in Appendix B. This framework serves to connect our planning discussions between all levels of our organization and with the University System of Georgia. This framework supports the development of aligned priorities and goals and the appropriate amount of specificity at the various planning levels.



In September 2014, the Provost Cabinet developed the first draft of planning assumptions, focus areas, and desired results. During fall 2014, the Provost Cabinet members, the deans of all 9 colleges, and key faculty and college leadership worked to formalize the focus areas and begin developing goals for each focus area. Academic support staff also provided key insights and input into the goals that supported the focus areas.

In winter 2015, the draft was finalized and posted for broad-based input from students, faculty, and staff members which led to the final draft adopted by the Provost Cabinet in March 2015. After Provost review and revisions, the plan was officially published on June 15, 2015.

Planning Team Members

The following faculty and staff provided input into the development of this plan:

Provost Cabinet

- Andrew Balas
- Jeanette Balotin
- Susan Barcus
- Beth Brigdon
- Clint Bryant
- Peter Buckley
- Michael Casdorff
- Gretchen Caughman
- Lucindia Chance
- Skip Clark
- Michael Diamond
- Charlie Enicks
- Jack Evans
- Lorraine Evans
- Lee Fruitticher
- Caryl Hess
- Rickey Hicks
- Phil Howard
- David Hunt
- Samir Khleif
- Carol Lefebvre
- Lucy Marion
- Marc Miller
- Susan Norton
- Jean Pawl
- Mark Allen Poisel
- Jim Rush
- Carol Rychly
- Brenda Seago
- Michael Shaffer
- Clay Sprouse
- Bonnie Troiano
- Scott Wallace
- Mitch Watsky

Academic Leadership Meeting & Focus Group Participants

- Abiodun Akinwunta
- Karen Aubry
- Michael Bishku
- Wendy Bollag
- Michael Brands
- Darrell Brann
- Darren Browning
- Allison Buchanan
- Tom Colbert
- Barbara Coleman
- Pam Cook
- Craig Cooper
- Miriam Cortez-Cooper
- Brandon Cromer
- Pam Cromer
- Kathy Davies
- Gordon Eisenman
- Advie Ergul
- Renee Flippo
- Mark Freitag
- Andrew Goss
- Gina Hammock
- Rebecca Harper
- Andy Hauger
- Kitty Hernien
- Cynthia Hughes
- John Johnson
- Pam Kearney
- Drew Kemp
- Ellen LeMossey
- Rudolf Lucas
- Nita Maihle
- Barbara Mann
- Jim Masiongale
- Andrew Mazzoli
- Ruth McClelland-Nugent
- Lynnette McCluskey
- Simon Medcalfe
- Renuka Mehta
- Regina Messer
- Jan Mitchell
- Anthony Mollica
- Beth NeSmith
- Rafal Pacholczyk
- Steven Page
- Melissa Powell-Williams
- Lester Pretlow
- William Reese
- Vincent Robinson
- Yoon Ho Seol
- Deborah Smith
- Judith Stallings
- Chad Stephens
- Joey Styron
- Sharon Swift
- Janet Tankersley
- Cathy Tugmon
- Wendy Turner
- Debra VanTuyl
- Jennifer Waller
- Mary Jane Weintraub
- Thad Wilkins
- Seretha Williams

Staff Focus Group Sessions

- Kay Allen
- Angie Baker
- Tracy Brickey
- Caro Cassels
- Abigail Drescher
- Lorraine Evans
- Julie Goley
- Andre Goodman
- Erika Grimm
- Elizabeth Huggins
- Denise Kornegay
- Kristi Lucas
- Ginny Luke
- Heather Metress
- Karen Ribble
- Deborah Richardson
- Paula Stribling
- Katherine Sweeney
- Chris Weldon
- Becky Whisenhunt
- Ray Whiting
- Betty Williams
- Pam Witter

Online Discussion Board

- Joseph Hobbs
- Sandra Ribando
- Steven Galles
- Hubert van Tuyl
- Tyler Galles

Planning Assumptions

The following assumptions were developed during the planning process through discussions with focus group participants in an effort to better outline the context of our environment and to provide a consistent interpretation of our foreseeable future. The development of these basic statements was an important foundational element during the education mission strategic planning process.

