

Objective 1.1: Actively pursue VSU's Complete College Georgia Plan (CCG). See www.valdosta.edu/planning

Strategy 1.1.1: Develop partnerships with K-12.¹ (USG Strategic Imperative 1a)

Strategy 1.1.2: Improve access and completion for students traditionally underserved. (USG Strategic Imperative 1a, 1b, 1d)

- (1) Target recruitment of under-represented populations for nursing and health sciences
- (2) Increase scholarships and awards for under-represented students in health professions
 - (a) Apply for grants
 - (b) Collaborate with Office of Advancement for gifts/endowments

Strategy 1.1.3: Shorten time-to-degree. (USG Strategic Imperative 1c)

- (1) Increase enrollments in accelerated BSN program for SDS
 - (a) Create two tracks in the accelerated BSN program
 - (i) Basic BSN accelerated, admitting Honors Students and other qualified students desiring fast track
 - (ii) Revise curriculum for existing SDS program, facilitating completion in 12 months (current is 15 months)
 - (b) Admit Honors Students to SDS track
- (2) Revise Online RN-BSN degree plan to be completed in 12 months

Strategy 1.1.4: Restructure instructional delivery. (USG Strategic Imperative 1c)

Strategy 1.1.5: Transform remediation. (USG Strategic Imperative 1b, 1c)

- (1) Implement peer tutoring for nursing and health science majors
- (2) Create elective courses in "advanced teaching/learning concepts for the health professions" and give peer tutors academic credit, tuition waived in lieu of paying for elective credit hours.
- (3) Establish a recognition and reward system for peer tutors, community professional mentors for health professions students
- (4) Implement faculty development programs related to addressing needs of at-risk students
 - (a) Analyze internal data to verify who are at-risk students are across all programs
 - (b) Complete needs assessment of faculty development needs
- (5) Examine current student support process used in Athletic Training for application across all programs

¹ Titles for Strategies 1.1.1-1.1.5 are copied exactly from text used by the Complete College Georgia initiative.

Objective 1.2: Promote educational excellence in all learning environments through academic, professional, and social opportunities.

Strategy 1.2.1: Provide technical support for faculty members who incorporate leading technologies (including mobile) into the curriculum. (USG Strategic Imperative 1c, 1e)

- (1) Evaluate effectiveness of instructional technology specialist (ITS) embedded in CONHS
 - (a) Increase support staff for ETS to assist faculty
- (2) Maintain technology support lab for videotaping, voice-over PowerPoint production, etc
- (3) Establish call center for faculty and students participating in “flipped classroom”
- (4) Implement formal evaluation systems measuring use of technology on student learning, student and faculty satisfaction and faculty productivity
 - (a) Effectiveness and impact of online coursework
 - (b) Effectiveness and impact of hybrid coursework
 - (c) Effectiveness and impact of flipped classroom

Strategy 1.2.2: Engage students in discipline-based inquiry and encourage students to disseminate their research (e.g., Quality Enhancement Plan, Undergraduate and Graduate Research Symposiums, etc.). (USG Strategic Imperative 1e)

- (1) Evaluate effectiveness of NURS 3080 nursing elective
- (2) Implement interdisciplinary evidenced-based practice course (research) across all health professions undergraduate programs
- (3) Graduate Student Evidence-based Practice Symposium

Strategy 1.2.3: Promote professional development and collaboration throughout campus and beyond (e.g., IDEA Center, interdisciplinary programs, and services). (USG Strategic Imperative 1e, 2d)

- (1) Inter-professional continuing education programs
- (2) Provide support for on-going faculty development (attendance at conferences, on campus programs and invited consultants)
 - (a) Instructional technologies (online instruction and flipped classroom)
 - (b) Evaluation of clinical competencies
 - (c) Test construction and evaluation
- (3) Faculty practice plan

- (4) Faculty practice clinics in HSBA Building

Strategy 1.2.4: Increase applied learning opportunities in diverse learning environments (e.g., online, national, global, industrial, community). (USG Strategic Imperative 1e, 2d)

- (1) Review existing curricula for consideration of transition to concept-based, community-focused curriculum
- (2) Standardize simulation center; evaluate impact on students and faculty
- (3) Student placements in Faculty Practice Clinics and other sites
- (4) Expansion of faculty practice, along with student placements in health settings
- (5) Dedicated Education Unit at SGMC

Objective 1.3: Improve academic advising and shorten time-to-degree.

