

END OF YEAR REPORT

2022-2024



GORDON
STATE COLLEGE

STRATEGIC IMPERATIVE I:

ESTABLISH A DISTINCTIVE IDENTITY BUILT ON 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 President's Office coordinated and provided administrative support for intercollegiate athletics meetings involving campus and athletic leadership to ensure transparent communication and accountability across programs. Four meetings were held as planned, with the final meeting conducted June 20, 2023.
- The Testing Center aimed to increase institutional awareness and coordination of testing services and resources, reinforcing partnerships with academic departments and local schools. Partnership and communication initiatives will extend into the next academic cycle.
- Marketing & Communications enhanced internal and external messaging to promote institutional initiatives and align GSC's identity across digital platforms and publications. Marketing campaigns were carried out with increased social engagement and consistent branding.
- Advancement worked to cultivate internal collaboration and awareness related to fundraising and donor engagement, highlighting strategic priorities across campus. Internal visits and fundraising communications supported these efforts.
- HR supported collaborative committee structures and communication by reviewing roles and updating policies to reflect institutional values. This goal remains in progress with additional implementation planned.
- IT collaborated with departments to support digital infrastructure for governance documents and workflow transparency across campus committees. Systems were implemented, but ongoing support will continue into the next reporting cycle.
- Leadership continued to convene regular cabinet and council meetings to strengthen cross-divisional communication and leadership accountability. Regular leadership meetings sustained performance alignment.
- Student Affairs participated in governance initiatives by coordinating cross-unit meetings focusing on student engagement and service integration. As a result, engagement expanded, with final integration planned.

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.

- The Office of Institutional Effectiveness prepared and submitted the SACSCOC Fifth-Year Interim Report to demonstrate institutional compliance and continuous improvement. The report was successfully submitted by the deadline, with subsequent confirmations noted in later updates.

- The JEDI Council identified institutional KPI metrics and began shaping campus climate evaluation tools to track progress in equity and inclusion initiatives. Metrics were established, with implementation of tracking tools continuing.
- The Marketing team supported KPI visibility by promoting institutional achievements and publishing impact data to campus audiences. These impact communications were delivered through regular channels, supporting transparency.
- Academic Affairs worked toward completing the Quality Enhancement Plan impact narrative to align accreditation reporting with student success outcomes. The Initial draft completed; full QEP final narrative was submitted along with the Fifth Year Report.
- Advancement promoted institutional identity by sharing academic success stories and enhancing donor engagement materials to align with GSC's strategic vision. Collaborative storytelling improved alumni engagement and campaign visibility.
- Athletics supported institutional identity through student-athlete features and community partnerships, highlighting GSC's competitive and academic standards.
- Student Life increased Highlander spirit programming and co-curricular branding, fostering stronger campus pride through events and leadership recognition. Additional programming is expected in the next reporting cycle.
- IT maintained institutional web standards and branding alignment by updating department pages and supporting digital content accuracy. System updates are underway, with further redesign scheduled.

Objective 1.4: Craft a compelling case for support highlighting academic programs, endowed faculty positions and special initiatives.

- Advancement aimed to build a stronger case for support by promoting academic programs, endowed positions, and strategic initiatives to donors and external partners. Outcome: Engagement events and communications strengthened donor relationships; ongoing cultivation efforts will continue.
- The JEDI Council advanced institution-wide inclusion efforts by formalizing leadership roles and identifying strategies to embed equity into resource development and campus culture. The Council was established with co-chairs and ongoing project planning.
- Alumni Relations expanded outreach to build a sustainable base of alumni donors and supporters through digital engagement and personal outreach campaigns. Growing alumni contact and gift pipeline; expansion continues.

