Georgia Gwinnett
COLLEGE

Georgia Gwinnett College
Strategic Plan

2023-2025

Overview of Strategic Planning Process

GGC engaged MGT to provide support for a streamlined strategic planning process to develop a two-year strategic plan that creates a strong foundation to drive the college to its 25th anniversary celebration.

The primary emphasis of the strategic planning process was to capture the insight and input from as many stakeholders as possible. The work plan highlights the key activities designed to provide the best possible road map for the future for Georgia Gwinnett College.

Work plan

Project initiation

· Environmental Scan

· Mission, Vision, Values

· Enrollment Management

· Academic Program

· Demand Analysis

· Diversity and Inclusion

· Community Engagement

· Future Envisioning

· Final Report and Presentation

· Implementation and Assessment Plan

August 2, 2023

Dear GGC Community,

I am delighted to share our campus comprehensive strategic plan for the years 2023-2025. This transformative plan is the culmination of collective efforts from the entire Georgia Gwinnett College (GGC) community, including faculty, staff and student representatives. It represents a shared vision for our institution's future and serves as a crucial foundation for our 25th anniversary plan, spanning 2025-2030.

Over the past several months, we have engaged in a dynamic and inclusive process that sought input from diverse perspectives. The commitment and dedication shown by all of you throughout this planning journey have been truly inspiring. I would like to express my heartfelt gratitude to each member of our community for your valuable contributions, ensuring that the strategic plan reflects GGC's shared values and aspirations.

Our primary objective in this plan is to set the stage for our 25th anniversary, and beyond, by maintaining a strong foundation that will shape the future of our campus for decades to come. This foundation will reinforce our commitment to create an environment that fosters academic excellence, innovation, inclusivity and community engagement.

The strategic plan outlines key priorities that will guide us towards our shared vision:

- Expand Academic Access, Engagement and Success — We believe that education should be inclusive and empower students to not only enter college but also thrive throughout their academic journey. By prioritizing these principles, we will provide a clear pathway for our students to earn a bachelor's or nexus degree that will pay dividends in opportunity and social mobility.

- Enhance Organizational Efficiency and Effectiveness — By strategically allocating and managing resources, we will optimize operations, support the academic community and provide the best possible educational experience to our students.

- Elevate our Brand and Engage the Campus and Community — We will clarify, promote and protect the brand of GGC by sharing the vast array of successes and accomplishments that are innate to our "story."

- Enhance Diversity, Inclusion and Belonging (DIB) — GGC aims to cultivate an inclusive campus community that fosters a strong sense of belonging by honoring the diverse identities, cultures, experiences and perspectives of our students, faculty staff and alumni.

This strategic plan presents us with a unique opportunity to positively shape the future of GGC and the lives of our students. Together, we can forge a path that exemplifies excellence, equity and resilience, positioning our institution as a beacon of hope and progress.

I am excited to embark on this journey with each of you, as we work collectively towards a brighter future for our campus and our broader community. Let us seize this moment to create a lasting impact and inspire generations to come. As we unveil this plan, we also invite you to engage actively in its implementation and continuous refinement. Your feedback and insights are critical to its success, and we encourage you to share your thoughts with us at strategicplanning@ggc.edu.

Thank you for your unwavering support, dedication and commitment to our campus community. I am confident that, together, we will achieve our mission through strategic, thoughtful and collaborative planning.

Warmest regards,

Dr. Jann L. Joseph
President

GGC's Mission and Vision

GGC's mission and vision were approved by the University System of Georgia and continue to provide the state of the college as well as the direction, priorities and focus for GGC's future direction.

Pillars

Scholarship

Georgia Gwinnett College produces graduates prepared for life-long, intentional learning. These graduates will continue to discover, acquire, integrate and apply knowledge in ways that enhance both their lives, and the lives of others.

Leadership

GGC inspires its graduates to model purposeful, intentional actions that enable them, and those around them, to work together in cohesive and coherent ways toward common goals. Our students lead by example, with both their hearts and their minds, while encouraging others to do the same.

Mission

Georgia Gwinnett College provides access to targeted baccalaureate and associate level degrees that meet the economic development needs of the growing and diverse population of the northeast Atlanta metropolitan region. It emphasizes the innovative use of technology and active-learning environments to provide its students enhanced learning experiences, practical opportunities to apply knowledge, increased scheduling flexibility and a variety of course delivery options. Georgia Gwinnett's outstanding faculty and staff actively engage students in various learning environments, serve as mentors and advisors, and assist students through programs designed to enhance their academic, social, and personal development. GGC produces contributing citizens and future leaders for Georgia and the nation. Its graduates are inspired to contribute to the local, state, national and international communities and are prepared to anticipate and respond effectively to an uncertain and changing world.

