

An aerial photograph of the Gordon State College campus, showing various red brick buildings, parking lots, green spaces, and a baseball field. The image is overlaid with a semi-transparent blue filter.

END OF YEAR REPORT

2019-2020



GORDON
STATE COLLEGE

END OF YEAR REPORT

GORDON STATE COLLEGE IS PROUD OF ITS FACULTY AND STAFF. OVER THE LAST ACADEMIC SCHOOL YEAR, THE INSTITUTION HAS ACCOMPLISHED A NUMBER OF GOALS OUTLINED IN THIS DOCUMENT.

THE GOALS WERE INSPIRED BY THE STRATEGIC PLAN: THE POWER OF WE!

AS YOU READ THROUGH THE END OF YEAR REPORT, NOTE THAT EACH BULLET POINT IS A DEFINING MOMENT FOR HIGHLANDER NATION. THESE ACCOMPLISHMENTS ARE A REFLECTION OF OUR COLLABORATION ACROSS CAMPUS.

WITH ANOTHER SUCCESSFUL YEAR AHEAD, WE EMBRACE OUR RALLY CRY:

HIGHLANDERS FORWARD!

STRATEGIC IMPERATIVE I:

ESTABLISH A DISTINCTIVE IDENTITY BUILT ON A COLLABORATIVE CAMPUS CULTURE SUPPORTED BY OUR INSTITUTIONAL VALUES.

Objective 1.1: Ensure shared governance, decision making processes and communication that lead to maximum performance.

- The Gordon State College Bookstore created and collaborated with a committee of 34 individuals including academic representation, student life representation and students on selection of current merchandise from four vendors. (GSC Bookstore)
- President's Cabinet Meetings were hosted on every second and fourth Wednesday. Notes were published (via SharePoint) within one week following the meeting. (President's Office)
- Monthly President's Administrative Council meetings were hosted on campus. (President's Office)

IN FALL 2019, INDIVIDUALS WERE IDENTIFIED AS NEW MEMBERS ON THE SACSCOC ADVISORY COUNCIL AND HELD AN INITIAL MEETING. (SACSCOC LIAISON)



17 Gordon State Employees



1 Gordon State Student

TWO CAMPUS TOWN HALLS WERE HOSTED IN OCTOBER 2019 AND MARCH 2020 WITH A COMBINED TOTAL OF 153 FACULTY AND STAFF IN ATTENDANCE. (PRESIDENT'S OFFICE)



October 2019 Town Hall



March 2020 Town Hall

A combined total of
153 faculty and staff
were in attendance

Objective 1.2: Determine and monitor data points that lead to successful institutions, and report GSC's performance, related to its peers, at least annually to appropriate stakeholders.

- Requirements were assigned to members of the SACSCOC advisory council for the SACSCOC 5th Year Internal Report. (SACSCOC Liaison)
- School of Education (School of Education, Mathematics, and Applied Sciences) received reaffirmation in May 2020. (Academic Affairs)

Objective 1.3: Design a strategy for launching and enhancing marketing/communication efforts reflective of the 2019-2024 vision.

