Title.

Middle Georgia State University Administrative Assessment

Instructions. This form is used to collect administrative assessments for each budgeted unit at Middle Georgia State University (academic and nonacademic units). Departments should include a brief mission statement (describing what they do and who they serve), goals the department or unit is working to accomplish (in a 5 year time frame. Your goals and objectives should be reported out individuals, linked to the plan imperatives and strategies, align with the measurable objectives from the previous year , and defined and measurable objectives for the upcoming year. This form should be completed by each budgeted unit no later than the end of July. NOTE: All fields are required, please place NA or O in response field ONLY if the numbered objective is not being utilized, otherwise full responses are required. Provide ALL necessary information requested to the fullest extent possible, such that a peer reviewer is not required to assume any information not provided. Utilize the provided assessment scoring rubric drafting guideline to evaluate your report prior to submission. https://www.mga.edu/institutional-research/docs/IEB_Administrative_Score_Card.pdf

 Please SUBMIT the form within 30 minutes of opening this page. If you wait too long to submit you may lose your work In the event that you need to edit your submission, you may contact the Director of Institutional Effectiveness to secure a custom link to edit and resubmit.

Q1. Submitters Email

loretta.clayton@mga.edu

Q2. Who is the person responsible for this report?

Loretta Clayton

Q3. For which year are you completing this report?

◉ FY 23 (July 2022-June 2023)

○ FY 24 (July 2023-June 2024)

○ FY 25 (July 2024-June 2025)

Q4. To which division of the University is your unit assigned?

○ Office of the President

○ Advancement

◉ Academic Affairs

○ Fiscal Affairs

○ Enrollment Management

○ Student Affairs

Q5. For which department or area are you reporting? (Ex. Financial Aid, Library, OTR, Athletics, etc)

Office of Graduate Studies

Q6. The mission and goals of the department should be consistent over a 5 year period, although some institutional changes may necessitate and prompt a change in mission or goals for specific departments. In this section, report the mission statement for your department.

The mission of the Office of Graduate Studies is to develop and offer graduate degrees suitable for working adults that address the needs of the regions and anticipate a growing knowledge economy.

Q7. What are the goals for this department? These should be the "big things" the department/area intends to accomplish within 5 years.

*OGS will build graduate enrollment through new and current program development. *OGS will support students, faculty, and staff in achieving their educational and professional development. *OGS will serve the community by building OGS and MGA relationships with private and governmental partners.

0. Each year, every department should identify objectives the department hopes to accomplish in the next year. These should align with departmental goals and the MGA strategic plan. In the next section you will be reporting on the objectives you set and whether or not you achieved them in FY23. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY24.

8. Objective 1: What was this department's first objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

Objective #1 for 2022-2023: (1) Increase enrollment by 10% in targeted graduate programs.

9. Objective 1: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

The Office of Graduate Studies measures graduate enrollment consistently, based on the daily MGA numbers pulled from Banner. OGS sends weekly, comprehensive enrollment reports to internal stakeholders covering all graduate programs, with comparisons YTD (year-to-date) and as compared to USG Census numbers for each semester. OGS also tracks progress toward MGA enrollment goals set each semester. These reports include total graduate enrollment; enrollment disaggregated by program; total graduate application counts, and application counts disaggregated by program. Application counts, both the number to total applications received per semester and as disaggregated by program, are made internally by OGS and disseminated to MGA partners and stakeholders.

10. Objective 1: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

The target outcome was to achieve an increase of 10% in enrollment in two distinct graduate programs with two different longitudinal arcs at the university: the Doctor of Science in Information Technology (DSIT) that launched in summer 2021 and the Master of Arts in Teacher Education (MAT) that launched in summer 2017.

11. Objective 1: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

Graduate enrollment for the DSIT and MAT programs was compared from fall 2021 to fall 2022 based on USG Census data.

12. Objective 1: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

For the DSIT program, enrollment grew from an original cohort of 30 students in fall 2021 to a total of 49 students in fall 2022, representing two summer-start cohorts (2021 and 2022 start) running simultaneously. DSIT enrollment grew 19% from fall 2021 to fall 2022. For the MAT program, enrollment grew from two cohorts, one summer start and one prior spring start, of 28 total students in fall 2021 to 54 students, representing three cohorts, with the addition of a fall/second session start cohort in 2021. MAT enrollment grew 90% from fall 2021 to fall 2022. Even without the addition of the new fall cohort (11 additional students), the MAT grew enrollment over 50% from fall 2021 to fall 2022.