Strategy 1.3.1: Establish a centralized academic advising center for students with 0-30 credits. (USG Strategic Imperative 1d)

- (1) Establish formal collaboration between CONHS Academic Advising Center and the VSU Centralized Advising Center
 - (a) Guidelines for direct admission of qualified students to health professions advising
 - (b) Advising all honors students in health professions from entry
 - (c) Criteria for change of major from pre-nursing to other major or undecided

Strategy 1.3.2: Provide training for professional advisors and faculty members on all educational opportunities (e.g., traditional face-to-face, hybrid, online, eMajor, eCore, Prior Learning Assessment) available to students. (USG Strategic Imperative 1d, 1e)

- (1) Faculty development programs offered by ITS
- (2) Faculty development program in use of PLA for health majors
 - (a) Expand use of PLA for health science majors

Strategy 1.3.3: Encourage utilization of DegreeWorks and Data Warehouse tools. (USG Strategic Imperative 1d)

- (1) Require student advising in DegreeWorks by all faculty

Strategy 1.3.4: Evaluate course scheduling (e.g., sequencing, rotation, time, delivery method) within academic programs to identify barriers to degree attainment. (USG Strategic Imperative 1c, 3b)

- (1) Complete assessment of 7.5 week schedule on student retention
- (2) Expand enrollments in accelerated year-round program
- (3) Implement flipped classroom and expanded online applications in selected undergraduate programs and coursework
- (4) Explore expansion of weekend college format for selected components of the undergraduate programs

Objective 1.4: Create and market an institutional brand identity.

Strategy 1.4.1: Review best practices of institutional marketing campaigns in higher education including. (USG Strategic Imperative, 3c)

Strategy 1.4.2: Draw attention to the university's legacy as a student-centered, caring, comprehensive institution. (USG Strategic Imperative 1e)

Strategy 1.4.3: Use targeted marketing and communication to enroll more high-achieving students from diverse backgrounds. (USG Strategic Imperative 1b, 3b)

- (1) Establish marketing in Tallahassee and other areas of north Florida, particularly for second degree program, RN-BSN Program, and graduate program
- (2) Expand resources on CONHS website focusing on alumni and prospective students

Goal 2: Increase Financial Support for the Institution

Objective 2.1: Increase the number of gifts received and the total dollar amount of gifts raised with a focus on student scholarship support.

Strategy 2.1.1: Evaluate current University Advancement staffing level and task staff members to prioritize efforts toward donor research and development. (USG Strategic Imperative 1b, 3a, 3b)

Strategy 2.1.2: Conduct an annual scholarship campaign aimed at college-specific scholarship funds. (USG Strategic Imperative 1b, 1d, 3a)

Objective 2.2: Increase the total number of donors and the total amount of gifts to the annual fund campaign.

Strategy 2.2.1: Increase the frequency of direct-mail solicitations to alumni and friends. (USG Strategic Imperative 1b, 3a)

(1) Advancement Committee will establish regular mailings to alumni, clinical partners and friends

Strategy 2.2.2: Place a greater emphasis on updated communications platforms for alumni and friends. (USG Strategic Imperative 1b, 3a)

(1) Establish Alumni and Friends corner for homepage

Strategy 2.2.3: Increase frequency of phone-a-thon solicitation and thank-you calls. (USG Strategic Imperative 1b, 3a)

(1) Involve VANS students in phone-a-thon

(2) All scholarship recipients will call or write donor to give thanks (Student Affairs will follow up)

Objective 2.3: Increase the alumni giving rate.

Strategy 2.3.1: Increase alumni engagement opportunities. (USG Strategic Imperative 1b, 3a)

Strategy 2.3.2: Develop a student-education campaign on the importance of giving after graduation. (USG Strategic Imperative 1b, 3a)

Objective 2.4: Educate faculty and staff about the importance of their gifts and increase the faculty/staff giving rate and the total dollar amount of faculty/staff gifts.

Strategy 2.4.1: Engage Deans, Directors, and Department Heads in an education campaign for faculty and staff. (USG Strategic Imperative 1b, 3a)

Strategy 2.4.2: Utilize more faculty and staff volunteers in the annual faculty/staff campaign. (USG Strategic Imperative 1b, 3a)

Objective 2.5: Conduct a comprehensive capital campaign.