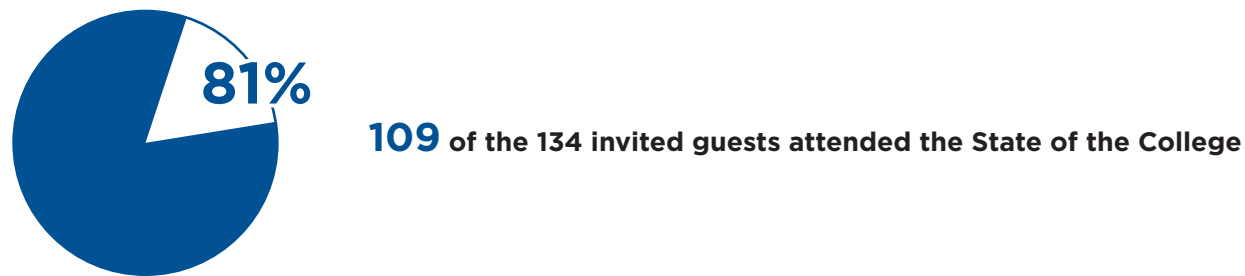
- The Institutional Advancement Team visited academic departments on campus and shared information about respective roles, discussed best fundraising practices and opportunities for collaboration. (Institutional Advancement Team)
- A communication plan for all of the events that will take place at Gordon throughout the academic year was put in place in August 2019. (Public Information Officer)
- A list of all communication contacts for media, chamber, economic development and K-12 districts was created and kept on file for future use in August 2019. (Public Information Officer)
- A 12-month marketing plan was designed and included advertising across a variety of platforms for both positioning and promoting of GSC. (Marketing Department)
- A calendar for story placements was designed and placed in assorted publications across the 14-county primary service region. (Public Information Officer)
- Quarterly HR newsletters were published to enhance communication with the campus community in July, October, January and April. (Human Resources Department)

CREATED A CAMPAIGN THAT ELEVATED THE AWARENESS (E.G., WEB TRAFFIC, MENTIONS) OF GSC WITHIN THE 14-COUNTY PRIMARY SERVICE REGION, THE METRO ATLANTA AREA AND NORTH GEORGIA. (ENROLLMENT MANAGEMENT / MARKETING DEPARTMENT)

1,573,125 total impressions • **7,619** clicks • overall click-through rate of **0.48%**

In May 2020, GSC drove awareness for the Class of 2020 high-school graduates with 15 ads in the following newspapers for salutes: Bibb, Butts, Clayton, Coweta, Crawford, Fayette, Henry, Lamar, Meriwether, Monroe, Newton, Pike, Spalding, Upson and Talbot.

HOSTED THE “STATE OF THE COLLEGE” IN JANUARY WHERE OVER 80% OF THE INVITED GUESTS WERE IN ATTENDANCE. (PRESIDENT’S OFFICE)



- Objective 1.4:** Craft a compelling case for support highlighting academic programs, endowed faculty positions and special initiatives.
- The *Gordon State College Foundation Annual Faculty and Staff Awards* were established to recognize their special contributions to the college during the academic year. (Institutional Advancement Department)

Objective 1.5: Stabilize and align the organizational structure, institutional budget and operating policies.

- Determined optimal school and department structure with full implementation by July 1, 2020. (Academic Affairs)
 - Renamed the School of Arts and Sciences to the School of Business, Liberal Arts, and Social Sciences (B. Kicklighter)
 - Created a new Academic Department for Mathematics, Engineering, and Computer Science and related programs (B. Kicklighter)
 - Determined optimal organizational structure for the functional areas under Academic Excellence (P. Higgins)
- A comprehensive orientation for incoming nursing students to include program and college policies, grievances and civility was developed and implemented in August 2019. (Nursing Department)
- To alleviate the constraint on fee based budgets, the institution transitioned \$356,500 of salary and benefits from nine positions in the fee based budget that strategically aligned with the E&G budget during FY20. (Finance and Administration Department)
- The Controller’s Office hosted a travel training session to assist the GSC campus community with questions/errors in December 2019. (Finance and Administration Department)
- The Office of Finance and Administration hosted a training session on GSC budget principles in August 2019. (Finance and Administration Department)
- The Office of Information Technology implemented an End of Life Hardware and Software plan in August 2019. (Information Technology Department)
- Starting in October 2019, the Office of Finance and Administration conducted quarterly financial reviews with each fee-based budget manager. (Finance and Administration Department)
- A new Development Officer was hired and established internal and external relationships to secure major philanthropic support for GSC on July 1, 2019. (Institutional Advancement Department)
- A new Alumni Affairs and Annual Giving Coordinator was hired to manage all alumni and annual giving efforts for GSC on July 1, 2019. (Institutional Advancement Department)
- A new Director of Marketing was hired to direct all communication and marketing efforts at GSC in August 2019. (Institutional Advancement Department)
- A Communications Specialist was hired to manage all communications efforts at GSC in September 2019. (Institutional Advancement Department)

Objective 1.6: Identify all college policies and develop a long-term plan to address annual updates and the education of those impacted.