1. This plan is focused on the next four years.
2. The environment in which the university exists is changing rapidly based on external dynamics of advancements of technology, competition, funding levels, and federal accountability and regulatory reform.
3. Best practices will be endorsed based on their evidence of effectiveness.
4. We will have targeted and limited new resources during this time.
5. State support will not increase significantly, but will remain stable.
6. Student enrollment will increase incrementally.
7. We are in a state of transitioning to more selective undergraduate admission standards.
8. Augusta University is currently known for our distinction in the health sciences education and biomedical research.
9. We will be building additional student housing and enhancing student life facilities.
10. Complementary plans are being developed across all missions.
11. Faculty, students, and staff will be engaged in the process of development and implementation of the education mission.
12. Academic Leadership includes program directors, department chairs, deans, vice presidents, the provost and the university senate.

Mission, Vision, & Values

Augusta University Mission

Our mission is to provide leadership and excellence in teaching, discovery, clinical care, and service as a student-centered comprehensive research university and academic health center with a wide range of programs from learning assistance through postdoctoral studies.

Augusta University Vision

Our vision is to be a top-tier university that is a destination of choice for education, health care, discovery, creativity, and innovation.

Augusta University Values

Collegiality – reflected in collaboration, partnership, sense of community, and teamwork.

Compassion – reflected in caring, empathy, and social responsibility.

Excellence – reflected in distinction, effectiveness, efficiency, enthusiasm, passion, and quality.

Inclusivity – reflected in diversity, equality, fairness, impartiality, and respect.

Integrity – reflected in accountability, ethical behavior, honesty, and reliability.

Leadership – reflected in courage, honor, professionalism, transparency, and vision.

Augusta University *Transition Forward*

Strategic Priority 1 CONSOLIDATION

BE A NATIONAL MODEL for the successful consolidation of two higher-education institutions into one fully integrated and aligned research university.

- SP1. Organizational Goal 1 Deliver excellent education and training throughout our expanding footprint.
- SP1. Organizational Goal 2 Cultivate a collaborative, enriching work environment that generates open, honest, and constructive communication.
- SP1. Organizational Goal 3 Ensure that facilities and infrastructure fulfill the needs of our academic, athletic, clinical, military outreach and research programs.
- SP1. Organizational Goal 4 Promote access to higher education, in the context of a research university, and respond to the needs of our communities.
- SP1. Organizational Goal 5 Attain national and international recognition as an integrated and innovative university and academic health system.

Strategic Priority 2 EDUCATION

BE A COMPREHENSIVE RESEARCH UNIVERSITY that leverages its history of excellence in health science and medical education with a strong foundation in liberal arts education and professional degrees.

- SP2. Organizational Goal 1 Deliver excellent education and training throughout our expanding footprint.
- SP2. Organizational Goal 2 Create, enhance, and sustain programs that prepare graduates for success in a rapidly changing global workplace and society.
- SP2. Organizational Goal 3 Provide an environment that promotes innovative education.
- SP2. Organizational Goal 4 Increase student retention, progression, and graduation.
- SP2. Organizational Goal 5 Develop an undergraduate curriculum with a distinctive profile that embraces the principles of liberal arts education as fundamental to all disciplines and that recognizes the value of a culture of intellectual inquiry, creativity, and undergraduate research.

Strategic Priority 3 RESEARCH

BE A NATIONALLY & INTERNATIONALLY RECOGNIZED LEADER in research, discovery, and scholarship.

- SP3. Organizational Goal 1 Support a culture of collaboration and interdisciplinary research, discovery, and scholarship.
- SP3. Organizational Goal 2 Foster novel research and creative activities that lead to discoveries with significant academic, therapeutic and economic impact.
- SP3. Organizational Goal 3 Lead in training, attracting, and retaining highly qualified researchers and scholars from diverse backgrounds
- SP3. Organizational Goal 4 Promote a culture of undergraduate and graduate student research.
- SP3. Organizational Goal 5 Practice distinction in biomedical research and health science education.