Strategy 2.5.1: Engage professional fundraising counsel to externally assess the feasibility of a comprehensive campaign. (USG Strategic Imperative 1b)

Strategy 2.5.2: Using the feasibility study and the strategic plan as a guide, establish funding priorities, conduct donor identification and rating, solicit donors, and steward donors. (USG Strategic Imperative 1b)

Goal 3: Promote Student, Employee, Alumni, Retiree, and Community Engagement in our Mission

Objective 3.1: Promote a diversity-rich, student-centered environment by engaging in inclusive social, civic, cultural, professional, and intellectual activities.

Strategy 3.1.1: Develop targeted marketing and communication to engage current students. *(USG Strategic Imperative 1b, 3b)*

- (1) Deliver Dean's Notes and other internal publications directly to all students
- (2) Expand student communications through use of VANS homepage
- (3) Expand acknowledgement of student achievements in Dean's Notes and Homepage

Strategy 3.1.2: Increase activity and involvement of students and alumni, locally, regionally, nationally, and internationally. *(USG Strategic Imperative 1e, 2d)*

- (1) Increase student participation in VANS and other pre-professional and professional organizations by students in all programs in the CONHS
- (2) Increase support for travel for students involved in pre-professional and professional organizations
- (3) Reorganize Advisory Council to increase engagement of alumni and current students
- (4) Expand recognition of alumni achievements in Dean's Notes and Website

Objective 3.2: Develop a campus-wide coordinating infrastructure to secure and provide external recognition for community engagement.

Strategy 3.2.1: Implement a student co-curricular transcript software module to support community engagement. *(USG Strategic Imperative 1e, 2b)*

Strategy 3.2.2: Identify methods to formally recognize community engagement. *(USG Strategic Imperative 3a)*

Strategy 3.2.3: Emphasize community engagement in marketing materials. *(USG Strategic Imperative 2b)*

Strategy 3.2.4: Develop mechanisms to record and measure the impact of institutional and student involvement with our community. (USG Strategic Imperative 1d, 3a)

- (1) Program Evaluation Committee will implement assessment of community engagement among students, faculty and staff in the CONHS
- (2) Document student engagement in the community in BSN and MSN capstone portfolios; Other documentation in Health Sciences Programs.

Strategy 3.2.5: Develop mechanisms to record and measure the impact of community involvement on our students and institution. (USG Strategic Imperative 1d, 3a)

- (1) incorporate student engagement in community in exit surveys

Objective 3.3: Enhance our role as a comprehensive institution and economic leader for South Georgia.

Strategy 3.3.1: Engage in transparent and consistent communication with internal and external stakeholders. (USG Strategic Imperative 3b)

Strategy 3.3.2: Create entrepreneurial partnerships to engage with industry, other USG institutions, and state agencies. (USG Strategic Imperative 2a, 2b)

- (1) Faculty Practice Clinic
- (2) Faculty Practice Plans

Strategy 3.3.3: Closely engage members of the Georgia General Assembly, congressional delegation, and local stakeholders with the institution. (USG Strategic Imperative 2b)

Goal 4: Foster an Environment of Creativity and Scholarship

Objective 4.1: Serve as a center for higher education research and development.

Strategy 4.1.1: Prepare faculty to be leaders in teaching, research, and service. (USG Strategic Imperative 2a, 2c)

- (1) Formal mentoring program
- (2) Increase travel support for educational purposes
- (3) Grow our own: Create “convertible” lectureships for masters prepared faculty, providing 3.0 credit hours release time for enrollment in doctoral program
- (4) Dedicated Education Unit at SGMC

Strategy 4.1.2: Facilitate entrepreneurial efforts by departments to discover new avenues of financial and community support. (USG Strategic Imperative 2a, 2c)

- (1) Faculty Practice Clinic
- (2) Faculty Practice Plans

Strategy 4.1.3: Review and clarify policies for tenure and promotion (e.g., including workload, reassigned time, advising load) for each academic college. (USG Strategic Imperative 3a)

- (1) Refine existing faculty workload formula
- (2) Expand academic advising by Academic Advisor to graduate recruitment and admissions
- (3) Expand definitions and examples of the scholarship of practice
- (4) Implement electronic portfolio for annual evaluation and tenure and promotion dossiers

Objective 4.2: Increase sponsored research and grants in number and size of awards.