- Student Appeal Process for various academic factors was implemented for use in fall 2019. (Academic Affairs)
- In April 2020, the nursing program evaluated the admission guidelines for potential applicants using data collected on the criteria currently being used. (Nursing Department)

- The Office of Finance and Administration reviewed, updated and approved all current department policies and procedures. (Finance and Administration Department)
- The Office of Information Technology documented the GSC business continuity plan. (Information Technology Department)
- The Code of Conduct and Highlander Living Guide was reviewed and updated on July 31, 2019. The SGA Constitution and GSC Student Organization Manual was reviewed and updated with modifications/ updates voted upon by the SGA during spring 2020 and will be implemented in fall 2020. (Dean of Students)
- Behavioral Intervention Team Protocols were reviewed to ensure that best practices were being followed in order to provide the best care possible to GSC students in fall 2019. (Dean of Students)

Objective 1.7: Recruit, retain and transition professionals with a process that supports and emphasizes the institution’s values.

- The Office of Facilities created a succession plan that ensured operations were continued successfully after the departure of key leadership in August 2019. (Facilities Department)
- Hosted a Benefits Fair with 19 vendors in October 2019 and reached 75 faculty and staff and hosted a Health Fair on site with 19 vendors in February 2020 and reached 79 faculty and staff. (Human Resources Department)
- Conducted position classification analysis and position description updates for compensation review in FY20/21. Developed a plan and reviewed departments as follows: IA by July 31, 2019; EMSA by Sept 30, 2019; AA by Dec 31, 2019; and FA by Mar 31, 2020. (Finance and Administration Department)
- Enhanced the structure of the hiring/search process for both faculty and staff. (Department of Human Resources)

Objective 1.8: Ensure that college faculty and staff are provided with at least one professional development opportunity aimed at expanding the understanding of his or her role.

- Designed, enhanced and hosted two training sessions in spring 2020 for faculty (regarding petition processes, advising, learning support requirements and the Highlander Registration system). (Faculty)
- Three GSC Policemen hosted an in-service training with 12 Barnesville and Lamar County officers as a form of professional development. (Public Safety Department)
- The Office of Information Technology hosted biannual training sessions on relevant topics to the GSC Campus community with 90% attendance from faculty and staff. (Information Technology Department)
- The Office of Facilities hosted a training for Resident Advisors and Resident Directors on preventive and emergency maintenance preparation. (Facilities Department)

EIGHT GORDON OPPORTUNITIES FOR LIFELONG DEVELOPMENT (GOLD) SESSIONS WERE HELD FOR EMPLOYEES FOCUSING ON TRAINING AND DEVELOPMENT TOPICS. (HUMAN RESOURCE DEPARTMENT)

G

ordon

O

pportunities for

L

ifelong

D

evelopment

124 employees attended the session over the past fiscal year

IN COLLABORATION WITH THE PROVOST/VPAA THE 2ND COHORT OF THE HIGHLANDER LEADERSHIP ACADEMY WAS DEVELOPED AND LEADERSHIP TRAINING WAS PROVIDED TO THE 1ST COHORT. (HUMAN RESOURCES DEPARTMENT)

The second cohort included:



- Objective 1.9:** Acknowledge and celebrate the accomplishments and milestones of the Highlander Nation family.
- Profiles for 10 faculty, 10 students and 10 alumni were created and highlighted on the website, social media platforms and various platforms which included radio and television. (Public Information Officer)

DEVELOPED AND HOSTED THE SERVICE AWARDS IN AUGUST 2019. (HUMAN RESOURCES DEPARTMENT)

