

## THEME A: STUDENT ENGAGEMENT

Engage students in intellectual, cultural, social, personal, and professional growth. The institution maintains a safe and nurturing environment that supports and encourages students to participate in curricular and co-curricular activities that promote intellectual curiosity, student success, and engaged citizenship



### **GOAL 1. Enhance opportunities for student engagement by providing an educational, inclusive, and socially responsible learning community within the College and beyond**

Objective A 1.1. Actively pursue the College's Complete College Georgia plan to increase student retention, progression, and graduation by enhancing college transition and student success initiatives and partnerships

- Successfully implemented the Adult Learner Pathway program that resulted in a substantial increase in the registration of adult learners. In fall 2016, 80 adult learners were registered to take courses, an increase of 175.9% from fall 2015. Similarly, for spring 2017, 31 adult learners were registered, resulting in a 121.4% increase from spring 2016. Continued to provide military-friendly training for campus faculty and staff.
- Refined the administrative structure to facilitate the assessment of and awarding of credit for prior learning.
- Increased the robustness of the Academic Intervention Program, which is designed to provide supplemental support for students with a GPA under 2.0.
- Redesigned Learning Support (LS) that witnessed an increase of LS students being placed directly in gateway courses with support (84.7% for English and 73.1% in Math). Historical success rates for LS students in gateway courses (fall 2014 through fall 2016) are comparable to that of students deemed collegiate ready. The success rates (grade of C or better in a single semester) are 69.2% in ENGL 1101, 66.8% in MATH 1001, and 54.6% in MATH 1111.
- Continued to build the MOWR student population and continued to strengthen connections with the local school districts. In spring 2017, the College reached an all-time high of 377 MOWR students, an 81.3% increase from the previous spring semester (n=208).
- Administered a student employment satisfaction survey to all student employees in fall 2016 and spring 2017. Overall, 81% were "very satisfied" with their student employment experience; 76% rated the amount of training provided as "excellent"; 83% rated their level of work interaction as "excellent"; and 81% rated their level of supervision as "excellent." Continued student onboarding and hosting student employment manager meetings.
- Charged the Complete College CCGA Task Force to evaluate, identify, implement, and monitor high impact strategies and activities that increase retention, progression, and graduation rates. A five-phase action plan was developed, and the taskforce is currently in Phase 4: Act.

- Introduced innovative technology was introduced to both Anchor Days and Orientation to assist students with managing orientation content, wayfinding, and increasing the survey return rate. A similar assessment plan is in place for the spring semester entry programs.
- Awarded 85 associate's degrees as part of a milestone achievement initiative.
- Adopted an open or low-cost educational resources, for 12 courses in the core curriculum, resulting in more than \$649,000 in student savings per year.

Objective A 1.2. Enhance programming initiatives to develop a high-quality, vibrant student life program that promotes the physical, social, academic, and emotional health and wellness of students in all campus locations

- Continued discussions regarding the possible expansion of Greek Life in Student Affairs; a group of students were interested in Greek Life and created a student organization called Coastal Greek Life as a pilot group for possible future expansion. Additional discussions are planned to render a decision as to how to proceed with Greek life on campus.

Objective A 1.3. Provide opportunities for students to develop leadership competencies

- Enhanced student organization trainings and support while also implementing an inaugural advisor training.
- Began development of a series of Mariner Leadership Academy offerings to students with a planned fall 2018 launch.

Objective A 1.4. Promote excellence in and breadth of intramural, club, and intercollegiate athletic programming

- Received USG Board of Regents approval to join The Sun Conference with athletic competition commencing in fall 2017
- Planned to revisit the development of a new athletics strategic plan once the Interim President is on board.

