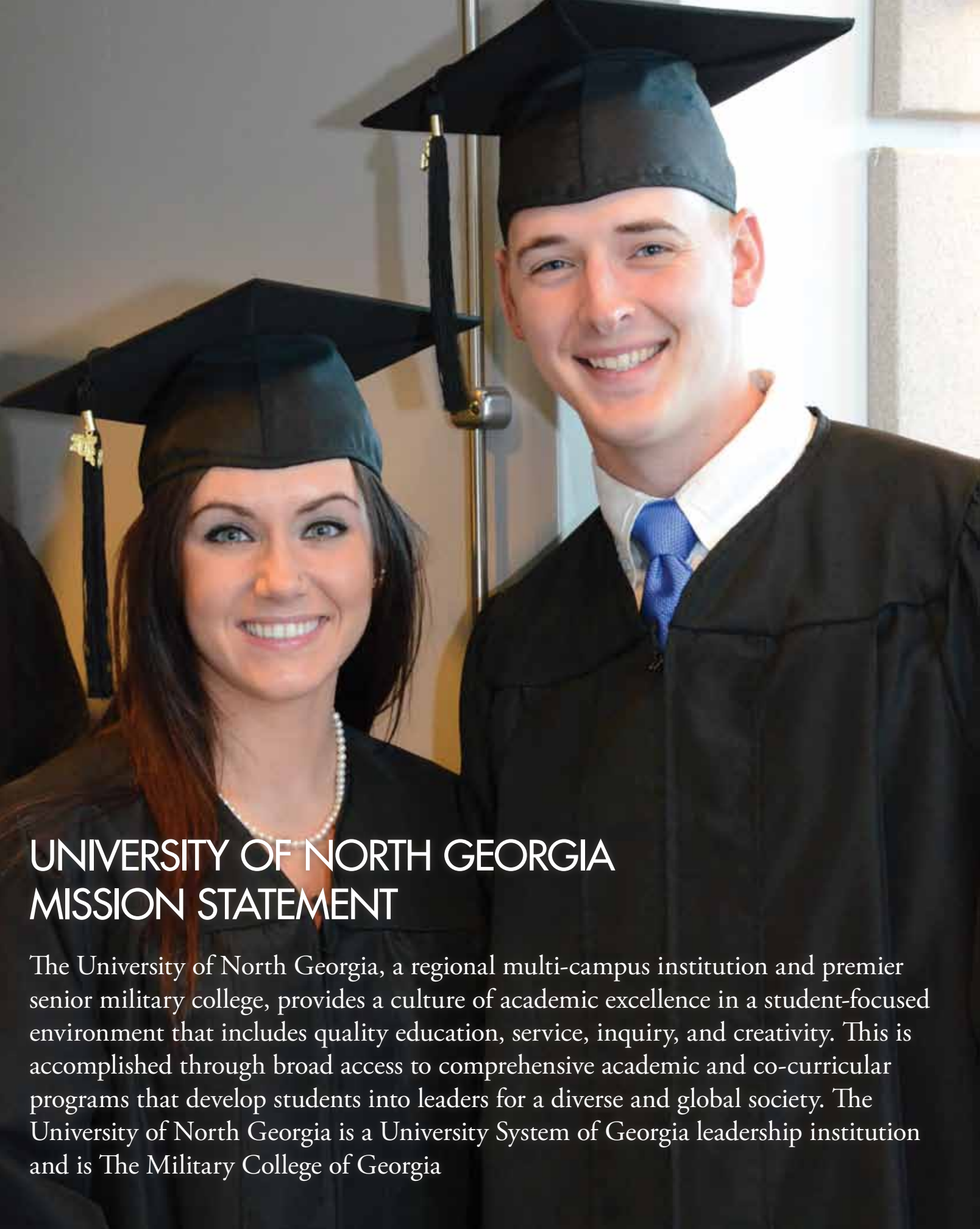




STRATEGIC PLAN, 2014-2019
UNIVERSITY OF NORTH GEORGIA



UNIVERSITY OF NORTH GEORGIA MISSION STATEMENT

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, inquiry, 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

PLANNING FOR EXCELLENCE



Formed through the consolidation of two of Georgia's leading public institutions in 2013, the University of North Georgia is at a special time in its history.