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

- The Registrar's Office collaborated with IT to create and implement a workflow in Banner Web for students not meeting graduation requirements to reapply efficiently for future terms. An automated report and process was implemented mid-semester, improving timeliness and accuracy of graduation records.
- Finance & Administration worked to stabilize and balance institutional budgets for FY22 and FY23, reducing reliance on HEERF funds and aligning expenditures with strategic goals. Budgets balanced and FY24 plan presented to USG with positive feedback.
- Human Resources reviewed organizational policies and staffing positions to align institutional structure with operational needs and performance expectations; Position assessments completed, with additional policy updates forthcoming.
- Institutional Effectiveness introduced new reporting tools for division-level goal submissions, supporting annual budget and planning integration; System adopted with high departmental participation.
- IT supported administrative efficiency through implementation of Dynamic Forms, workflow automation, and access revisions to reduce delays in approval processes; Major processes transitioned, with further integration scheduled.

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

- Innovative Education & Strategic Initiatives focused on developing a sustainable strategy to align innovative educational initiatives with campus-wide efficiency goals. This goal was met, and several initiatives were implemented to advance operational alignment.
- Strategic Initiatives contributed to building a long-term plan for housing policies, governance documents, and revision schedules to ensure accountability; Repository concept established; full implementation pending.

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

- Human Resources worked to modernize recruitment and staffing practices to attract and retain talent aligned with institutional values, emphasizing streamlined onboarding and internal mobility; Role realignments were initiated, with ongoing evaluation of compensation and retention strategies.
- Academic Affairs supported faculty transitions through updated hiring practices, mentoring structures, and onboarding improvements to ensure instructional continuity;

Significant progress made in departmental hiring; formal transition protocols still under refinement.

- Advancement engaged in succession planning to maintain stability in fundraising and donor relations during leadership transitions; New roles established; continuing efforts needed to solidify staffing continuity.
- IT evaluated internal staffing capacity and skills to realign personnel with evolving institutional technology needs; Evaluation completed; future hiring phases pending budget approval.

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 degree.

- The Testing Center provided one-on-one academic coaching for students with accommodations, connecting them to campus resources to support academic progress. Students received sustained academic support, contributing to continued enrollment and course completion.
- Advising teams monitored first-year students' credit completion and course sequencing to promote on-time progression toward degree requirements. Monitoring tools enhanced; continued refinement planned for the next academic year.
- Tutoring services increased outreach to struggling students, promoting early intervention strategies and faculty collaboration. Peer tutoring and faculty referrals expanded, but monitoring systems will extend into next cycle.
- Financial Aid departments tracked students on financial aid warning and provided personalized support to ensure continued eligibility. Majority of students maintained eligibility, demonstrating success of intervention efforts.
- As of Fall 2022 midterm census, Gordon State College had a total enrollment headcount of 3,144, with 715 being new freshmen (using the IPEDS definition of first-time full-time freshmen). The enrollment Full-Time Equivalent for Fall 2022 was 2,571.
- As of Fall 2023 midterm census, Gordon State College had a total enrollment headcount of 3,145, with 616 being new freshmen (using the IPEDS definition of first-time full-time freshmen). The enrollment Full-Time Equivalent for Fall 2023 was 2,574.

- For the 2022-2023 academic year, Gordon State College had 311 new Dual Enrollment students with 517 unduplicated Dual Enrollment. Gordon State also had 367 new transfer students for the academic year. There was also a total of 71,453 credit hours generated.
- For the 2023-2024 academic year, Gordon State College had 376 new Dual Enrollment students with 566 unduplicated Dual Enrollment. Gordon State also had 307 new transfer students for the academic year. There was also a total of 72,197 credit hours generated.
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Objective 2.2: Develop and evaluate degree programs to ensure maximum transferability to higher education partners and alignment to regional workforce needs.

- Housing & Residence Life ensured staff completed ongoing professional development to strengthen residential programming and student support competencies. Training cycles completed each semester with noticeable improvements in staff performance.
- Academic Affairs supported faculty participation in conferences, scholarship, and research to enhance teaching quality and professional growth. A significant percentage of faculty presented or published, contributing to instructional excellence.
- CETL promoted faculty workshops and learning communities to encourage innovation in instructional practices and student engagement strategies. Participation increased; full integration into annual faculty expectations continues.