13. Objective 1: Did your department meet this objective?

○ The department did not meet this objective.

○ The department met this objective.

⦿ The department exceeded this objective.

14. Objective 1: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

OGS learned that the addition of cohorts in graduate programs is an important aspect of growing graduate enrollment, but it cannot be the only method of growing enrollment. Going forward, OGS will continue to advocate for innovative methods to boost graduate enrollment, particularly second session recruitment initiatives.

15. Objective 2: What was this department's second objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

Objective #2 for 2022-2023: Increase the Office of Graduate Studies workforce with the addition of 1 FTE (1 new, permanent full time employee).

16. Objective 2: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

OGS ran a comprehensive job search, both internal to the university and advertised to external candidates, for the position of a new, permanent Graduate Enrollment Support Specialist in spring 2023. The search committee consisted of two current OGS members (Dean and Graduate Admissions Coordinator) and an outside committee member (a faculty member/Graduate Program Coordinator.)

17. Objective 2: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

The objective was to hire a new, permanent Graduate Enrollment Support Specialist in OGS, building the office from two full-time employees at the start 2022-2023 to three full-time employees (Dean, Graduate Admissions Coordinator, new Graduate Enrollment Specialist) at the end of 2022-2023.

18. Objective 2: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

Based on continued graduate enrollment growth, including the addition of new graduate programs at MGA, additional staff in the Office of Graduate Studies is essential. Overall, graduate enrollment grew by 10.5% from fall 2021 (388 total students at USG Census) to fall 2022 (429 total students at USG Census) at MGA. Further, 2022-2023 saw the addition of a new graduate program at the university, the Master of Business in Professional Leadership (MBPL), launched in spring 2023, as well as the addition of new cohorts in the DSIT and MAT programs, as outlined in Objective 1 of this report.

19. Objective 2: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

The department met this objective entirely, by 100%, making a new full-time hire, a permanent position of a Graduate Enrollment Support Specialist to assist in data collection and reporting, recruitment events, and serving current graduate students.

20. Objective 2: Did your department meet this objective?

○ The department did not meet this objective.

● The department met this objective.

○ The department exceeded this objective.

21. Objective 2: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

The job search for the Graduate Enrollment Support Specialist allowed the Office of Graduate Studies two "firsts:" the first time a faculty member/ Graduate Program Coordinator (GPC) was recruited to be part of an OGS search committee, and the first time a candidate external to MGA was offered a position in OGS. The practices of using a GPC on any OGS job search should continue, as should the practice of advertising for both internal and external job candidates.

22. Objective 3: What was this department's third objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

Objective #3 for 2022-2023: Increase Office of Graduate Studies events by 50%.

23. Objective 3: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

The Office of Graduate Studies keeps records of all events we directly sponsor and/or support with lists of attendees.

24. Objective 3: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

OGS had a target outcome of increasing the number of events we organized and/or supported by 50% from 2021-2022 to 2022-2023.

25. Objective 3: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

The Office of Graduate Studies measured its 2022-2023 performance for organizing and participating in events against it 2021-2022 performance.

26. Objective 3: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

In 2021-2022, OGS sponsored and/or participated in 16 major recruitment events. In 2022-2023, OGS sponsored and/or participated in 24 major recruitment events and assisted in organizing (although not directly participating in) 3 additional events at Robins Air Force Base (RAFB). Thus, the increase from year-to-year met the 50% target. These events included in-person Graduate Pop-ups on all MGA campuses; graduate and career fairs both at MGA as well as in Middle Georgia and the Atlanta area; online information sessions; in-person recruitment at RAFB; receptions for particular groups of students. Based on the 8 additional recruitment events organized and attended in 2022-2023, the Office of Graduate Studies increased the number of events our staff attended, often together with academic partners, by the goal set of a 50% increase.

27. Objective 3: Did your department meet this objective?

○ The department did not meet this objective.
◉ The department met this objective.
○ The department exceeded this objective.