- ▶ UNG's enrollment is approaching 16,000 students across our four campuses.
- ▶ We grant more than 2,300 degrees annually.
- ▶ We provide increased access to higher education for students across our state through a wide range of degree programs.
- ▶ We are leveraging our strong regional roots and expansive global connections in compelling and distinctive ways to strengthen our work in teaching, service and scholarship.

Engaging UNG is the result of more than a year of invigorating discussion throughout the UNG community. The Strategic Planning Steering Committee, chaired by Professors J.B. Sharma and Andrew J. Leavitt, represented a broad spectrum of faculty, staff and student perspectives. Additionally, numerous campus and community meetings further engaged campus constituents, community members and alumni to help identify our challenges and potential solutions and to establish shared values and goals.

This plan recognizes and celebrates our strong tradition of educational excellence, our heritage and role as one of the nation's six senior military colleges, and our commitment to preparing students to become leaders in a diverse and global society. Engaging UNG builds on these distinctions to focus our energy and resources on the most pressing issues and opportunities that we are uniquely positioned to address.

With exciting momentum and inspiring students, faculty, staff, alumni and community partners, the stage has been set for all of us to work collectively to define UNG's future. Engaging UNG provides clarity and focus for the University of North Georgia's next five years. I invite you to share in our journey.

Sincerely,

A handwritten signature in black ink that reads "Bonita Jacobs". The signature is written in a cursive, flowing style.

Bonita C. Jacobs, PhD
President



VISION STATEMENT

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

VALUES

Our commitment to supporting an exceptional educational environment is guided by these 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 diversity and inclusion
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

ASSUMPTIONS

The following assumptions are fundamental to the UNG strategic plan. If any of these assumptions were to change, the ability of the institution to fulfill the goals as outlined here would be compromised.

- UNG will build and maintain a culture of shared governance characterized by effective communication, trust, respect, and diversity.
- UNG will retain and enhance its access mission by providing a broad array of educational opportunities for students in Northeast Georgia.
- UNG will remain a senior military college with a nationally recognized military program and Corps of Cadets.
- UNG will develop and expand its graduate programs in accordance with its Carnegie Basic Classification of Master's Colleges and Universities (larger programs).
- UNG will advance its unique admissions and progression model of multiple pathways toward degree completion.
- UNG will successfully leverage current and emerging technologies to support the quality of the student learning experience and operational effectiveness.

IMPLEMENTATION

Engaging UNG will include an implementation plan to identify key priorities, opportunities and investments necessary to operationalize the strategic plan as a dynamic and blueprint for our future.

The implementation committee will collaborate with various academic and support units to identify specific initiatives to realize the plan's strategic goals. Additionally, colleges and units may develop strategic plans whose attainment will contribute to the institution-level plan. The implementation plan will include key performance indicators that will be evaluated on an annual basis to measure our progress toward our institutional goals and to make adjustments in the plan if needed.

The implementation plan and future reports will be available online at www.ung.edu/strategicplan as they are developed.



GOAL 1: PROMOTE ACADEMIC EXCELLENCE AND INNOVATION

The University of North Georgia will promote academic excellence and innovation by supporting academic rigor; trans-curricular learning, global engagement, and technological innovation. The institution will provide the infrastructure to support the recruitment, retention, and professional development of high-quality faculty, staff and students in support of these efforts.

OBJECTIVE 1

UNG will provide a high-quality, diversified academic environment that prepares graduates to succeed in a globalized, high-tech world.