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

- Student Life launched new engagement initiatives, including an Involvement Fair and the establishment of Greek Life, to increase student participation in registered student organizations and leadership activities. Student engagement opportunities expanded significantly, with additional organizations in the recruitment process.
- Counseling & Accessibility Services exceeded outreach targets by hosting recurring Mental Health Wednesdays and targeted programming to support emotional well-being. Attendance and impact exceeded expectations, reinforcing wellness as a core student support service.
- Student leadership structures expanded opportunities for civic engagement and representation, enhancing student voice in campus decision-making; Foundation established; ongoing leadership development scheduled for next cycle.
- The Associate 150% Graduation Rate at the end of summer 2023 was 11%. The Bachelor 150% Graduation Rate at the end of summer 2023 was 16%.

- The Associate 150% Graduation Rate at the end of summer 2024 was 11%. The Bachelor 150% Graduation Rate at the end of summer 2024 was 15%.
- For the 2022-2023 academic year, the Education program saw a 97% pass rate for the GACE. The ASN program saw an 84.62% pass rate amongst first time takers of the NCLEX and the BSN program saw an 84.38% pass rate.
- For the 2023-2024 academic year, the Education program saw a 100% pass rate for the GACE. The ASN program saw an 88.89% pass rate amongst first time takers of the NCLEX and the BSN program saw an 84.44% pass rate.
- Of the first-time freshmen registered for Fall 2022 at midterm census, 39% were enrolled in 15 or more credit hours. After the first academic year, there were 18% of those first-time freshmen earning 30 or more credit hours as well as 27% passing their first English and Math course.
- Of the first-time freshmen registered for Fall 2023 at midterm census, 34% were enrolled in 15 or more credit hours. After the first academic year, there were 18% of those first-time freshmen earning 30 or more credit hours as well as 28% passing their first English and Math course.

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

- Student Life ensured commuter students had access to campus involvement opportunities by integrating them into organization fairs, events, and leadership programming; Commuter visibility increased, with stronger presence in student organizations and events.
- The GSC Bookstore responded to commuter student feedback by expanding products such as snacks, supplies, and convenience items to support daily campus needs; continued surveying planned to refine services.
- Student Affairs worked to eliminate barriers to participation by ensuring all student services remained accessible to commuting populations through flexible hours and communication; Initiative underway; further evaluation scheduled.

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

- Facilities collaborated with Housing to maintain safe, functional residential spaces and address student-reported facility needs; Maintenance addressed priority issues; additional upgrades identified for upcoming cycle.

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

- Academic Affairs aimed to increase student participation in undergraduate research through faculty-mentored projects and showcase events such as the Undergraduate Research Symposium; Participation limited but active, with 16 students presenting at the Spring 2023 Symposium and interest growing.
 - IR began exploring mechanisms to better track and measure undergraduate research participation across departments; Tracking framework not yet fully implemented.
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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.

- A legislative agenda was created in partnership with the University System of Georgia. Research was conducted on the legislative priorities for USG. Those priorities were utilized in the creation of the GSC legislative priorities. Both were presented to our legislative partners within the GSC 14-County Service region during the Legislative Roundtable held on November 10, 2022.
- Gordon attempted to host pre-legislative meetings with state elected leaders within our primary service region. We were successful in meeting with 7 legislators within the 14 County Service Region to include Representatives Camp and Dickey. We also had a college information meeting with Tyler Eck, representative from Governor Kemp's Office.
- In support of the annual Legislative day, Gordon transported 12 students to the Georgia Capitol on Feb 23 to learn about legislative affairs. They met with the following legislators during the visit:
 - Karen Mathiak – District 74 – Griffin/Spalding County
 - Robert Dickey – District 145 – Musella/Crawford County
 - Beth Camp – District 135 – Concord, Pike, Lamar and Spalding County
 - David Knight – District 134 – Griffin
 - Rhonda Burnough – District 77 – Riverdale – Clayton County
 - Senator Marty Harbin – District – 16 – Tyrone/Fayette County
 - Senator Rick Williams – District 25 – Milledgeville – With Gordon/Barnesville Roots

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

- Advancement coordinated a Scholarship Thank You Reception in April 2023 with an increase in attendance of more than 10% percent.
- Continuing Education saw an increase of more than 50% in participant engagement from July 2021 to December 2021. Engagements included rentals and CPE sponsored classes (45 participants). Rentals to our prep team, 2 enrichment classes, and an ED2Go class. From July 2022 to December 2022, we had engagements that included rentals and CPE sponsored classes that engaged 231 participants. That included rentals to our prep team, United Bank, The State of Georgia Corrections, a local Church Group, and UGA Housing students, 9 ED2Go courses, 5 personal enrichment courses, Leadership training with United Bank, as well as CPR training and an SAT Prep course.