Strategy 4.2.1: Allocate resources to support grant writing and grant administration. (USG Strategic Imperative 2a, 2c, 3b)

- (1) Fill Associate Dean position (to focus on faculty mentoring, grant writing and program evaluation)

Strategy 4.2.2: Expand research capacity by identifying and cultivating new sources of support. (USG Strategic Imperative 2a, 2c)

- (1) Establish internal review committee for grants and research proposals
- (2) Annual Faculty Scholarship Day

Goal 5: Develop and Enhance Valdosta State's Human and Physical Resources

Objective 5.1: Prepare all employees to be successful throughout their careers.

Strategy 5.1.1: Attract and retain talented employees from diverse backgrounds with a high potential for success. (USG Strategic Imperative 3a, 3b)

- (1) Annually assess faculty salaries in relation to peer institutions and national data collected by respective professional organizations. Attain competitive faculty salaries.
- (2) Increase and restructure compensation for part time faculty, particularly those teaching in clinical courses
- (3) Provide online orientation and ongoing role support for all faculties
- (4) Establish incentives and rewards for preceptors and clinical settings which place our students
- (5) Stabilize workload to provide adequate time for student engagement and scholarship/practice
- (6) Offer faculty practice opportunities
- (7) Support faculty doctoral education through use of temporary positions ("Grow our Own")

Strategy 5.1.2: Conduct an annual salary market analysis for full-time employees and act upon that analysis within budgetary constraints. (USG Strategic Imperative 3a, 3b)

- (1) Provide SREB and AACN data to support requests for salary adjustments
- (2) Establish database for all faculty and staff who terminate positions (including reason why and salary in new position)

Strategy 5.1.3: Provide campus-wide opportunities for employees to further enhance their technical and professional skills. (USG Strategic Imperative 1e)

Objective 5.2: Elevate service excellence.

Strategy 5.2.1: Improve office-to-office culture of service. Promote the Partners for Campus Excellence program, particularly for new employees. (USG Strategic Imperative 3b)

Strategy 5.2.2: Evaluate internal policies and processes for redundancies and inefficiencies. Utilize technology to streamline paperwork. (USG Strategic Imperative 3b, 3c)

Strategy 5.2.3: Improve institutional capacity to sufficiently meet the needs of the institution and its students (e.g., staffing and process assessment). (USG Strategic Imperative 3b, 3c)

- (1) Increase support staff in CONHS

Objective 5.3: Engage in concise, inclusive, and purposeful planning.

Strategy 5.3.1: Conduct periodic review of policies to ensure that programs and services fully address issues of student needs and interests, employer requirements (especially in South Georgia), quality, costs, and centrality to the institution's mission. Engage in ongoing and rigorous assessment of those programs and services to demonstrate accomplishment of mission, goals, and outcomes. (USG Strategic Imperative 1e, 2a, 3b, 3c, 3d)

- (1) Written exposure policy for students engaged in health professions high risk clinical experiences
- (2) Evaluate satisfaction of employers of CONHS graduates
- (3) Restructure and engage CONHS Advisory Council

Strategy 5.3.2: Identify campus areas to become environmentally sustainable. (USG Strategic Imperative 3b)

Strategy 5.3.3: Design a new master facilities plan which includes targeted areas of growth (e.g., academic, research, housing, and/or recreational facilities). (USG Strategic Imperative 3a, 3b, 3d)

- (1) Collaborate in data/information to promote expansion of health professions programs
 - (a) DNP
 - (b) Family Nurse Practitioner
 - (c) Respiratory Therapy
 - (d) Growth of Athletic Training and Exercise Physiology programs
 - (e) Masters degree in Exercise Physiology
- (2) Explore migration of all health professions programs into CONHS (communication disorders)

Strategy 5.3.4: Improve efficiency and quality of existing physical resources while at the same time protecting those resources. (USG Strategic Imperative 3b)

- (1) Convene group to study needs for expansion of faculty offices in HSBA building

Strategy 5.3.5: Participate with local businesses and government leaders in city or regional strategic planning. (USG Strategic Imperative 2b)

(1) Needs assessment for health professions in region