Vision

Georgia Gwinnett College will be a premier 21st century liberal Arts College where learning will take place continuously in and beyond the confines of the traditional classroom. Its cornerstones will be innovative use of educational technology and a commitment to an integrated educational experience that develops the whole person. GGC will be a wellspring of educational innovation. It will be a dynamic learning community where faculty engagement in teaching and mentoring students will be the hallmark. It will be a driving force for change in student success. As such, it will be a model for innovative approaches to education, faculty engagement with students, and highly-efficient student, facility and administrative services.
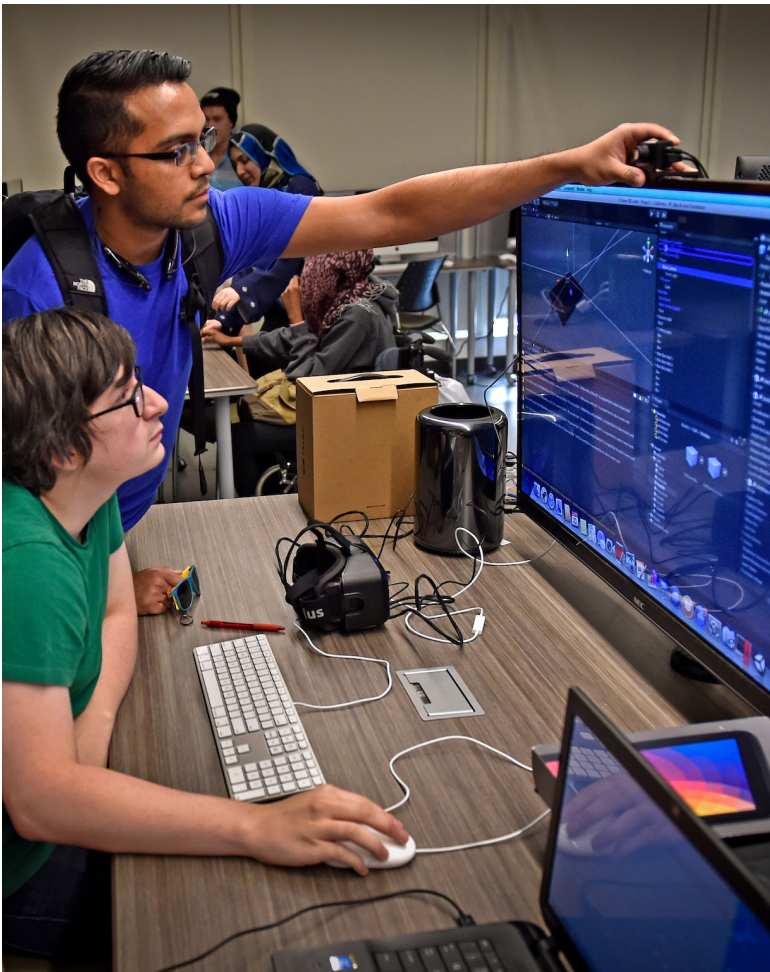

Service

Georgia Gwinnett College encourages each graduate to live as engaged, contributing citizens, and to serve actively in ways that will result in positive impacts on their local, state, national and international communities.

Creativity

GGC cultivates the attributes of curiosity, intellectual versatility, imagination and critical thinking to enable graduates to embrace varied perspectives, identify key points of convergence among disparate ideas and situations and generate creative ideas and innovative solutions.

Values

GGC's values are the guides that keep the college on a path from mission to vision. These values highlight the ways in which the college functions and what it holds near and dear in the initiatives that prioritize accomplishments and successes.

Excellence
Performing duties to foster a culture that is high-quality in everything.

Accountability
Living up to this trust that education in the form of scholarship, research, teaching, service and developing others is a public trust that needs safeguarding of resources and good stewardship of the human, intellectual, physical and fiscal resources in GGC's care.

Respect
The inherent dignity and rights of every person and fulfilling the responsibility to treat each person with fairness, compassion and decency.

Diversity, Inclusion and Belonging
Striving to be an inclusive college community that fosters a strong sense of belonging through honoring the diverse identities, cultures, experiences and perspectives of our students, faculty, staff and alumni.

GGC's Goals and Objectives

This two-year plan focused on four key areas to build on the institution's solid foundation and pave the way for GGC' five-year silver anniversary plan. These strategic initiatives set the stage for the college to reach new heights and to accomplish long-term goals.

The college takes immense pride in its role as an educational institution serving a diverse student body. With an enrollment of nearly 12,000 students, the college offers a vibrant learning environment. Gwinnett County residents make up 76% of the student population, demonstrating GGC's commitment to the local community. However, the college's reach extends beyond the county, as students from 29 U.S. states and 112 nations choose to pursue their education at GGC. About 35% of students are enrolled part time, and 65% are enrolled full time. One of the hallmarks of GGC is the opportunity it provides to first-generation college students. Over 35% of GGC's students are the first in their family to pursue higher education. To foster a sense of community and facilitate a comprehensive learning experience, the college offers on-campus housing for approximately 1,000 students. This residential option enhances student engagement and fosters lasting connections among peers.

