



Flight Path for the Future

UNG Strategic Plan
2022-2027



UNG
UNIVERSITY *of*
NORTH GEORGIA™
THE MILITARY COLLEGE OF GEORGIA



Mission

The University of North Georgia, a regional multi-campus institution and premier senior military college, provides a culture of academic excellence in a student-focused environment that includes quality education, service, research and creativity. This is accomplished through broad access to comprehensive academic and co-curricular programs that develop students into leaders for a diverse and global society. The University of North Georgia is a University System of Georgia leadership institution and is The Military College of Georgia.

Vision

The University of North Georgia will be a regional and national leader for academic excellence, engagement, educational opportunity, and leadership development.



The University of North Georgia has equipped generations of professional, civic and military leaders to serve the north Georgia region, our state, our nation, and beyond. This strategic plan comes at a momentous time in our history. It follows the disruptions of the COVID pandemic, which caused unprecedented change and challenges for universities, and it sets the stage for our Sesquicentennial — our 150th anniversary — which we will celebrate in 2022-2023.

We have a rich and distinguished heritage that includes serving as one of only six federally-designated senior military colleges and The Military College of Georgia, being the first public college in Georgia to graduate a

woman, and, more recently, being a national top producer of Fulbright students for five consecutive years.

Since our last strategic plan was developed in 2013-2014, UNG's enrollment has grown 23% and we have increased the number of degrees granted annually by 37%. Today, UNG serves nearly 19,000 students across five campuses and online, and we have extraordinary momentum and our future is bright.

- Through UNG's nationally competitive scholarship initiative, our students earned more than \$3.5 million in highly competitive, national merit scholarships and fellowships since 2014.
- We are consistently recognized by national rankings for academic excellence, affordability and value, but we are not resting on our laurels. The UNG Foundation's endowment grew by 68% since FY17 and total assets grew to \$110 million. With these enhanced resources, the Foundation awarded \$3.27 million in scholarships in FY21.
- Our faculty and staff garnered more than \$7.2 million in external research grants in 2021 — an increase of 40% since 2014 — to support scholarly and creative activity and regional economic development efforts. With our growth in graduate programs and research expenditures, UNG is on a trajectory to become a Doctoral/Professional University in 2024.

This plan leverages our values, our momentum and our steadfast commitments to excellence, student success and leadership development. Our success toward fulfilling these commitments sets UNG apart as a leading regional university and gives our graduates a competitive advantage. We are tremendously grateful to our alumni, donors and community stakeholders for your ongoing support of our mission.

Sincerely,

Bonita C. Jacobs, Ph.D.
President



UNG is federally designated as one of only six senior military colleges in the nation and serves as The Military College of Georgia.

Flight Path for the Future

UNG Strategic Plan, 2022-2027

Since 1873, the University of North Georgia has educated and equipped students and alumni to be civic, professional and military leaders who serve in communities in our region, state and beyond. This strategic plan coincides with the university's Sesquicentennial — our 150th anniversary. This special time in our history and this strategic plan provide opportunities to reflect on our rich heritage, our mission of developing leaders for a diverse and global society, and our vision to be a regional and national leader for academic excellence, engagement, educational opportunity, and leadership development.

Integral to the University of North Georgia's history and our future is our role as one of only six senior military colleges in the nation and our designations as The Military College of Georgia® and as a State Leadership Institution. UNG offers high-impact opportunities for our students to learn and succeed, from personalized student services to hands-on experience in research initiatives, from leading in our Corps of Cadets to serving in our growing communities, and from top-ranked academic programs to top-ranked athletics teams.

As we lay the groundwork for our success over the next 150 years, UNG remains committed to the ideals of higher education as a public good. Educational opportunity, research, and community engagement will continue to be the foundation of our work. The mission-focused strategic priorities guiding this plan emphasize our unwavering commitments to student success, leadership development, and excellence to ensure the University of North Georgia continues to provide the leaders, educational resources, and expertise that our state and nation require.