- STRATEGY 1 Develop an academic master plan that supports high-impact practices and cultivates a broad spectrum of high quality undergraduate and graduate academic programs
- STRATEGY 2 Ensure the facilities master plan supports the academic master plan, to include quality learning environments, program expansion, information technology infrastructure, and sustainability
- STRATEGY 3 Cultivate high quality interdisciplinary programs that integrate innovative and emerging technologies, including distance learning
- STRATEGY 4 Examine the feasibility of new organizational structures that support academic excellence and innovation while enhancing existing innovative structures and signature programs
- STRATEGY 5 Promote diversity in recruitment, retention and progression of faculty, staff and students

OBJECTIVE 2

UNG will enhance academic excellence through comprehensive professional development programs for faculty, staff and students.

- STRATEGY 1 Support faculty engagement in best practices related to the pedagogy of teaching, engagement and discovery
- STRATEGY 2 Encourage and enable faculty research, creative activities and grantsmanship
- STRATEGY 3 Promote student success with academic and student support programming and resources
- STRATEGY 4 Provide professional development and growth opportunities for faculty and staff

OBJECTIVE 3

UNG will become a leader in internationalized learning with an emphasis on globalization and the needs of an emerging civilian and military workforce.

- STRATEGY 1 Develop a more thoroughly internationalized curriculum
- STRATEGY 2 Promote international academic relationships and expand student, faculty and staff opportunities to study abroad and participate in international exchanges
- STRATEGY 3 Enhance modern and strategic language learning opportunities
- STRATEGY 4 Ensure the military education academic program meets the needs of the next generation of military officers and supports foundational competencies for effective leadership in complex and uncertain environments





GOAL 2: ENHANCE LEADERSHIP AND THE DEVELOPMENT OF THE WHOLE PERSON

The University of North Georgia will produce highly-capable and ethical leaders through enhanced co-curricular activities that support personal and professional development and individual well-being.

OBJECTIVE 1

UNG will enhance programs and services that assist faculty and staff in achieving proficiency in leadership.

- STRATEGY 1 Enhance leadership development opportunities for faculty and staff
- STRATEGY 2 Provide professional development programs to enhance community engagement
- STRATEGY 3 Encourage and showcase leadership achievements by faculty, staff and programs

OBJECTIVE 2

UNG will enhance co-curricular leadership opportunities for students.

- STRATEGY 1 Enhance innovative, co-curricular opportunities for learning and collaboration, with an emphasis on distributing these opportunities equitably on all campuses
- STRATEGY 2 Support all students with campus services that enhance co-curricular learning and degree completion
- STRATEGY 3 Develop and expand co-curricular opportunities for learning and collaboration beyond the classroom through student participation in scholarly, artistic, athletic, and civic events.
- STRATEGY 4 Expand opportunities for learning and collaboration through community engagement

OBJECTIVE 3

UNG will promote the physical and mental well-being of students, faculty and staff.