11 Highlanders were acknowledged in this year’s retirement cohort

This group retired between July 1, 2019 – June 30, 2020



ENGAGED INNOVATORS ENGAGED INNOVATORS ENGAGED INNOVATORS ENGAGED INICATORS GIFTED COMMUNICATORS GIFTED COMMUNICATORS GIFTED COMMUNIC
DEDICATED SCHOLARS DEDICATED SCHOLARS DEDICATED SCHOLARS DEDICATED SCHOLAL LEADERS ETHICAL LEADERS ETHICAL LEADERS ETHICAL LEADERS ETHICAL LEAD

STRATEGIC IMPERATIVE II:

PROMOTE STUDENT EXCELLENCE THROUGHOUT THEIR ACADEMIC JOURNEY WITH A FOCUS ON ENROLLMENT, ENGAGEMENT, DEVELOPMENT AND SUCCESS.

Objective 2.1: Develop and implement a comprehensive Strategic Enrollment Management (SEM) Plan in which 70% of the student population is pursuing the baccalaureate.

- Enhanced service options (e.g. - Weekend College, online options, para-pro, prior learning assessment options) to meet the needs of non-traditional learners. (Academic Affairs)
- Launched Fireworks CRM in September 2019. (Enrollment Management & Student Affairs)
- In August 2020 printed and shared the new Admissions Campaign: The Power of WE! (Enrollment Management & Student Affairs)
- Purchased names for 11,444 prospective seniors from vendors across the 14-county primary service region. (Enrollment Management & Student Affairs)

Objective 2.2: Develop and evaluate degree programs to ensure maximum transferability to higher education partners and alignment to regional workforce needs.

- Implemented the baccalaureate Fin Tech Track by participating in the USG consortium in spring 2020. (Academic Affairs)
- Assessed the viability of the baccalaureate Communication Track and submitted recommendations to ensure maximum transferability and alignment with regional workforce needs in February 29, 2020. (Academic Affairs)
- In April 2020 GSC designed (and prepared for implementation by fall 2020) a Bachelor of Science in Education (para-pro certification track) degree delivery option for paraprofessionals in the 14-county primary service region. (Academic Affairs)
- Partnered with academic units and developed reporting and viability strategies at the closing of the fall 2019 term for academic programs. (Institutional Research Department)
- Developed IR/E description that encompassed assessment, accreditation and analytics duties within academic affairs. (Institutional Research Department)

Objective 2.3: Design an educational experience that supports the USG's Momentum Approach and national success measures.

- Developed a plan that assisted advisors and faculty to efficiently build student schedules on NSO days that are Momentum Year appropriate. (Academic Affairs)

- With the use of USG analytics (ESP) GSC identified target populations from the incoming freshmen cohort and assigned each one an academic coach (resource person) who initiated contact with the students within the first two weeks of classes. (Academic Affairs)
- Recruited and trained STEM intervention mentors to align with the USG STEM grant. (Academic Affairs)
- In fall 2019 formed a committee of Nursing, HIM, Sciences, Math and English faculty and developed a plan for connecting core courses to degrees to increase student success in the nursing and HIM programs. (Academic Affairs)
- In October 2019 developed a plan to transition new freshmen from their FIRE instructors to disciplined advisors. (Academic Affairs)
- Ensured that there were no students who had a general studies designation through implementation of attending every FIRE Course and 30 advisement sessions. (Career Services Department)
- Launched Welcome Week in August 2019 with 29 events scheduled over a 10 day period and thousands of students participated. (Enrollment Management and Student Affairs)

Objective 2.4: Identify, define and align the elements of the Highlander EDGE.

- All new freshmen who completed the FIRE course were introduced to undergraduate research principles at the end of spring 2020. (Academic Affairs)
- Fostered participation by a minimum of one nursing student in the UGR Symposium for the 2019-2020 academic year. (Academic Affairs)
- Developed a baseline inventory of how the Highlander EDGE was incorporated in classes and other units and departments across campus at the end of fall 2019. (Academic Affairs)

GORDON STATE COLLEGE HAD 30 STUDENTS PRESENT RESEARCH AT THE REGIONAL AND STATE UGR CONFERENCES FOR THE 2019-2020 ACADEMIC YEAR. (ACADEMIC AFFAIRS)



30 student presenters

Objective 2.5: Design and connect Co-curricular experiences to increase student engagement and development.