Strategic Priority 4 SERVICE

PROVIDE SERVICE to the local, state, national, and global communities.

- SP4. Organizational Goal 1 Partner with our constituent communities and regional health care assets to leverage coordinated inter-professional care and empirically-based expertise
- SP4. Organizational Goal 2 Provide scholarly service and leadership in local, state, national, and international venues.
- SP4. Organizational Goal 3 Engage in service that demonstrates a sustained commitment to diversity and inclusion.
- SP4. Organizational Goal 4 Demonstrate excellence in patient care by developing high-quality, culturally appropriate, cost-effective patient- and family-centered health care.

Strategic Priority 5 EFFICIENCY

OPTIMIZE OUR POTENTIAL as a whole through greater efficiency, effectiveness and productivity supporting strategic growth and development.

- SP5. Organizational Goal 1 Optimize leadership, faculty, and staff recruitment, retention, productivity, and engagement.
- SP5. Organizational Goal 2 Develop innovative employee-sensitive policies, practices, and programs that establish Augusta University as an employer of choice
- SP5. Organizational Goal 3 Enhance the effectiveness and efficiency of the enterprise's administrative, academic, student services, and clinical infrastructure, systems, and processes to maximize the stewardship of all resources.
- SP5. Organizational Goal 4 Efficiently use existing resources and identify new resources to meet our current and future needs.
- SP5. Organizational Goal 5 Advance a coordinated philanthropic strategy to increase and enhance fundraising activities supporting all aspects of the enterprise.

Strategic Priority 6 DIVERSITY

Provide sustained commitment to DIVERSITY AND INCLUSION across all missions.

- SP6. Organizational Goal 1 Develop practices and policies of inclusivity that are implemented and embraced across the enterprise.
- SP6. Organizational Goal 2 Facilitate ongoing cultural competency development.
- SP6. Organizational Goal 3 Enhance efforts to reduce population disparities.

Augusta University Education Mission Plan

Strategic Focus Area 1: STUDENT SUCCESS

Augusta University will provide a culture and a community dedicated to the successful progression of our students toward their educational, personal, and career goals. Augusta University will focus on delivering programs and support services designed to help students define their goals, achieve academic and personal success, graduate, and go on to further education or into their chosen careers. Augusta University will promote student engagement and provide opportunities for student-centered academic program activities and learning experiences.

Goal 1.1:

To increase opportunities for recruiting high-capability students, Enrollment Management, in conjunction with the colleges and academic programs, will:

- 1.1.1 Create and implement a strategic recruitment plan with new student enrollment goals and plans for achieving these goals which includes tactics for attracting first generation students and otherwise disproportionately under-represented populations.
- 1.1.2 Continuously improve recruiting programs (ex. relationships with feeder schools, scholarships, new markets) to increase our competitiveness in the higher education market by promoting Augusta University as a destination of choice.
- 1.1.3 Increase overall public relations and marketing programs to promote the quality of Augusta University programs and student success in conjunction with the Office of Communications and Marketing.

Goal 1.2:

To continue executing our Complete College Georgia plan designed to improve student retention, progression and graduation for all student cohorts (e.g. traditional, first generation, under-represented minorities, dual enrollment, non-traditional, etc.), we will:

- 1.2.1 Enhance and expand first- and second-year experience programs to assist students with transitions, connections, and adjustments during their early years with Augusta University.
- 1.2.2 Continue enhancing the effectiveness of the advising center and its efforts to advise students especially using technology such as First Alert and the EAB Student Success Collaborative.
- 1.2.3 Increase the number of students who engage in academic enrichment programs including the Honors Program, CURS, and Study Away/Abroad.
- 1.2.4 Continuously improve career counseling services by informing students early on about career opportunities and the linkage to their academic program choices.
- 1.2.5 Assess performance of all student cohorts and use the results to institute and enhance programs for successful degree completion intentionally targeting efforts to reduce performance gaps among them.
- 1.2.6 Implement and enhance student engagement opportunities.

