



**Middle Georgia
State University**

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

kevin.cantwell@mga.edu

Q2. Who is the person responsible for this report?

Kevin Cantwell

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 the President

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.

To lead the university and support its mission by maintaining positive relationships within and among it five campuses and with all stakeholder communities, engaging in effective executive communications and improving compliance.

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

The Office of the President will lead implementation of the strategic plan by 1) deploying the President strategically to grow enrollment with a purpose; 2) driving a culture of accountability and supporting all divisions in efforts to own student success; and 3) engaging in intentional outreach.

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.

The Office of the President will engage in intentional monthly, quarterly, or annual outreach to colleagues across divisions to support institutional priorities: A) attendance at all key USG meetings; B) approval of new graduate degrees; C) Presentation of Annual Report at State of the University Address; D) meet with key stakeholders during ten-month academic year.

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)

Evidence from the President's and Cabinet's calendar; letters of program approval by USG/SACSCOC; press release announcing the annual report; data that show number of views for State of the University.

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

Attend 8 meetings of the BOR; approve two graduate degrees; deliver Annual Report at State of the University Address; hold at least 20 stakeholder meetings; measure at least 812 views (2021 baseline) of State of the University address.

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

Internal consultation among members of the OoP.

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)

The OoP and the Provost successfully lobbied for a second doctoral degree, which has now been approved by SACSCOC and has helped grow overall enrollment at the University to 7% of overall enrollment. It is important for the President and members of Cabinet to attend BOR meetings, so attending all full meetings is essential. Since it takes effort from the President and the Provost to lay the foundation for graduate degree approval and since enrollment with a purpose is part of the concluding Strategic Plan, we were ambitious in setting two new graduate degrees as a goal. Delivering the State of the University address to a broad audience is an expected event each early winter and tracking the number of viewers is a good gauge of how many constituents are engaged in the audience. Although counting the number of outreach meetings Cabinet members have had presents basic data (without, for example, a granular survey issued to each group), it does demonstrate how often we are reaching out to groups beyond the University. The President and select members of the Cabinet attended all 8 full Board of Regents meetings, as well as the June 14, 2023, BoR Budget Meeting. One BoR meeting's spotlight on campuses featured MGA's Eastman Aviation Campus and its industry-based programming and job placement success. The OoP was instrumental in securing a second doctoral degree for MGA, which has had a significant effect on overall enrollment. The President delivered his State of the University Address in January 2023, although the number of views was down with 310 discrete views for 38%; although this number was lower than expected, the President has been extremely active throughout the year with multiple engagements based around the development of the Strategic Plan. There were two large town hall meetings at the Cochran and Macon campuses, and three smaller meetups at the Dublin, Warner Robins, and Eastman campuses. President Blake met with 283 separate groups and individuals over the year, and the Chief of Staff met with 302 separate groups and individuals over the year. One very successful engagement was MGA's second Dinner in the Hanger at the Eastman Aviation Campus, which attracted many local political leaders and staff members from the Governor's Office to help the University lobby for more state funding.

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?

Cabinet will continue to review strategies for promoting the State of the University address and will follow the launch of the new Strategic Plan with town halls and smaller campus meetups. Going forward, OoP will not track or measure its achievement based on academic degrees. As sponsored by the OoP, MGA will continue to hold its very successful Dinner in the Hanger, which hosts a couple of hundred state and regional political leaders, industry executives, and education professionals. We will increase the baseline of engagements from 20 to 200, measuring those engagements of the President and the Chief of Staff only and not other members of OoP.

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

University Counsel engaging university's compliance commission and reviewing policy changes flowing from USG review.

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)

Number of policies drafted and placed in the University Policy Manual.

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

At least 5 new policies in the University Policy Manual will be updated in AY23.

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

Internal consultation among members of the OoP.

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)

As part of a focused need to update the University Policy Manual, our goal was to revise and review at least 5 new policies in the University Policy Manual in AY23. Under the University Counsel's direction, the OoP reviewed, revised, and updated the following: • [No current number] Summer Faculty Pay (Spring 2023) • [No current number] Clery Act (Spring 2023) • [No current number] SAP Policy (Fall 2022) • 11.5 Institutional Online Resource Policy (Fall 2022) • 8.1.2 Employee Housing (Fall 2022)

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 OoP affirms once again that setting Policy Manual revision as an annual goal keeps us on course to identify and track policies to keep MGA in compliance with USG/BOR, state, Federal, and regional accreditation (SACSCOC) guidelines. Cabinet will determine in fall 2023 which sections need to be addressed in AY24.

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

Secure state capital requests and implement government relations and campus coordination plans.

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)

Compare state appropriations from FY21, FY22, and FY23 for measurable improvement.

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

MGA will maintain overall budget allocation from the State of Georgia (100% of \$36,844,586 FY21 as a baseline).

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

Internal consultation among members of the OoP.