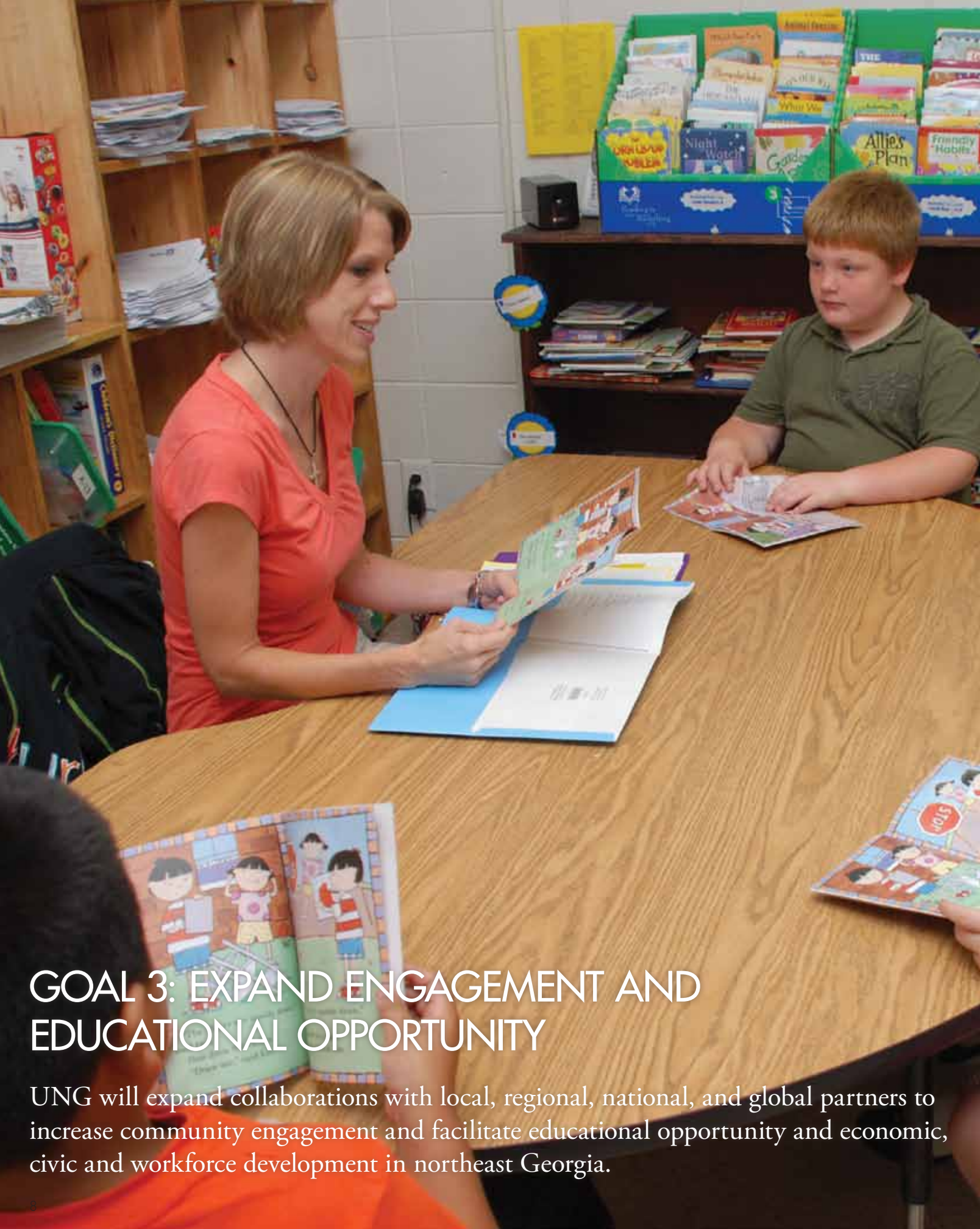
- STRATEGY 1 Examine the feasibility of expanding student health services on each UNG campus
- STRATEGY 2 Establish a holistic wellness program for faculty, staff and students
- STRATEGY 3 Examine the feasibility of expanding recreational activities on each UNG campus

OBJECTIVE 4

UNG will plan, develop and support structures, initiatives and programs that will position its Corps of Cadets to be the leader in America's senior military college community.

- STRATEGY 1 Develop innovative ways to record the unique co-curricular experiences and activities of cadets
- STRATEGY 2 Develop an interdisciplinary military education and training plan that fully integrates curricular and co-curricular strategies to develop world-class officers





GOAL 3: EXPAND ENGAGEMENT AND EDUCATIONAL OPPORTUNITY

UNG will expand collaborations with local, regional, national, and global partners to increase community engagement and facilitate educational opportunity and economic, civic and workforce development in northeast Georgia.

OBJECTIVE 1

UNG will strategically coordinate, implement, assess, and enhance mutually beneficial engagement efforts related to community, government, business and industry, and other external constituents.