Objective A 1.5. Develop institutional wide diversity initiatives that promote inclusion and global awareness

- Held educational forums during cultural, thematic months, as a part of the Mariner Leadership Academy, Resident Assistant training, and the residential education model. Topics included: identity exploration exercises (i.e., REAL Talk: Soy Latino, Good or Bad Hair?), large scale diversity events (i.e., International Fest), small scale events (i.e., BIG Conversation & REAL Talk: What is Social Justice? and Women in the Workplace), and guest lectures (Dr. Art Dunning, Justin Brown, ManUp: The Play, etc.). Special celebrations during months highlighting Hispanic Heritage, Black History, LGBT Awareness, Women's History, and Native American History provided low-risk opportunities for the campus community to discuss diversity.
- Convened the Campus Diversity Committee with a subcommittee structure put into place, and some initial data gathered and presented regarding campus demographics; identified a need for cultural assessment of the campus; defined diversity; but, the group lacked dedicated time, leadership, and direction to move forward; a refocus of the Committee is needed to direct new energies toward diversity. Continued outreach to engage constituencies on campus is needed as well as a diversity assessment to collect data on the cultural climate on campus to devise a robust diversity plan.

- Offered an opportunity to participate in two Global Undergraduate Exchange Programs run by the Bureau of Educational and Cultural Affairs of the United States Department of State. Both programs, involving students from Pakistan and Tunisia, are overseen by IREX, an international nonprofit organization providing thought leadership and innovative programs to promote positive lasting change globally. Two Tunisian and three Pakistani students were selected to enroll at Coastal Georgia in August 2017.
- Experienced a steady increase in international student applications; a total of 25 applications, which is a 38% increase over the same time last year. Student representation in the pool was truly global, including applicants from Austria, Germany, Iceland, Norway, Thailand, South Africa, Rwanda, Great Britain, and Barbados, to name a few.
- Partnered with the USG's European Council (EC), offering a range of summer study abroad programs.
- Made successful application to host two IREX UGRAD students from Tunisia and three from Pakistan in AY 2017-18.
- Partnered again with the Abbott Institute in planning the Spring International Festival.
- Founded the Theta Iota Chapter of Phi Beta Delta Honor Society for International Scholars.

Objective A1.6. Promote and maintain a multifaceted career-planning program for students that includes essential skills which leads to successful personal and professional transitions

- Presented multiple capstone courses, including Education Capstone, Business Capstone/Professionalism Class, Radiology Capstone, BSN Capstone, ASN Capstone, and RN-BSN Bridge Capstone (via YouTube/online class).
- Offered an Interview Skills presentation (in-person and online) to multiple Communications classes; assigned an Interview stream exercise as part of the course.

Objective A 1.7. Design and update facilities that enhance the delivery of high quality services and programs integral to students' academic success, physical well-being, social interaction, and personal development

- Utilized the Space Committee for assessment of needs and project plan review.
- Continued revisiting the master strategic plan for future renovations/construction.
- Received funding for Library renovation, currently in the design phase.

---

## THEME B: ACADEMIC EXCELLENCE

Cultivate a culture of discovery in teaching and learning for students, faculty and staff that is rigorous, inclusive, engaging, interdisciplinary, and global

### **GOAL 2. Enhance and promote excellence in scholarship, creativity, and teaching**



Objective B 2.1. Develop opportunities for interdisciplinary collaboration in teaching

- Created learning communities for culinary math, critical thinking, and first-year students.
- Offered the PHIL 2020/MATH 2010 learning community; placed STEM in Interdisciplinary Studies on hold to be revisited later; and put neurobiology on hold – Psychology department looked at redoing its concentrations and will resume discussions during the next term.

- Created faculty workload and compensation policies that addressed faculty “team-teaching” courses.