Our esteemed faculty play a pivotal role in shaping the educational experience. With over 400 full-time faculty members, nearly all holding a Ph.D. or other professional terminal degree, students benefit from the expertise and guidance of dedicated professionals. Additionally, GGC has over 130 part-time faculty members who bring a wealth of experience to the classroom. The faculty's primary focus is on teaching and student engagement. GGC recognizes that effective instruction and meaningful interactions are fundamental to fostering academic success and personal growth among our students.

By celebrating the diversity of the student body, providing flexible learning options and offering a dedicated faculty, our team remains committed to delivering an exceptional educational experience for all students who choose to pursue their academic aspirations here.

As Georgia Gwinnett executes this strategic plan, certain factors will be crucial for achieving success. Three essential elements that will significantly contribute to its progress are data-informed decision making, strategic resource management and fostering open communication throughout the process.

1. Expand Academic Access, Engagement and Success

Georgia Gwinnett College (GGC) is relentlessly focused on academic access, engagement and success for all students. GGC believes that education should be inclusive and empower students to not only enter college but also thrive throughout their academic journey. By prioritizing these principles, the college provides a clear pathway for students to earn a bachelor's or nexus degree that will pay dividends in opportunity and social mobility.

One of the key priorities is to define strategic enrollment targets that align with GGC's mission and values. The college strives to attract a diverse student body. Through targeted recruitment efforts and outreach programs, it aims to reach students from a wide range of backgrounds and create an inclusive learning community.

However, our commitment to student success does not stop at enrollment. It recognizes that admitting students is just the first step. Equally important is ensuring their retention, progression and graduation. GGC is committed to providing support systems and resources to help students navigate their academic journey successfully.

OBJECTIVES

A

Expand academic offerings to attract students with diverse backgrounds and educational goals.

1. Use regional workforce data to guide decisions regarding new and existing academic programs.

2. Investigate opportunities to develop certificate and degree offerings to support increasing enrollment of traditional and nontraditional students.

3. Expand online, hybrid evening and weekend course and degree offerings to enhance flexibility for students based on demand and success; ensure an effective partnership between Center for Teaching Excellence and Information Technology and IT to provide consistent support for teaching and learning with technology.

4. Seek approval of select professional graduate programs that meet specific market and community needs.

5. Formalize degree pathways with other colleges and universities to extend opportunities for GGC graduates to matriculate into graduate and professional programs.

B

Create curricular and co-curricular opportunities that support student enrollment goals and increase persistence, retention and graduation rates.

1. Reach sustainable enrollment based on market trends, campus capacity and student success.

2. Increase retention, progression and graduation rates.

3. Redesign the first-year experience course to include discipline-specific content.

4. Create a more vibrant campus life and promote opportunities for all students to engage in social, cultural, athletic, artistic and wellness activities.

5. Deepen engagement with students through experiential learning and critical thinking activities, both inside and outside of the classroom.

6. Expand opportunities for student professional and career development through collaborations with academic schools, Career Services, on-campus student employment, Student Affairs and registered student organizations.

7. Expand the current Learning Communities, including Living Learning Communities, with a curricular and co-curricular focus on targeted academic disciplines and relevant career fields.

C

Enhance academic and student support services to promote the academic success of all GGC students.

1. Expand early alert to identify eligible students and provide academic support earlier.

2. Create success networks that connect students with peer support, mentors, tutors, advisors and counselors that focus on the specific needs of various student populations including those in the Grizzly Renewal Opportunity Workshop program.

3. Form an inclusive task force to identify the optimal advising structure and model for implementation across all schools. This evaluation should particularly emphasize the integration of first-year students, faculty and professional advising within the schools, as well as the incorporation of peer mentoring into the overall advising process advising process and partnering with information technology on enterprise advising technology solutions.

2. Ensure Organizational Efficiency and Effectiveness

GGC places great importance on the pivotal role faculty and staff play in fulfilling its mission and achieving its goals. Managing all resources effectively ensures alignment with college priorities and enhances overall organizational effectiveness. By strategically allocating and managing resources, the college aims to streamline operations, support the academic community and provide the best possible educational experience to the students.

OBJECTIVES

A

Continue strategic stewardship of staffing, financial resources, space and facilities.

1. Allocate resources in alignment with mission, vision and goals.

2. Prioritize initiatives and projects that will have the greatest impact on goal achievement.

3. Explore opportunities to streamline and establish campus software standards.

4. Ensure ongoing transparency in resource allocation through communication and stakeholder engagement.

5. Build talent planning framework to include analysis of current and future employment needs and identify skill gaps.

B

Attract and retain talented, qualified and engaged faculty and staff invested in the achievement of student success.