- STRATEGY 1 Enhance and coordinate all university components that facilitate mutually beneficial interaction with the community
- STRATEGY 2 Develop and sustain mutually beneficial partnerships to support and contribute to economic and community development
- STRATEGY 3 Maintain Carnegie Elective Community Engagement Classification
- STRATEGY 4 Align curriculum to support economic and workforce needs to attract and support high-tech industries
- STRATEGY 5 Promote institutional outreach to enhance research and development, consulting services and workforce development

OBJECTIVE 2

UNG will increase educational opportunity for citizens in its region.

- STRATEGY 1 Develop a strategic enrollment management plan that preserves and strengthens the access mission, while also expanding undergraduate and graduate programs throughout northeast Georgia
- STRATEGY 2 Strengthen and expand K-12 partnerships to support college readiness, enrollment and completion
- STRATEGY 3 Facilitate the expansion of broadband access to all parts of northeast Georgia to increase the ability to deliver distance learning instruction

OBJECTIVE 3

UNG will seek increased external support from government and private funding sources for programs and institutional priorities.

- STRATEGY 1 Develop and communicate institutional fundraising priorities
- STRATEGY 2 Increase revenue from grants and sponsored programs to support projects, programs and priorities
- STRATEGY 3 Increase the institutional impact of Foundation endowment support through the initiation of a comprehensive capital campaign

OBJECTIVE 4

UNG will enhance regional educational opportunities and support programs for federal service, including military and non-military careers.

- STRATEGY 1 Develop credit and non-credit educational pathways that support military careers and government service
- STRATEGY 2 Leverage UNG's status as a senior military college to enhance federal service opportunities for all students
- STRATEGY 3 Enhance education and support services for veterans

OBJECTIVE 5

UNG will enhance the "quality of life" in local communities and increase community involvement and support through intercollegiate athletics, cultural events and continuing education offerings.

- STRATEGY 1 Expand scholarly and academic programming and resources
- STRATEGY 2 Expand visual and performing arts programming
- STRATEGY 3 Examine building community through NCAA intercollegiate athletics
- STRATEGY 4 Enhance educational non-credit opportunities in the region
- STRATEGY 5 Create a welcoming campus environment for community members



GOAL 4: BUILD CAMPUS IDENTITY AND INSTITUTIONAL UNITY

The University of North Georgia will build a framework for managing a multi-campus regional institution that is committed to academic excellence.

OBJECTIVE 1

UNG will enhance its shared governance model to increase efficiency, flexibility and transparency in organizational structure and communication.

- STRATEGY 1 Establish clear, equitable and transparent systems of communication and decision-making
- STRATEGY 2 Establish clear organizational roles and responsibilities in the university
- STRATEGY 3 Establish optimal locations of executive and administrative offices for maximizing organizational effectiveness and communication
- STRATEGY 4 Establish clear, transparent and consistently assessed policies and procedures to promote unity, trust, and success among all stakeholders
- STRATEGY 5 Develop budgetary processes that support increased administrative effectiveness across all campuses

OBJECTIVE 2

UNG will create a university-wide community.

- STRATEGY 1 Develop programs to build community for students, faculty, staff, and alumni that are equitable and will bridge all campuses
- STRATEGY 2 Encourage and enable university-wide projects among different campuses and organizational units
- STRATEGY 3 Support and promote UNG's multiple-pathways-to-higher-education model
- STRATEGY 4 Develop a university-wide sustainability plan that includes fiscal, environmental and cultural dimensions

OBJECTIVE 3

UNG will promote individual campus cultures while upholding a common university identity, values, policies, and procedures.

- STRATEGY 1 Create new traditions while maintaining those valued by individual campuses
- STRATEGY 2 Establish effective means of communication and branding that afford organizational unity while maintaining campus identities
- STRATEGY 3 Acknowledge the uniqueness of each campus in serving its local constituents





Who are we?
What are we seeing?
What are we doing?

What are we seeing?
What are we doing?

What are we seeing?
What are we doing?
What are we seeing?
What are we doing?

What are we seeing?
What are we doing?
What are we seeing?
What are we doing?