Strategic Focus Area 2: CURRICULUM & PEDAGOGY

Faculty will drive the curriculum content and delivery to enrich student experiences and meet the evolving needs of our diverse student populations, discipline-specific best practices, and a commitment to high-impact education practices.

Goal 2.1

To ensure the relevance of our curriculum to the needs of today's learners and their future success, programs will review the content of their curriculum to:

- 2.1.1 Align curriculum and program-level student learning outcomes with disciplinary and professional standards, peers, and employer needs.
- 2.1.2 Develop course-level student learning outcomes that map to program-level student learning outcomes.
- 2.1.3 Integrate inter-professional and multidisciplinary educational opportunities into the course curricula.

Goal 2.2

To ensure that pedagogy is current, contemporary, and learner-centered, programs will:

- 2.2.1 Incorporate activity-based and experiential learning practices into their course curricula, as appropriate, using academically endorsed best practices.
- 2.2.2 Implement high-impact educational practices to enrich student learning experiences such as those defined by the AAC&U as High Impact Practices.
- 2.2.3 Integrate technology-enhanced learning.
- 2.2.4 Incorporate culturally competent best practices to foster an inclusive learning environment.

Goal 2.3:

To embrace efficiency practices that optimize the faculty's ability to foster engaged learning, with guidance and support from academic affairs, programs will:

- 2.3.1 Adjust course enrollments to gain efficiency while maintaining an appropriate learning environment.
- 2.3.2 Offer class schedules that meet the needs of our diverse learners.
- 2.3.3 Balance faculty effort assignments to meet the needs of the department and individual faculty careers, especially as it applies to promotion and tenure.
- 2.3.4 Propose changes to learning spaces that meet the needs of the updated curriculum and pedagogy, if necessary.
- 2.3.5 Enhance and participate in faculty development opportunities to ensure effective instructional design and relevant use of technology in teaching and learning.

Strategic Focus Area 3: ACADEMIC PROGRAMS & REPUTATION

Augusta University will build our academic reputation and recognition by offering distinctive and high-quality academic programs that prepare informed and engaged students for success. Academic programming will successfully increase student learning and expand the depth and quality of the educational experience for our students. Augusta University programs will leverage existing strengths while building strong linkages and alliances with the community (local, regional, national, and international), business, industry, and the military as well as other institutions. Academic programming will promote learning across disciplines and professions, globalization in chosen areas, and the sustainment and building of our system of off-campus instructional and practice sites for high growth program areas and degrees.

Goal 3.1:

To ensure that Augusta University offers high quality academic programs that meet the needs of our students, community, and employers, colleges will:

- 3.1.1 Review each program's quality and performance to ensure the programs are preparing students for success using nationally benchmarked standards, demand for graduates, discipline specific accreditation (as available), rankings, faculty reputation, and students who achieve local, national, and/or international academic recognition.
- 3.1.2 Leverage existing strengths while building relationships with the community, business, industry, and the military incorporating experiential learning, research experiences, inter-professional instruction, global perspectives, and internships as appropriate.
- 3.1.3 Create new programs (i.e. certificates, dual degree, accelerated combinations, credit and non-credit) that leverage our ability to provide unique offerings.

Goal 3.2:

To sustain existing and develop new academic programs that are viable and productive, colleges will:

- 3.2.1 Evaluate each program's viability in terms of enrollment and the FTE faculty to student ratio against benchmarks and standards developed from peer review.
- 3.2.2 Evaluate each program's productivity in terms of its production of graduates and its student credit hour to faculty ratio in relation to faculty effort assignment.
- 3.2.3 Develop and implement recommendations and future plans based on these evaluations including the potential need for curriculum revision, program closure, or any alterations to the program's staffing, class size, modality, etc.

Goal 3.3:

To enhance our reputation by promoting Augusta University's academic programs, colleges will:

- 3.3.1 Identify and implement marketing and public relations opportunities to highlight our academic programs in conjunction with the Office of Communications and Marketing.
- 3.3.2 Leverage community and employer partnerships for increased awareness of Augusta University's program array in conjunction with the appropriate institutional representatives (e.g. Advancement, Strategic Partnerships, and Government Relations).