Objective 3.3: Evaluate and determine facility space needed on- and off-campus to serve current and future programs.

- Small cap and MRR projects were submitted, approved, and completed according to USG standard submission timelines.
- As of Fall 2022 midterm census, Gordon State College had a 73% housing occupancy rate.
- As of Fall 2023 midterm census, Gordon State College had a 81% housing occupancy rate.

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

- The School of Nursing & Health & Natural Sciences promoted the DE2BSN collaborative arrangement with LCHS with a goal to have (5) five students on the pathway by the end of Spring 2023. By November 2022, 8 students from LCHS expressed interest in the DE2BSN collaboration and took the recommended core course. Two additional students expressed interest but did not start classes by the close of the AY.
- One professional learning session for the Griffin-Spalding/Gordon Professional Development School took place with Dr. Joseph Jones and Dr. Tiffany Taylor from Spalding County Schools.

Objective 3.5: Convene and nurture the Education Ecosystem approach with Higher Education by increasing the regional completion rate.

- Gordon worked with Piedmont Henry Hospital and Henry County to establish an Innovative Campus Initiative with the Nursing Department. An MOU was signed with Henry County Schools on December 7.
- Two agreements were made with USG's eMajor: BS in Criminal Justice and BS in Organizational Leadership. Four agreements remain in progress at this time: a formal

collaborative relationship between Gordon State College and the Lamar County High School Television Production Program; an articulation agreement to accept Southern Crescent Technical College students into the GSC BAIS, an articulation agreement for GSC AA Theatre graduates to be accepted into the BA at West Georgia University, and a 4 1 agreement for GSC BSMA graduates to be accepted into Clayton State University's a one year MBA, Master of Science in Supply Chain Analytics (MSSCA), or Master of Strategic Leadership Development (MSLD).

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

- The VPAERM and Development Officer completed the goal of cultivating relationships with at least 25 top donors that will lead to 5 major gifts of \$25K or more each with a dollar amount goal of \$125K by June 2023.
- A partnership with intercollegiate athletics coaches throughout our 14-county service region raised \$25K to supplement the Athletic fee budget for the 2022-2023 season.
- Advancement hosted a kick-off Annual Campus Campaign event with a goal to increase participation and contributions by 10% COMPARED TO THE 2022-2023 Campaign. The campaign was very successful and on schedule to complete the goal. The faculty and staff participation rate increased from 82.1% -83.7% which is a GSC record number thus far.

Objective 3.7: Partner with the Alumni Board to build collegiate affinity linked to the institution.

- MAF hosted one regional off-campus alumni social each semester. The Homecoming Alumni Social took place successfully during the fall semester, and the alumni social for the spring semester at Taco Mac was cancelled due to low attendance.
- Advancement hosted an engaging Alumni Weekend event in April successfully while hosting one Golden Year Reunion, but the event targeting young alumni had to be rescheduled due to a low number of RSVPs.
- Advancement hosted in-person Graduate Toast events in December 2022, and April 2023 with an increase in attendance of 10%.

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

- The School of Nursing & Health & Natural Sciences hosted its Spring Advisory Board meeting on March 13. They saw the largest participation since Spring 2020.

- The School of Arts and Sciences hosted fall and spring Advisory Board meetings for Human Services and Business. The Human Services Advisory Board met in the fall with six counties represented and in the spring with thirteen of the fourteen counties represented. The Business Advisory Board met in the fall with four of the counties represented and in the spring with seven represented.
- Career Services added 6 new internship relationships and further developed 3 existing.
- Career Services hosted 2 Advisory Board meetings: one during fall semester on October 24 and one in spring on March 23.
- Career Services hosted a Lunch and Learn event in fall 2022 and a Business After Hours Event in spring on May 23.