STRATEGIC PLANNING STEERING COMMITTEE

Thank you for your dedication to the University and for your commitment to our strategic planning process. I deeply appreciate your investment of time and energy through your service on this committee. I believe that the strategic planning process provided an opportunity for us to shift our focus toward our future and to articulate how we can best reach our potential as a regional comprehensive institution with a broad array of academic programs and degree pathways serving a diverse population of students. Thank you for your service.

Sincerely,



Patricia L. Donat, PhD

Provost and Senior Vice President for Academic Affairs

NAME	UNIT	CAMPUS	NAME	UNIT	CAMPUS
Andrew Leavitt, co-chair	University Advancement	Dahlonoga	Hannah Iocovozzi	Student	Oconee
JB Sharma, co-chair	Academic Affairs	Gainesville	Ric Kabat	Academic Affairs	Gainesville
Brent Allison	Academic Affairs	Oconee	Sue Ann Kalish	Academic Affairs	Dahlonoga
Keith Antonia	Student Affairs	Dahlonoga	Nina Lamson	University Affairs	Oconee
Charlie Auvermann	Academic Affairs	Dahlonoga	Angela Lewis	Student Affairs	Dahlonoga
Sydney Bain	Student	Gainesville	Janet Marling	Executive Affairs	Dahlonoga
Mike Banks	University Advancement	Dahlonoga	Suzanne McCarter	Academic Affairs	Dahlonoga
Lance Bardsley	Academic Affairs	Oconee	C.J. McDonald	Student	Cumming
Jessica Bartos	Student	Gainesville	Steve McLeod	Business & Finance	Dahlonoga
Wally Beck	Business & Finance	Gainesville	Bob Michael	Academic Affairs	Dahlonoga
Jeff Boggan	University Advancement	Gainesville	John O'Sullivan	Academic Affairs	Gainesville
Ruben Boling	Academic Affairs	Dahlonoga	Richard Oates	Academic Affairs	Dahlonoga
Regina Bryant	Business & Finance	Gainesville	Alex Olvido	Academic Affairs	Oconee
Dan Cabaniss	Academic Affairs	Oconee	Heather Page	Student Affairs	Cumming
Sheila Caldwell	University Affairs	Gainesville	Tom Palmer	Student Affairs	Dahlonoga
Betsy Cantrell	Academic Affairs	Gainesville	Deborah Prosser	Academic Affairs	Gainesville
Terri Carroll	University Affairs	Gainesville	Jason Pruitt	University Affairs	Cumming
Phil Collins	University Advancement	Dahlonoga	Cara Ray	Student Affairs	Gainesville
Diane Cook	Academic Affairs	Gainesville	Rebecca Rose	Academic Affairs	Cumming
John Cruthirds	Academic Affairs	Dahlonoga	Khadene Scott	Student	Dahlonoga
Joe Cubera	Business & Finance	Dahlonoga	Pam Sezgin	Academic Affairs	Oconee
Andy David	Academic Affairs	Dahlonoga	Shannon Shockley	Academic Affairs	Gainesville
Donna Danna	Academic Affairs	Gainesville	Susan Smith	Student Affairs	Gainesville
Carolynn DeSandre	Academic Affairs	Dahlonoga	Derek Suranie	Athletics	Dahlonoga
Steven Devitt	Academic Affairs/Military Dept.	Dahlonoga	Andrew Thomas	Academic Affairs	Gainesville
Nicola Dovey	Student Affairs	Gainesville	Mary Transue	Executive Affairs	Gainesville
Brenda Findley	Business & Finance	Gainesville	Jeff Turk	Academic Affairs	Gainesville
Donna Gessell	Academic Affairs	Dahlonoga	Sarah Widincamp	Academic Affairs	Dahlonoga
Chaudron Gille	University Affairs	Gainesville	Erica Willis	Student	Dahlonoga
Anna Gillespie	Business & Finance	Oconee	Carly Womack-Wynne	Executive Affairs	Gainesville
Janice Hartsoe	Student Affairs	Gainesville	Kathleen Woodward	Academic Affairs	Gainesville



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