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)

State Allocation FY 2021 \$36,905,041 State Allocation FY 2022 \$45,191,857 State Allocation FY 2023 \$50, 534, 148 State Allocation FY 2024 \$51, 342, 781 The efforts of the President, the Chief of Staff, the VP Fiscal, and the Provost resulted in a detailed narrative to the USG in FY2022, which highlighted the need for MGA to be funded in the state university sector as a Level V institution. From FY2023 to FY2024, we gained \$808, 633 even after mandatory cuts. We were additionally granted the 2nd year of a 3-year tuition increase of \$19 per credit hour, raising MGA from \$131 to \$150 per credit hour. This increase will be translated into millions of additional dollars to support student success.

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?

The continued lesson from these budgetary achievements is that we have been successful as the President continues to direct a comprehensive plan to engage and communicate with members of the BOR, members of the USG, and elected officials from our state delegation to make the case for the University, persisting in these efforts as an ongoing and demonstrated case for adequate funding levels. As a follow-up to this increased funding, we will use the metrics we provided to the USG to track how we have applied the increased funding to effect student success.

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

Demonstrate the value of Middle Georgia State University by engaging the region and its residents in order to raise the profile of the University and its leaders.

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)

All OoP staff serve on local, regional, state, and national boards in some capacity. Additionally, OoP has prioritized local, regional, and statewide events to leverage the outreach and promote MGA, our brand, and commitment to serving students.

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

At least 80% of OoP staff members will serve on a board.

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

Internal consultation among members of the OoP.

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)

29% In AY23, of the fourteen relevant personnel, four members of the office served on boards. One position of note is President Blake's service on the SACSCOC Board of Trustees, which has been effective in keeping the University in good standing with our regional accrediting body.

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?

The OoP staff have determined that regardless of how many members of the OoP serves on boards, such service has only a small effect on addressing the mission of the University. ***OoP will not carry Number Four over as an objective.

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.

CONCLUSION The most significant achievements of the OoP are the completion of the new strategic plan, Middle Georgia's Path to Excellence; the successful second year of a tuition increase ask from the USG/BoR; several private gifts in support of projects like the new Center for Middle Georgia Studies; the Dinner in the Hanger event; the continued addition of academic programs degree offerings; and the successful preliminary steps to join NCAA II.

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)

Complete College Georgia, USG High Impact Practice Initiative, LEAP, USG Momentum Year; SACSCOC Standards

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.

FUTURE PLANS AY23 1) The OoP did not increase its number of engagements with the State of the University as measured by its number of views. 2) The OoP far exceeded its goal of the number of stakeholders engaged in the development of the new Strategic Plan. The goal was a modest 75 individuals. Presentations were made to approximately 580 individuals, with dozens of meetings with alumni board members, staff council members, committees of the senate, students, faculty, academic leaders, and members of Cabinet. The Strategic Planning process and its results were highly successful. At the beginning of the academic year, 360 faculty and staff responded to a survey regarding the previous Strategic Plan. 3) The Office of the Provost and the EVP for Finance and Operations have maintained and tracked the ongoing metrics of the original tuition increase proposal and have determined that MGA is meeting its goals. Data will show, for example, that the retention rate has increased; that the workload of mental health professionals has decreased; that student-faculty interactions have increased; that enrollment is stable and growing; and that student awarded scholarships are increasing. FUTURE PLANS AY24 1) The OoP will lead and coordinate the implementation of Middle Georgia's Path to Excellence SP by managing the 15 Priorities identified at the August 2023 Cabinet Retreat along with quarterly updates from lead administrators: Strategic Priorities AY 24 from Middle Georgia's Path the Excellence 1. Develop faculty expertise in A.I. and other emergent technologies. 2. Expand and sustain First Year Experience tailored for each campus. 3. Increase and assess the number, type, and quality of jointly coordinated AA/SA programs. 4. Increase undergraduate retention by 5% over five years based on fall 2022. 5. Build out Georgia Academy at WRC. 6. Provide undergraduate programs that meet residential capacity in Macon and Cochran. 7. Strengthen university centers. 8. Refine, promote, and distinguish all campus locations. 9. Implement select elements of residential life Oracle SWOT recommendations. 10. Develop employee retention plan with metrics. 11. Imbed and enhance wellness outcomes throughout university culture and activities. 12. Build, support, and manage athletic programs. 13. Create, maintain, and publish scorecards that reflect USG priorities and standards. 14. Launch grant-funded financial literacy program in Macon-Bibb. 15. Increase employee giving to campaign by 3% each year over five years 2) The OoP will coordinate town hall meetings and smaller campus meetups to discuss impact of the SP on individual campus communities. 3) The OoP will maintain the ongoing metrics of student success linked to the three-year plan for a tuition increase from the USG.

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.

n/a

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

[Projected ROI Three Year Metrics and Outcomes.pdf](#)

123.9KB

application/pdf