Our Values

Excellence - Promoting standards of performance and accountability that exceed expectations.

Student-focus - Facilitating success and educational goal attainment for all students and fostering a welcoming environment that values and reflects the State of Georgia and the communities we serve.

Integrity - Cultivating in ourselves and in others the willingness and steadfastness to act honestly and ethically.

Engagement - Promoting active involvement, intellectual inquiry and creativity, collaboration, and community partnership.

Service - Giving of oneself to enhance the life and richness of the University and all of its members, as well as the larger community.



UNG is known for developing professional, civic and military leaders who make a difference in their communities in northeast Georgia, our state and beyond, and our reputation is growing.

Strategic Priorities

1. Advance knowledge and scholarship.

UNG will ensure access to an exceptional education inside and outside the classroom, promote lifelong learning, and teach and conduct research that contributes to the quality of life and the body of knowledge within our state and throughout the world.

2. Attract and equip students to be intellectually curious, culturally competent, and transformative leaders.

UNG will recruit, retain and graduate talented students who reflect not only our local communities, but the State of Georgia, the Nation, and the world. We will support their success through high-impact experiences that instill leadership skill, intellectual curiosity, ethics, collaboration, and resiliency. We will prepare our graduates to be healthy, resourceful problem-solvers who are equipped to address the dynamic challenges of the future and to serve as engaged and productive citizens in a global society.

3. Strengthen regional prosperity and well-being.

Higher education is a pathway to a healthier and more prosperous future for individuals and communities, and UNG is a catalyst for regional economic growth and educational attainment. We will build collaborative and authentic partnerships with community, business and government leaders in north Georgia and beyond to address educational attainment and social issues, strengthen economic prosperity and community well-being, and provide mutually beneficial learning opportunities for our students.

4. Cultivate a sense of community and belonging.

At UNG, we believe bringing together people with different ideas and perspectives creates a vibrant educational experience. Across our five campuses, we will foster a dynamic and supportive communities, where all students are welcomed and experience belonging.

5. Enhance human resources and infrastructure.

Our students, faculty and staff will thrive and excel as scholars and leaders through access to modern facilities, enhanced technology, and human and capital resources that fuel creativity, innovation, learning, well-being, and performance excellence.



PRIORITY
AREA
1

ADVANCE KNOWLEDGE AND SCHOLARSHIP.

GOAL: UNG will develop and apply knowledge to address regional and societal needs and deliver academic programming that incorporates high-impact educational practices.

“UNG will ensure access to an exceptional education inside and outside the classroom... within our state, and throughout the world.”

Objective 1.1: Increase recruitment and retention of faculty with a commitment to academic excellence and student engagement and success.

Objective 1.2: Extend and diversify flexible program delivery formats to best serve students.

Objective 1.3: Enhance faculty development to expand implementation and documentation of curricular high-impact educational practices that contribute to UNG’s distinctive student experience.

Objective 1.4: Address regional, state, and national workforce needs through the addition of in-demand undergraduate and graduate programs that support lifelong learning.

Objective 1.5: Increase support for scholarship, creative works, and research opportunities that address societal needs and look ahead to the future.

Objective 1.6: Create and implement interdisciplinary educational opportunities that integrate curricular and co-curricular strategies to produce well-rounded leaders and engaged citizens.



ATTRACT AND EQUIP STUDENTS TO BE INTELLECTUALLY CURIOUS, CULTURALLY COMPETENT, AND TRANSFORMATIVE LEADERS.

GOAL: UNG will enhance campus environments and experiences to nurture all students' intellectual development, curiosity and resiliency.



Objective 2.1: Develop cross-culturally competent community leaders and citizens through engaging academic and co-curricular experiences.

Objective 2.2: Position UNG as the premier leadership development program among U.S. Senior Military Colleges.

Objective 2.3: Inspire global citizenship by promoting and supporting study abroad opportunities, international student exchanges, and internationally competitive scholarships.

