

MGA's Path to Excellence - Strategic Plan 2023-2028

AY 2024-2025 Progress Analysis

Executive Summary

The annual progress review reveals strong momentum in several key areas, with notable achievements in enrollment growth, accreditation progress, faculty development, and revenue diversification. However, some areas require increased attention, particularly in data systems implementation, employee engagement metrics, and certain program development timelines.

Key Highlights:

- **Enrollment Growth:** Fall 2024 enrollment reached 8,409 students, exceeding the target of 8,181 by 2.8%
- **Accreditation Progress:** SACSCOC reaffirmation process is 90% complete with progress on Quality Enhancement Plan
- **Faculty Development:** 47 faculty members trained in AI technologies, exceeding baseline expectations
- **Revenue Generation:** \$1.65M in external funding* secured through enhanced grant operations (*although funded, the \$1.05M award was later canceled due to circumstances beyond our control)
- **Athletic Transition:** Successfully submitted NCAA Division II membership application

Conclusion

Middle Georgia State University demonstrates strong momentum across most strategic priorities, with particular strength in enrollment growth, faculty development, and organizational efficiency. The institution is well-positioned to achieve its 2028 strategic goals, provided immediate attention is given to degree-production challenges and systematic implementation of data-driven accountability measures. The successful management of multiple accreditation processes while maintaining operational excellence reflects strong institutional capacity for complex change management.

The strategic plan implementation shows a mature understanding of higher education challenges with practical, measurable approaches to improvement. Continued focus on student success metrics, faculty development, and revenue diversification will be essential for long-term sustainability and excellence.

Strategy 1: Champion Student Success

Key Areas Exceeding Targets

- **Enrollment Growth:** Achieved 8,409 students (target: 8,181) - 2.8% above goal
- **Faculty AI Training:** 47 faculty trained in AI technologies (exceeded baseline of 29)
- **Student Engagement Events:** 20% increase in unique student participation, 54% increase in total attended events
- **Graduate Enrollment:** Reached 8% of total enrollment (target achieved in year one)
- **Study Abroad Partnerships:** Multiple MOUs in progress with international institutions
- **Career Center Partnerships:** 114 students reported internships, approaching target of 61
- **Retention Rates:** Fall 2023 to Fall 2024 retention improved to 65% (from 61%), exceeding milestone goal (i.e. increase by 1% annually)

Areas on Target

- **SACSCOC Reaffirmation:** 90% of standards written and reviewed, on track for 2026 deadline
- **Quality Matters Training:** 42 faculty completed QM training, progressing toward 50% target

Areas Needing Attention

- **Degree Production:** 1.1% decrease in total degrees awarded Spring 2023 to Spring 2024 and 1.2% decrease Spring 2024 to Spring 2025.
- **Knights Academy Engagement:** While improving, it is still below 20% year-over-year growth target
- **Study Abroad Office:** Establishment delayed, awaiting final approval
- **Student Engagement Indicators:** Information and data reported in Results do not directly align with milestone indicators making it challenging to determine level of progress/success
- **Georgia Academy enrollment and offerings:** Enrollment increased by 35%, however, academic sections and engagement events decreased by 27% and 10%, respectively

Areas with Incomplete Data

- **International Partnership Development:** Several MOUs listed as "in progress" without completion timelines

- **QEP Implementation:** Literature review and planning components lack specific completion metrics
- **Warner Robins Campus Development:** Limited progress data reported for second half of year
- **Faculty Scholarship:** No specific outcomes (number of TTE faculty producing scholarship/year) reported despite \$16,000 in development funding

Strategy 2: Lead Innovation and Economic Opportunity

Key Areas Exceeding Targets

- **External Funding:** \$1.65M secured through ORSP, including largest competitive grant* in MGA history (\$1.05M) (*although funded, the award was later canceled due to circumstances beyond our control)
- **Program Development:** BS in Applied AI approved by USG BOR for Fall 2025 launch
- **Grant Submissions:** 24 grant proposals submitted (exceeded target of 11)
- **Faculty Development:** Multiple workshops and training opportunities provided

Areas on Target

- **BS Health Sciences:** Successfully launched Fall 2024 with retention matching university growth
- **PTA Program:** CAPTE accreditation on track for Fall 2026 launch
- **ORSP Staffing:** Key positions filled including new director and specialist roles
- **Center Strategic Planning:** CMGS reorganization and standardization initiated

Areas Needing Attention

- **MSW and MSN-CNL Programs:** Development placed on hold until after SACSCOC reaffirmation
- **Faculty/Staff Board Service:** Limited documented increases in external service participation
- **Grant Management Systems:** Still relying on Excel spreadsheets rather than robust database

Areas with Incomplete Data

- **University Centers Marketing:** Web presence and communication plans still in development
- **International Partnerships:** Several programs mentioned without specific outcome metrics
- **Board Service Tracking:** Systematic tracking of faculty/staff service appointments needs development

Strategy 3: Build Culture and Identity

Key Areas Exceeding Targets

- **Employee Retention:** Turnover rate reduced to 12.2% (exceeded 3% reduction goal by 4.4%)
- **Athletic Fundraising:** 82% of 2025 athletics goal achieved at mid-year (\$98,678 raised)
- **NCAA Transition:** Successfully submitted application and completed site visit
- **Residential Engagement:** 29% increase in event attendance, 11% increase in unique attendees

Areas on Target

- **Campus Development:** WR Campus Director hired, PTA program development proceeding
- **Alumni Engagement:** BBQ & Brews event attendance increased from 50 to 205 participants
- **Employee Survey:** Successfully launched with statistically relevant participation
- **Great Place to Work:** Employee survey results pending (announcement September 2025)
- **Athletic Compliance:** Assistant AD for Compliance hired; rules education implemented

Areas Needing Attention

- **Alumni Base Growth:** Only 0.06% of athletes and 65+ alumni population engaged (target: 1.25%); Second half of calendar year typically shows bulk engagement activity
- **Campus Safety Training:** Completion rates varied (81.4% to 98.2% across different training types)
- **Wellness Programming:** Limited programming documented beyond initial events

Areas with Incomplete Data

- **Staff Council Participation:** Number of sub-committee chair positions filled not reported; increase in Staff Council participation not reported
- **Campus Identity Development:** Warner Robins campus planning incomplete
- **Promoting Culture of Wellness:** no report on division ambassador plan, tracking system for participant feedback and effectiveness of health and wellness events, and tracking of initiatives, communication and participation

Strategy 4: Sustain Fiscal Resilience and Brand Value

Key Areas Exceeding Targets

- **Major Gift Fundraising:** 60 major gifts received (target: 39) - 54% above goal
- **Campaign Preparation:** Feasibility study initiated with stakeholder interviews underway
- **Financial Literacy:** Expanded workshop programming and student debt communications

Areas on Target

- **Data Dashboard Development:** Academic Affairs scorecard implemented and regularly updated
- **Employee Giving:** 62% participation rate approaching 63% target
- **Alumni Giving:** 113 unique alumni donors in first half of year, progressing toward annual goal

Areas Needing Attention

- **Comprehensive Scorecards:** Limited progress on USG-aligned scorecards across all divisions
- **Low-Cost Course Materials:** No significant increase documented in low-cost/no-cost courses
- **Student Loan Management:** Third-party debt relief service not yet implemented due to external factors

Areas with Incomplete Data

- **Data Culture Training:** Biannual training sessions and toolkit updates not fully documented
- **Dashboard Integration:** Progress on internal dashboard expansion needs clearer metrics
- **Revenue Diversification:** Specific outcomes from various revenue streams need consolidation