#### Objective B 2.2. Support reflective, interactive, and experiential learning

- Continued to promote the use of Blackboard Collaborate and other online instructional tools, as well as drop-in help sessions during fall and spring launch week to promote D2L, Blackboard Collaborate, Respondus, and Turnitin, including links to online tutorials and other resources provided in the Online Learning Community, a D2L course that is available to all faculty – twelve faculty completed a four-day online teaching academy that featured topics such as designing group projects, giving audio feedback, and using rubrics to foster interactive teaching.
- Continued to evaluate Connected Classrooms Solutions (distance learning) with five connected classes offered; and continued to promote Mobile Teaching Unit using a head/chest-mounted GoPro camera to record or stream lectures, activities, or classroom experiences.
- Created the infrastructure for a new Center for Teaching and Learning with a focus on delivering a cohesive faculty development program. Next step is to recruit and appoint a Director for Teaching, Learning & Assessment to provide leadership, coordination, and training for development of learning outcomes; plan and coordinate a wide variety of faculty development opportunities; and provide expertise relating to effective practices in the areas of teaching, curriculum and assessment.
- Created an Online Teaching Academy (workshop in May followed by course development over summer), a Writing Across the Curriculum faculty learning community (workshop in April followed by online discussion centered around a book through summer) and started enhancing the full-time and part-time faculty orientations.
- Reconstituted the eLearning Advisory Committee with the charge to create procedures for faculty training/development to ensure quality online teachers and create assessment measurements for quality assurance.

#### Objective B 2.3. Provide support for faculty-student research

- Continued and expanded summer fellowship program for faculty scholarship to include academic year fellowships (starting AY 2017-2018); maintained the Scholarship Honor Intern Program (SHIP) program for student research.
- Hosted the Symposium on Undergraduate Research Creative Expression (SOURCE), Coastal Ecology Symposium, and the Symposium on Service-Learning.

#### Objective B 2.4. Expand support for faculty research and grant writing

- Sent two faculty members to a grant-writing workshop with the plan for future grant-writing discussions at CCGA. Continued hosting research colloquia to showcase faculty scholarship; maintained Coastal Scholars, Symposium on Undergraduate Research Creative Expression (SOURCE), Coastal Ecology Symposium, and Symposium on Service-Learning.

#### Objective B 2.5. Support faculty research and exchange opportunities abroad

- Held preliminary discussions with key campus stakeholders to move the development of an international education plan.
- Continued increasing opportunities for international and domestic students and scholars to interact, collaborate and learn from one another.

- Began to streamline and simplify as much as possible the student exchanges so that they are facilitated quickly and efficiently.

### **GOAL 3. Develop a culture of evidence, accountability, and continuous improvement**

#### Objective B 3.1. Standardize the practice of integrating assessment into teaching

- Requested that all Deans/Chairs submit a calendar for assessing program learning objectives for each of their degree programs – part of this process was refining program-level SLOs for various degrees and identifying how they would be measured from courses.
- Created an Assessment web page to offer the latest best practices in assessment for faculty to evaluate courses and programs more effectively.
- Reconstructed the questions on student course evaluations and transitioned to a new course evaluation system.

#### Objective B 3.2. Enhance the effectiveness of student support services

- Developed a Professional Development and Training in Academic Advising for Faculty/Mentors.
- Provided one-on-one training for faculty, in addition to advisors attending meetings in Sciences/Math, Arts and Humanities, Health Sciences, and Business to provide updates and answer advising questions.
- Implemented the Certified Peer Educator Program on both campuses and certified two classes of peer educators over two semesters who were involved in a wide variety of health education programming on campus.
- Provided to qualified students with disabilities who self-identify, request them, and complete the intake process as outlined in USG policies.

### **GOAL 4. Extend high-impact learning practices and support current and new educational program offerings**

#### Objective B 4.1. Embrace high-impact educational practices that reinforce academic proficiencies

- Developed a concept for a new Center for Teaching and Learning (CTL) to provide the infrastructure for the development, implementation, and assessment of high-impact educational practices that reinforce academic proficiencies.
- Streamlined faculty travel funding and expanded allocations to support travel in attending/presenting at professional conferences regionally, nationally, and internationally.
- Continued offering a series of Faculty Professional Development Workshops on Online Classes, Service-Learning, D2L, etc.
- Continued restructuring School of Business & Public Management curricula to improve the validity and usefulness of course and program level assessments.