Objective 2.4: Integrate innovative leadership competencies to equip students to become creative problem-solvers who are prepared to lead others.

Objective 2.5: Promote personal wellness, resiliency, and financial stability through student programs and experiences.



Through industry partnerships, UNG is ensuring that graduates are prepared to lead in high-demand career fields.

PRIORITY AREA
3

STRENGTHEN REGIONAL PROSPERITY AND WELL-BEING.

GOAL : UNG will create and maintain strategic partnerships to enrich academic scholarship, leadership, research, engagement, and philanthropic opportunities.



Objective 3.1: Develop and support mutually beneficial partnerships to advance student learning, faculty research, community engagement, and economic development.

Objective 3.2: Increase UNG alumni engagement to expand educational and career opportunities for current and former students.

Objective 3.3: Develop a culture of philanthropy that engages all members of the UNG community and communicates gratitude and impact to donors and volunteers.

Objective 3.4: Promote UNG's position as a leading regional driver of educational attainment and economic development.

Objective 3.5: Ensure that UNG campuses are community models of social, cultural and environmental engagement.

PRIORITY
AREA
4

**CULTIVATE A SENSE OF COMMUNITY
AND BELONGING.**

GOAL: UNG will foster a dynamic and supportive culture across all campuses to promote academic excellence and student success.



UNG attracts students from all across Georgia, nearly every state in the nation, and 85 countries.

“At UNG, we believe bringing together diverse people, ideas, and perspectives creates a vibrant educational experience...”

Objective 4.1: Expand access opportunities through recruitment, support and retention of students, faculty and staff from all backgrounds, with an emphasis on underrepresented groups

Objective 4.2: Foster engagement by affirming that every student, faculty and staff member has the right to respect, agency, and voice within the UNG community.

Objective 4.3: Create and support opportunities and activities that foster personal and civic responsibility.

Objective 4.4: Create educational experiences that promote professional and leadership development opportunities for all students, including underrepresented student populations, first-generation students, and adult learners.

Objective 4.5: Create experiences that promote a sense of belonging and foster a compassionate and engaged community for all students, faculty, and staff within each of UNG’s campuses and across the university.

PRIORITY
AREA
5

ENHANCE HUMAN RESOURCES AND INFRASTRUCTURE.

GOAL: UNG will cultivate the human resources, infrastructure and shared governance to support our continued momentum as a regional and national educational leader.



Objective 5.1. Facilitate and maintain a culture of shared governance characterized by effective communication, trust, and respect for all faculty and staff.

Objective 5.2. Provide and support human resource initiatives that facilitate competitive compensation and a people-focused environment that values total well-being and creates an environment that sustains excellence.

Objective 5.3. Ensure the facilities master plan aligns with academic and athletic plans, extra- and co-curricular activities, efficient building systems, and occupant needs.

Objective 5.4. Commit to sustainable practices by sharing knowledge, educating, conducting research, and forming collaborations to maintain a healthy environment and preserve resources for future generations.

Objective 5.5. Use a data-driven approach to ensure that technology to support and enhance student success, instructional activities and research is in place at UNG while ensuring that UNG's technology infrastructure is secure, available and fit for the purposes of all constituents.

Strategic Planning Committee

Co-chairs:

Susann Doyle-Portillo, Ph.D.
Kate Maine, Ed.D.

Department Head, Psychological Science
Chief of Staff and Vice President of University Relations

Carol Adams, Ph.D.
Gary Adcox, Ed.D.
Keith Antonia, Ed.D.
Beth Arbuthnot
Mary Beth Byerly