- Restructured and enhanced face-to-face tutoring training programs. (Academic Affairs)
- Designed and implemented a Speaker Series in the School of Education, Mathematics, Engineering and Computer Science in August 30, 2019. (Academic Affairs)
- In November 2019 created living and learning communities within the Residence Halls based on Academic Focus Areas (i.e., program of study), Engagement Theme (i.e., Go Do, Student Organization) and Underrepresented Cultural Identity Groups (i.e., AAMI). (Enrollment Management & Student Affairs)
- Developed and implemented a Residential Curriculum that guided and anchored all residential event and programmatic offerings which supported residential student growth and development. (Enrollment Management & Student Affairs)

Objective 2.6: Design and connect Extra-curricular experiences to increase student engagement and development.

- The Gordon State College Campus Police Department increased positive interaction between the GSC students and GSC Police Department by purposefully engaging with five new students each term. (Public Safety Department)
- Developed a student organization advisors training and development program which assisted college faculty and staff who serve as organization advisors to be more effective in their roles. (Enrollment Management & Student Affairs)

Objective 2.7: Design Student Leadership experiences to increase student engagement and development.

- Initiated the *Go Leader* program where 11 *Go Leaders* were recruited and trained between January and February 2020. (Enrollment Management & Student Affairs)



INITIATED THE STUDENT LEADERSHIP ACADEMY IN AUGUST 2019 WITH 73 STUDENTS SERVING IN THE FIRST COHORT. (ENROLLMENT MANAGEMENT & STUDENT AFFAIRS)

“OUR STRATEGIC PLAN OUTLINES AN AMBITIOUS AGENDA FOR ADVANCING THIS INSTITUTION OVER THE NEXT FIVE YEARS. OUR FIRST YEAR ACCOMPLISHMENTS REFLECT THE DESIRE OF OUR FACULTY, STAFF, STUDENTS AND COMMUNITY TO TAKE THE FIRST STEP. WHILE WE CANNOT CHOOSE A PERFECT TIME TO IMPLEMENT A PLAN, WE EMBRACE THE OPPORTUNITY TO NAVIGATE THROUGH THESE SHIFTING ENVIRONMENTS.”

PRESIDENT KIRK A. NOOKS

STRATEGIC IMPERATIVE III:

STRENGTHEN COMMUNITY ENGAGEMENT AND PARTNERSHIPS TO ENHANCE REGIONAL PROGRESS AND PERFORMANCE

Objective 3.1: A community communication/engagement plan, aligned with the branding message and mission, will ensure regular, consistent communication with elected, civic and workforce leaders yielding a deeper understanding for the communities served by GSC.

- Gordon State College had 17 faculty and staff liaise and communicate with key civic groups within each 14-county primary service region (e.g., Rotary, Chamber, etc.). (Institutional Advancement Department)
- Created a legislative agenda in partnership with the University System of Georgia. (President’s Office)
- On December 17, 2019 Gordon State College hosted a pre-legislative meeting with 5 State Representatives and 1 State Senator representing our 14-county primary service region. (President’s Office)
- Coordinated and executed the annual “Legislative Day” at the Capitol with attendance of 10 Representatives and 5 State Senators who greeted and welcomed 13 Gordon State College students. (President’s Office)

Objective 3.2: Create, designate and communicate the various institutional connection points for the community to enhance the quality of life for the region.

- Promoted Institutional Capacity through the development of “Expertise List” of faculty talents and knowledge in October 2019. (Academic Affairs)
- Evaluated and made recommendations to the Concert Series for enhancements in fall 2019. (Academic Affairs)
- Created and distributed college-designed materials to showcase all athletic, performing arts and special events in July 2019 (e.g., commencement, ribbon cutting, etc.). (Student Affairs & Marketing Department)

Objective 3.4: Convene and nurture the Education Ecosystem approach with K-12 Partners by increasing the regional college-going rate.