28. Objective 3: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

OGS should continue to partner with the academic units to increase events, both for recruitment purposes but also to serve our current graduate students. One change that should be made, then—in addition to continue to increase the number of events—would be to focus organizing a larger portion of events on serving our currents students. The vast majority of graduate students at MGA are online students, but that does not mean that they would not benefit from various professional, academic, and social events—including online ones. Further, as MGA has begun the recruitment of international students who require face-to-face instruction, we should coordinator events and outreach specifically for this population—and for any other graduate students interested in taking classes face-to-face and/or meeting other graduate students, faculty, and administrators at events that can benefit them academic, professionally, and/or socially.

29. Objective 4: What was this department's fourth objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

Objective #4 for 2022-2023: Support the addition of 2 new graduate programs to the academic catalog and 1 to academic master plan.

30. Objective 4: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Like all academic programming at MGA, graduate programming makes its way through shared governance processes: from departmental Curriculum Committees to the Academic Affairs Committee to the Faculty Senate, with an additional layer of review at the graduate level in the Graduate Studies Council. New programs must be presented to the USG Board of Regents and to SACSCOC. Technically, new academic programs make their way through shared governance through the Curriculum Management System (CMS) to be added to the Graduate Catalog if they are approved at these various levels, both internal and external to MGA. Through the work of the Dean of Graduate Studies, OGS is involved throughout the shared governance process, the USG approval process, and preparation for SACSCOC approval. Further, OGS provides oversight for the Graduate Catalog. OGS tracked and reviewed new graduate programs (and the modification of graduate programs) for 2022-2023 as the curriculum and program rationales worked their way through shared governance, USG, and SACSCOC (if necessary) and into the Graduate Catalog.

31. Objective 4: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

The target outcome was to add two new graduate programs to the Graduate Catalog for 2023-2024 and to add one proposed graduate program to the academic master plan.

32. Objective 4: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

OGS assists the academic units and the Office of the Provost strategize on adding graduate degrees at the university based on graduate enrollment trends, faculty expertise at MGA, ability to add to overall enrollment growth, and paucity of specific graduate programing in the Middle Georgia area.

33. Objective 4: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

OGS met this objective 150% in terms adding new graduate programs, as three (3) graduate programs (above the stated objective of two) were added to the Graduate Catalog for 2023-2024: the university's second doctoral degree, a Doctor of Science in Public Safety (DSPS) in the School of Education & Behavioral Sciences and two graduate certificates, both housed in the School of Arts & Letters: the Graduate Certificate in Creative Writing and the Graduate Certificate in Teaching College Writing. Further, OGS assisted in adding a new graduate program to the academic master plan: a Doctor of Nursing Practice (DNP).

34. Objective 4: Did your department meet this objective?

○ The department did not meet this objective.

○ The department met this objective.

◉ The department exceeded this objective.

35. Objective 4: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

> OGS will continue to advocate for and to work with partners on the strategic addition of graduate programs at MGA to meet the region's needs, growing the knowledge economy of the Middle Georgia region in particular and of the state generally.

36. Based on your goals and objectives listed above please indicate their connection with MGA's Strategic Plan (https://www.mga.edu/about/docs/Strategic_Plan_Overall_DB.pdf) by checking all associated and relevant Imperatives / Strategies from the list below. (Check all the apply)

- ☐ Grow Enrollment with Purpose 1. Expand and enrich the face to face student experience
- ☑ Grow Enrollment with Purpose 2. Expand and enrich online instruction into new markets
- ☑ Own Student Success 3. Develop academic pipelines and expand degrees
- ☐ Own Student Success 4. Expand student engagement and experiential learning
- ☑ Build Shared Culture 5. Attract talent and enhance employee development and recognition
- ☐ Build Shared Culture 6. Sustain financial health through resourceful fiscal management
- ☐ Build Shared Culture 7. Cultivate engagement with its local communities

37. Please indicate which of the following actions you have taken as a result of the 2021/2022 Assessment Cycle (Note: These actions are documented in reports, memos, emails, meeting minutes, or other directives within the reporting area)(Check all the apply)