#### Objective B 4.2. Embed service-learning throughout the curriculum

- Encouraged faculty to attend and participate in the professional service-learning conference.
- Created a Faculty Fellows Program and hosted the annual Service-Learning Symposium, Service-Learning Scholars' Workshop (Fall session, Spring session), and Service-Learning Beginners Workshop.

- Provided mini-grants for Service-Learning projects and supported community presentations by faculty members
- Hosted lunch faculty focus groups and planned summer work sessions/support sessions.
- Encouraged peer mentoring and modeling of service-learning activities.
- Created and disseminated a bi-annual service-learning newsletter.
- Updated faculty & community partner service-learning surveys and finalized a QEP Progress Report.

Objective B 4.3. Identify new degree programs that meet the professional and intellectual needs of students

- Conducted an analysis of student interest in new baccalaureate degree programs, and the result was the creation of four new degree proposals: B.S. in Health Sciences; B.S. in Environmental Sciences; B.A. in Visual Arts; and B.S. in Hospitality and Tourism.
- Offered an online option for students pursuing a BAS in Workforce Management and Leadership; B.S. in Psychology with a concentration in Human Services; and B.S. in Public Management with a concentration in public, non-profit management, and leadership
- Promoted eMajors in Spanish and French language and literature to increase student enrollments.
- Ensured that new degree program proposals and SACSCOC notification and substantive change submissions were completed promptly, allowing adequate time to ensure compliance with the proposed new program start date.
- Minimized minor offerings given the 120 credit-hour threshold (though existing degrees are being adjusted to allow for more electives for a student to complete a minor, the College continues to expand minors; e.g., biology, chemistry, and communication arts).

Objective B 4.4. Develop campus programming that allows for the recruitment and retention of academically-talented students

- Appointed a new director to oversee the Honors Program to continue to broaden the scope of the program.
- Coordinated a working relationship between Admissions and Academic Advising to facilitate the recruitment and enrollment of MOWR students.
- Monitored progression of students enrolled through accelerated admission pathways.

Objective B 4.5. Develop study abroad opportunities for students to gain a global perspective

- Completed a Memorandum of Understanding (MoU) with Anguilla Community College, as well as two others recently signed with Caribbean institutions in Belize – Ecumenical Junior College and Independence Junior College – illustrating the institution's commitment to continue the cultivation of an international strategy.

---

## THEME C: INSTITUTIONAL DISTINCTION

Increase and enhance the College of Coastal Georgia's visibility and reputation for an experiential and supportive approach to learning that prepares graduates for community engagement as well as professional and personal success



### **GOAL 5. Achieve regional, state national, and international recognition for institutional distinction and educational excellence**

Objective C 5.1. Refine the College's institutional identity

- Undertook the search for new Director of Marketing & Public Relations.
- Developed an RFP for optimal resource.
- Crafted core institutional messages and tested before public launching.
- Developed framework for promotional campaign execution.

Objective C 5.2. Create a marketable institutional brand

- Developed a preliminary integrated marketing plan for presentation to key campus stakeholders for feedback and comment.
- Completed plans for Major Gifts and Annual Gifts; action plans being executed.

Objective C 5.3. Develop and implement strategies to increase awareness of the positive impact that the institution, faculty, staff, and its graduates have on the region, state, nation, and global community

- Completed the first phase of the project with ongoing study, maintenance, improvements, and recent accessibility compliance training; however, although many content providers have access, most do not make use of it to keep content current.
- Developed collateral elements for Nursing and Business programs with plans to roll out similar efforts across all key disciplines.
- Developed a new Alumni Newsletter.

Objective C 5.4. Improve the College's rankings in reputable and recognized educational publications and surveys

- Reconvened ad hoc group of administrators led by the Office of Institutional Effectiveness to review national surveys (e.g., U.S. News) before dissemination as well as conducting post-survey ranking debriefs to identify areas that need attention prior to submitting future surveys.