- Collaborated with Spalding County Board of Education on the creation of professional development. (Academic Affairs)

Bibb, Butts, Clayton, Coweta, Crawford, Fayette, Henry, Lamar, Meriwether, Monroe, Pike, Spalding, Upson and Talbot

HOSTED SUPERINTENDENTS BASED ON GSC’S 14-COUNTY PRIMARY SERVICE REGION FOR AN ON-CAMPUS MEETING IN SEPTEMBER 2019 AND COORDINATED ONE-ON-ONE PRESIDENTIAL VISITS IN SPRING 2020 (PRESIDENT’S OFFICE)



The President met with
12/14 (85%)
Superintendents in October

Objective 3.5: Convene and nurture relationships with other Higher Education institutions to build an education ecosystem approach to increase the regional completion rate.

- Successfully created and signed seven Memorandum of Understanding (MOUs) with our higher education partners. (Academic Affairs)

Objective 3.6: Partner with the Foundation Board to build philanthropic capacity linked to the institution’s goals.

- Created a Faculty & Staff “Power of WE!” annual campaign solicitation piece that increased participation. (Institutional Advancement Department)
- Hosted a Faculty/ Staff Campaign Kick-Off Reception in fall 2019. (Institutional Advancement Department)
- By June 2020, established 10 scholarship endowments of \$25K. (Institutional Advancement Department)
- The Gordon State College Foundation Board had 100% participation (30 members) and a total of \$290,327.57 in giving for the annual giving campaign. (Institutional Advancement Department)
- Crafted and garnered grants from the Foundation in September of 2019. (Institutional Advancement Department)
- Provided agendas and supporting documentation to the GSC Board members a week in advance in preparation for upcoming meetings. (Institutional Advancement Department)
- Met with Foundation Board, Admissions and Financial Aid and created a new process for awarding scholarships in order to meet the strategic priorities of the institution. (Enrollment Management / Institutional Advancement)

GORDON STATE COLLEGE FACULTY AND STAFF PARTICIPATED IN THE ANNUAL GIVING CAMPAIGN AND SUCCESSFULLY INCREASED THEIR PARTICIPATION RATES. (INSTITUTIONAL ADVANCEMENT DEPARTMENT)

2018-2019	41.5%	Participation Rate	2019-2020	56.9%	Participation Rate
-----------	-------	--------------------	-----------	-------	--------------------

Objective 3.8: Develop meaningful and productive relationships with employers throughout the 14-County Primary Service Region.

- Organized 10 “Business after Hours” sessions that connected leading employers with juniors and seniors resulting in 10 student placements. (Academic Affairs / Career Services Department)

- Secured two philanthropic gifts from local businesses that participated in the “Business after Hours” events. (Career Services Department)
- Increased the employer prospect list by (2) within each of the 14-county primary service regions. (Career Services Department)

GORDON STATE COLLEGE HOSTED TWO CAREER FAIRS WITH EMPLOYERS REPRESENTED FROM EACH OF THE INSTITUTION’S 14-COUNTY PRIMARY SERVICE REGIONS. (CAREER SERVICES DEPARTMENT)

FALL 2019			SPRING 2020		
21 Companies 49 Students			26 Companies 88 Students		
COLLABORATED WITH DEANS AND DEPARTMENT HEADS IN NURSING, EDUCATION, HUMAN SERVICES, HIM AND MANAGEMENT AND CREATED SIX ADVISORY BOARDS. MEMBERS INCLUDED THE COMMUNITY AND GORDON STATE COLLEGE FACULTY AND STAFF. (ACADEMIC AFFAIRS)					
Advisory Boards					
					
Fine & Performing Arts	Human Services	Business	Nursing	Career Services	Education
Number Of Members					
16	18	18	25	24	13
Number Of Counties Represented					
6/14	10/14	11/14	11/14	14/14	12/14



GORDON
STATE COLLEGE

www.gordonstate.edu

678-359-5555