- ☐ Disseminating/Discussing Assessment Results/Feedback to Appropriate Members of the Campus Community
- ☐ Disseminating/Discussing Assessment Results/Feedback to Appropriate External Stakeholders
- ☑ Faculty or Staff Support: Professional Development Activities, Trainings, Workshops, Technical Assistanceion 3
- ☑ Process Changes: Improve, Expand, Refine, Enhance, Discontinue, etc Operational Processes
- ☐ Request for Additional Financial or Human Resources
- ☐ Customer Service Changes: Communication, Services, etc
- ☐ Making Improvements to Teaching Approach, Course Design, Curriculum, Scheduling, other
- ☐ Evaluating and/or Revising the Reporting Lines Internal Assessment Processes
- ☐ Other [_____]

38. Please provide a comprehensive narrative outlining how assessment results are utilized for continuous improvement in this field. Your narrative should address the past, present, and future aspects of assessment, with specific emphasis on how these results inform decision-making and drive improvement efforts.

Adding an additional staff member to the Office of Graduate Students and increasing the number of events organized and attended by OGS staff has directly enabled strong growth in graduate education at MGA. Continued, strategic addition of academic programs at the graduate level has also enabled graduate enrollment growth. From fall 2021 to fall 2022, total graduate enrollment increased by 10.5% and is on track to increase more than that number in fall 2023. Creating pipelines, like stackable graduate certificates ("stackable" into a larger master's degree) is advisable, but, again, we must always add these programs strategically and monitor them for growth. Thus, in the future, OGS will continue to monitor the newest graduate programs at MGA to make sure that they grow cohorts of students and increase enrollment each year. We will support these programs with advertising and events. Generally, increasing the number of events and outreach efforts for prospective and current graduate students is important, but so too is ensuring a variety of events, from in-person "pop-ups" to online information sessions to professional, academic, and social events targeted to specific populations of graduate students, by program, by interest, and even by location. To that end, OGS spearheaded new kinds of events in 2022-2023, for example, partnering with the Office of the Provost and the Office of Alumni Affairs to host a graduate student reception during Convocation Week in the spring 2023. OGS will continue to create new events and opportunities for graduate students, often working with other partners and stakeholders. The Warner Robins campus, where the Office of Graduate Studies is headquartered, has become a location for external groups to meet like the Middle Georgia Chapter of ISC2, a professional cybersecurity organization, as well as affiliated campus groups, like the MGA Association of Information Technology Students (AITS). OGS has not only promoted these meetings but attended them, offering recruitment opportunities and community outreach, demonstrating that MGA is a leader in advanced education in the region. Further opportunities for community outreach and to work with campus groups should be researched for future engagement efforts.

39. Please indicate (if appropriate) any local, state, or national initiatives (academic or otherwise) that are influential in the operations, or goals, and objectives of your unit. (Complete College Georgia, USG High Impact Practice Initiative, LEAP, USG Momentum Year, Low-Cost No-Cost Books, etc)

OGS continues to be active in the Georgia Council of Graduate Schools, which holds an annual fall meeting and a spring conference to disseminate best practices in graduate education.

40. Please identify and detail three to four measurable objectives for the next fiscal year. In listing the objectives, please use the format shown in these examples.1) The Department of X will improve services levels by 5% as measured by our satisfaction survey. 2) The department of X will provide training in ABC for at least 73 MGA faculty and staff.

1) Increase overall graduate enrollment by 10% (fall to fall), with focus on increasing enrollment by 10% in the MSIT program and in total for SOBUS graduate programs. 2) Increase Graduate Leadership meetings (Graduate Program Coordinators, Faculty, Graduate Studies Council Members) by 10%. 3) Support the addition of 1 new graduate program to the academic catalog. 4) Increase OGS events by 10%, with a focus on new events for current students.

41. Optional Mindset Update (Academic Deans ONLY) Please provide an update on the implementation of your school based mindset plan/strategy. Include any adjustments to metrics for the FY23 as well as outcomes associated with your appraisal of your schools activities.

Partnering with the academic units and Graduate Program Coordinators, OGS will resume the work of a syllabi study at the graduate level to identify those that need to be stronger and those that do not have statements about mindset strategies.

42. Optional: The following upload portal is available to supplement your report with supportive documentation should you wish to provide any (instruments, data, etc).