---

## THEME D: LEADERSHIP THROUGH COMMUNITY ENGAGEMENT & PARTNERSHIPS

Enhance cultural experiences and raise community-wide awareness of the value of an educational system. Engagement and partnership within the region provide learning experiences for students and create an educational structure, which can drive the institution and the region forward



### **GOAL 6. Raise the institutional position and profile of the College within the community to help shape regional growth**

Objective D 6.1. Provide knowledge and expertise of faculty, staff, and students to the region

- Maintained community partnerships locally and regionally through involvement in economic development and business groups, schools and school districts, corporations and foundations, and non-profits.

Objective D 6.2. Develop and sustain collaborative partnerships with community members and organizations to maximize student engagement and community involvement

- Expanded the ongoing relationships with first-generation, needs-based, and military students/veterans at the College and in the community by building academic excellence, scholarships, minority outreach, and the Center for the Arts.
- Held preliminary conversations with members from Advancement, Human Resources, Academic Affairs, and Student Affairs, to craft an approach in moving a campus-community campaign forward.

Objective D 6.3. Collaborate with educational and economic partners to guide the development of programs to meet the needs for regional growth

- Continued to incentivize College – local community involvement by way of the Symposium on Undergraduate Research Creative Expression (SOURCE); Coastal Ecology Symposium; Symposium on Service-Learning.
- Continued to offered faculty Summer Fellowships – Innovative Projects and External Grants.
- Maintained an educational partnership between the College and City of Brunswick to offer courses and degrees that meet the professional needs of a city employee.
- Commenced participation in 1 Million Cups, promoting a support system of entrepreneurship in Brunswick.

Objective D 6.4. Integrate and enhance student learning and development through experiential activities that address community needs

- Created more opportunities through “Mariner Leadership Academy” to involve Student Life, Diversity & Inclusion, Counseling & Disability Services, and CCGA Serves in a collaborative initiative
- Continued to partner with the local community through a volunteerism initiative to help facilitate community service for the College campus.

Objective D 6.5. Expand efforts to develop educational partnerships and pathways with local P-12 school systems, technical college systems, and the University System of Georgia

- Continued partnership with Communities in Schools, Kids in College, and STEM-focused groups and provide on and off campus college-bound interactive sessions. Continued support of the Boys and initiated support for the new Girls of Summer program.
- Recruited and enrolled students for the Bachelor of Applied Science in Workforce Management and Leadership degree program designed for individuals who have completed a technical college degree but need a bachelor’s to develop further professionally.
- Established an articulation agreement between Wiregrass Georgia Technical College (WGTC) and the College that outlines coursework from Wiregrass Georgia Technical College that may be applied to the Bachelor of Applied Science in Workforce Management and Leadership program.

- Continued to offer educational sessions on financing a college education to community members – local churches, the Boys and Girls Club, Safe Harbor, Communities in Action, the STAR Foundation, special populations, and to our Brunswick & Camden students on campus.

---

## THEME E: SUSTAINABILITY & ORGANIZATIONAL DEVELOPMENT

Efficiently use resources – human, physical, and financial – to ensure the future success of the institution. With limited resources and competing needs, it is imperative that the institution create strategies that make the most effective use of its resources

### **GOAL 7. Develop and sustain an organizational, fiscal, and physical infrastructure that supports and enhances the college community**



Objective E 7.1. Ensure all facilities, equipment, and technology meet College operational needs, and state/federal requirements while enhancing efficiencies and providing a safe environment

- Completed an initial information technology strategic plan.
- Continued work with the Technology Advisory Committee to prioritize objectives and strategies – current draft contains five objectives and 29 strategies to improve access and service, leverage updated technologies, privacy and security compliance, and address staffing levels; prioritized objectives and strategies in support of efforts from all campus departments.
- Upgraded the mass notification system to include communication in eight buildings with Mariner Village being the latest addition.
- Utilized Anchor Days to deliver an hour of Emergency Preparedness to the entire freshman class.
- Continued to require various training sessions such as golf cart safety, active shooter training, and emergency preparedness.
- Performed an annual review of property per a new USG policy related to college property.
- Added cameras to the College system for purposes of crime deterrence and resource protection; a total of 175 cameras are now in place.
- Continued to investigate software options; however, cost seems to be a significant barrier - \$90K to \$100K to implement (first year), \$40K-\$60K per year (after year 1) for licensing and maintenance.