Strategic Focus Area 4: CULTURE & ENGAGEMENT

Augusta University will continue our commitment to our values and to fostering a culture of engagement among faculty and staff across all of our missions. We will accomplish this through building an inclusive environment for collaboration, cooperation, effective communications, professional development opportunities, frequent occasions for interaction, and celebration of accomplishments.

Goal 4.1:

To improve faculty and staff engagement, all levels of academic leadership will:

- 4.1.1 Clarify the roles and responsibilities of participants in shared governance (i.e. those elected to the University Senate and Employee Advisory Council) to improve communication, engagement and effectiveness among our constituent groups.
- 4.1.2 Enhance opportunities to support the professional development of our faculty and staff that improve their effectiveness in contributing to the educational mission and appreciation for workplace diversity.
- 4.1.3 Expand opportunities to recognize faculty and staff members for their contributions and accomplishments to support the educational mission.
- 4.1.4 Balance faculty effort (as defined by the [effort reporting definitions](#)) as appropriate for each discipline or academic program.
- 4.1.5 Continue the review of faculty and staff compensation using relevant benchmarks to create fiscally responsible plans to support the recruitment and retention of a competitive workforce.
- 4.1.6 Improve institutional processes to increase efficiency and employee satisfaction in support of the educational mission.
- 4.1.7 Implement sustainable opportunities for active communication, sharing, and collaboration among and between faculty, students, and staff.

Appendix A: Strategic Planning Components and Taxonomy



USG Strategic Plan	The University System of Georgia strategic plan is the highest level plan at the USG and provides direction from the Georgia Board of Regents on the priorities for 2013 – 2018.
USG Strategic Imperative	An identified focus area within the framework of the 2013 – 2018 University System of Georgia strategic plan that is critical to the success of creating a more educated Georgia.

Augusta University Strategic Plan	The Augusta University Strategic Plan, <i>Transition Forward</i> , supports the USG Strategic Plan and designed to meet the mission, vision, and values of Augusta University. The Augusta University strategic plan is accomplished through the mission-based strategic plans, college strategic plans, other unit strategic plans, and annual unit plans.
Augusta University Strategic Priority	An aspirational and visionary statement that encapsulates a clear priority to enable Augusta University to meet its mission and achieve its vision. Supported by the Augusta University organizational goals.
Augusta University Organizational Goal	A clear statement that describes the means by which the Augusta University strategic priorities will be met.

Mission Strategic Plan Education Research Clinical	The mission strategic plans support the Augusta University Strategic Plan and focus on the on the three Augusta University missions. These plans include mission strategic focus areas and mission goals.
Mission Strategic Focus Area	An identified focus area within the relevant mission with a description.
Mission Strategic Goal	A clear statement of purpose within the relevant mission's strategic focus area. May include specific intentions.

College Strategic Plan	A college-focused plan that supports the Augusta University Strategic Plan and focuses on the relevant Augusta University mission(s). Includes college/ strategic focus areas and goals. All nine Augusta University colleges develop strategic plans.
College Strategic Focus Area	An identified strategic focus area for the college with a description.
College Strategic Goal	A clear statement of purpose for the college within the strategic focus area. May include specific intentions.

Other Strategic Plans Includes Support Services for academic affairs, research, and the healthy system.	A strategic plan that supports the Augusta University Strategic Plan, the relevant mission strategic plans, and the college plans. Includes strategic focus areas and goals. Examples include Enrollment & Student Affairs, the Libraries, Institutional Effectiveness, and Facilities.
Strategic Focus Area	An identified strategic focus area for the division or unit with a description.
Strategic Goal	A clear statement of purpose for the division or unit within the strategic focus area. May include specific intentions.

Annual Unit Plans	Individual units at Augusta University develop annual unit plans with multi-year goals and annual tactics and measures to support all of the Augusta University strategic planning efforts.
Goal	A clear statement of intention around a specific area that could span multiple years. These goals directly support the college, division, and mission-focused plans.
Tactic	Specific annual activities or tasks to accomplish a goal – describes how the goal will be met.
Measure – Expected Results	A statement of expected results for a specific tactic – describes what results are expected and how to measure the achievement of the tactic.