Associate Vice President and Dean of University College, Academic Affairs
Director of Campus Success and Strategic Initiatives, Regional Campus Administration
Associate Vice President for Military Programs, Leadership & Global Engagement
Associate Vice President for Human Resources/Risk/Compliance, Business & Finance
Director of Development for the College of Education and College of Health Sciences and Professions, University Advancement
Interim Department Head/Assistant Professor of Nursing, Academic Affairs
Associate Vice President for Communications and Marketing, University Relations
Assistant Professor of Kinesiology, Academic Affairs
Assistant Vice President, Facilities, Business & Finance
Student Government Association
Director, Enrollment Management Student Success, Academic Affairs
Senior Lecturer of Psychological Science, Academic Affairs
Special Assistant to the Vice President, Regional Campus Administration
Associate Professor of Chemistry, Academic Affairs
Executive Director for Government Relations and Economic Development, University Relations
Student Success Coordinator, Staff Council
Executive Director of Distance Education & Technology Integration, Academic Affairs
Assistant Director of Center for Teaching, Learning, and Leadership/Associate Professor of Middle Grades Education, Academic Affairs

COL Joseph Matthews
Kelly McFaden, Ph.D.
Steve McLeod, Ed.D.
Pablo Mendoza, Ph.D.
Anna Moller
Brett Morris, Ed.D.
Laura Ng, Ph.D.
John O'Sullivan, Ph.D.
Sandy Ott
Alyson Paul, Ed.D.
Alberto Perez
Mary Rob Plunkett
Jason Pruitt
Josette Ricker, Ph.D.
Rebecca Rose
Sheila Schulte
Kurt Schulzke, J.D.
Tamara Spike, Ph.D.
Gerald (Jerry) Sullivan

Commandant of Cadets, Student Affairs
Professor, SFE; Department Head, Social Foundations and Leadership, Faculty Senate
Chief Information Officer, Business & Finance
Director of Diversity and Inclusion, University Relations
Student Government Association
Associate Vice President for Enrollment Management, Academic Affairs
Assistant Dean, College of Arts and Letters, and Professor, Academic Affairs
Professor, IESA, Academic Affairs
Executive Director, Blue Ridge Campus, Principle Investigator - Upward Bound, At-Large
Associate Vice President Student Affairs/Dean of Students, Student Affairs
Annual Giving Officer, Alumni Association
Athletics Director, Athletics
Executive Director, Cumming Campus
Associate Professor, Biology, Academic Affairs
Assistant Dean of Libraries/Professor, Academic Affairs
Associate Vice President for International Programs, Leadership & Global Engagement
Associate Professor of Accounting and Law, Academic Affairs
Associate Department Head of History, Anthropology, and Philosophy, Academic Affairs
Associate Vice President of Real Estate, Interim Executive Director, Oconee Campus, Business & Finance
Associate Professor of English, Faculty Senate
Associate Provost for Undergraduate Programs, Academic Affairs
Associate Provost for Institutional Effectiveness and Chief Research Officer, Academic Affairs
Director of Public Safety and Chief of Police, Business & Finance

Anita Turlington, Ph.D.
Gene Van Sickle, Ph.D.
Holly Verhasselt, Ph.D.
Greg Williams





ung.edu



[/UNG.UniversityofNorthGeorgia](https://www.facebook.com/UNG.UniversityofNorthGeorgia)



[@UNG_News](https://twitter.com/UNG_News)



[@UNG_News](https://www.instagram.com/UNG_News)



[University of North Georgia](https://www.linkedin.com/company/University of North Georgia)



[/UnivNorthGeorgia](https://www.youtube.com/UnivNorthGeorgia)

About the University of North Georgia

UNG is a regional and national leader for academic excellence, engagement, educational opportunity, and leadership development.

- Serves nearly 19,000 students across five campuses and online
- Academic programs span from associates to doctorate degrees
- National top producer of Fulbright Students for five consecutive years
- One of only six federally designated Senior Military Colleges
- UNG attracts and equips students to be culturally competent, transformative leaders
- With an annual economic impact of more than \$755 million, UNG is a catalyst for regional economic growth and educational attainment

Blue Ridge | Cumming | Dahlonega | Gainesville | Oconee | Online

UNG is designated as a State Leadership Institution and as The Military College of Georgia®.