Objective E 7.2. Recruit and retain qualified faculty and staff, while promoting both diversity and inclusion

- Identified opportunities related to diversity and inclusion, including advertising positions in diverse publications and websites, improving the College's website to reflect diversity and inclusion, and highlighting faculty and staff and their stories.
- Entered into a contractual agreement with the Governmental Services and Research Division of the Carl Vinson Institute of Government at the University of Georgia for the development of a job classification and compensation plan.
- Initiated conversations between Academic Affairs and the new Vice President for Advancement on the identification of funding to support faculty and staff training and education.

Objective E 7.3. Develop and maintain organizational and financial plans that continue to support faculty, staff, and student success

- Maintained the practice of utilizing a budget request consolidation list to prioritize funding based on data support.
- Engaged senior leadership in a series of budget review/planning meetings to determine institutional priorities and align these with *Coastal Vision 2021* strategic goals and objectives.

Objective E 7.4. Develop a long-range sustainable plan for athletics

- Established workgroup continued its quarterly meetings to review student-athlete waivers.
- Reported to Financial Aid over/under awarded student-athlete tuition waivers.

Objective E 7.5. Continue the transformation of the institution as a college of choice through the ongoing implementation of the strategic master plan.

- Reviewed the Master Strategic Plan to determine what items still remain to be addressed.
- Completed 50% of a small capital project, the Library.
- Continued discussions with the USG on housing options and a potential Phase III project.

Objective E 7.6. Address all organizational elements at the Camden Center through development of focused strategies

- Appointed an interim director of the Camden Center after two failed searches.
- Placed the development of a Camden Center strategic plan on hold until permanent leadership is established at the Center.

Objective E 7.7. Refine and maintain a comprehensive risk management plan that addresses the College's overall responsibility

- Maintain the institution's risk management plan and added the following areas to the risk registry for careful monitoring: (1) Presidential Transition and Executive Succession - The critical nature of successful and seamless executive transitions of the position of President and the position of Provost/VPAA will impact the continued, successful achievement of goals in *Coastal Vision 2021*; (2) Personnel Transitions Impact - The critical nature of personnel transitions and reorganization in Enrollment Management function and Business Affairs function will impact the achievement of goals in *Coastal Vision 2021*; (3) Fundraising - Transition to new leadership within Advancement Office and the concomitant impact on fundraising initiatives will impact the achievement of targeted goals and will impact the success of student programs.
- Increased risk likelihood in the following two areas: (1) HR/Employment - Consistent Application of Hiring Standards - The management and optimization of HR/employment - consistent application of hiring standards will impact organizational development and will impact the enhancement of the reputation of the organization (Low-to-Medium risk); and (2) Leave Reporting - The development and management of leave reporting will impact the efficient use of human and financial resources of the institution (Medium-to-High risk).
- Developed an action plan to mitigate risk exposure for all areas identified in the risk registry.
- Created an informational risk management web page to provide updates and helpful information on risk management practices at the College.
- Continued to encourage administrators, faculty, and staff to integrate risk management processes into day-to-day decision making and unit assessment planning.

Objective E 7.8. Maintain a sustainable enrollment management plan to ensure continued institutional growth and financial stability

- Contracted with TWGplus for direct marketing initiatives continues to be beneficial in enrollment growth.
- Developed targeted, data-driven recruiting strategies to direct travel schedules for high school visits and college fairs.
- Established outreach to community stakeholders to enhance enrollment partnerships to yield more students.
- Implemented a summer yield plan, incorporating various constituencies across campus.
- Established an Enrollment Management Committee (formerly Recruitment & Admissions Committee) that holds campus departments accountable for enrollment numbers.