1. Refine talent acquisition and retention strategies to attract and retain high-performing faculty and staff who align with our mission and values and possess the necessary skills.

2. Enhance culture of continuous learning and development through investment in professional development resources, programs, workshops and mentoring opportunities that enhance employees' skills and competencies.

3. Encourage cross-functional collaboration and knowledge sharing to maximize the existing talent pool and promote efficiency.

C

Ensure that campus facilities, services and processes facilitate achieving campus goals and reflect core values.

1. Review and optimize core business processes paying particular attention to processes that may create barriers for students.

2. Develop a plan to address recurring maintenance of campus facilities and infrastructure.

3. Ensure that campus facilities, services and processes are accessible to all community members.

D

Continue to elevate use of data-driven decision making as well as data privacy and security.

1. Reinvigorate data governance structures and processes.

2. Enhance records management and explore automating record retention schedules.

3. Continue development of dashboards to support decision making.

3. Elevate our Brand and Engage our Community

GGC brand is a pledge to the community. GGC's brand reflects a unique identity, shapes perceptions and conveys the college's value. GGC will clarify, promote and protect the brand through the stories it tells and the relationships it builds.

Our strong brand is propelled by the success stories of its students, faculty, staff, alumni and supporters. Messages of access, engagement and success will elevate GGC in the community and cultivate long-term support.
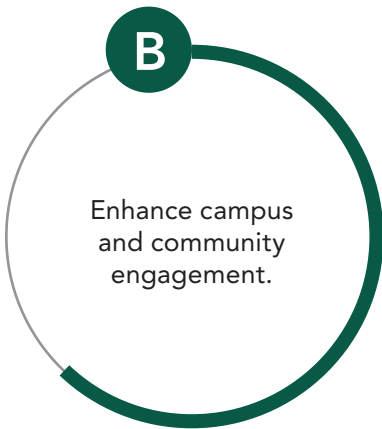
To ensure GGC's role as a transformative institution in the vibrant community that includes Lawrenceville, Gwinnett County and beyond, we will build and strengthen important relationships with organizations and businesses. The engagements offer significant opportunities for collaboration and foster support for the College and its students. These partnerships will give students valuable, real-world experiences that enhance their academic, personal and professional paths and build the GGC story.

B

Enhance campus and community engagement.

1. Increase community and alumni participation in events and other campus activities.

2. Maintain and enhance effective collaborations.

3. Identify new opportunities to collaborate with regional business and industry partners.

4. Provide opportunities for students to engage with local businesses and industries.

5. Collaborate with Lawrenceville and Gwinnett County to offer "a college town experience" to our students and the GGC community.

6. Continue progress on fundraising goals to enhance synergistic relationships.

OBJECTIVES

A

Increase brand awareness through promotion of the GGC experience.

1. Build and maintain a unified, consistent college brand.

2. Increase visibility of the college locally, across the nation and around the world.

3. Promote strong academic programs at GGC by highlighting faculty, staff and leadership as experts in their fields.

4. Enhance Diversity, Inclusion and Belonging (DIB)

GGC aims to cultivate an inclusive campus community that fosters a strong sense of belonging by honoring the diverse identities, cultures, experiences and perspectives of its students, faculty, staff and alumni. For nine straight years, GGC has been ranked as the most ethnically diverse Southern regional college, according to the 2023 U.S. News & World Report.

Our diversity is also reflected in the designations earned as a Minority Serving Institution (MSI), Hispanic Serving Institution (HSI) and Asian American and Pacific Islander Serving Institution (AAPISI). The college recognizes and values the diversity of its student body, which enhances the educational experience for all students, providing opportunities for cross-cultural learning and understanding.

GGC seeks to provide all students with the resources and support they need to succeed now and in the future. Ensuring access to resources and opportunities promotes a culture of respect and inclusion. The college strives to create a caring and welcoming environment where students, faculty and staff feel they belong.

OBJECTIVES

A

Enhance access to opportunities in support of diversity, inclusion and belonging.

1. Implement programs and initiatives that provide opportunities for career growth and advancement for faculty and staff.

2. Enhance resources and support systems for students, including scholarships, mentorship programs and access to networks that facilitate success.

3. Organize inclusive events, activities and clubs that encourage cross-cultural interactions, celebrate diversity and promote a sense of community and belonging.

B

Fostering a culture of attitudes, values and beliefs that embrace diversity and inclusion.

1. Develop comprehensive diversity and inclusion educational programs for managers, faculty, staff and students to build awareness, skills and behaviors that foster an inclusive campus community.

2. Foster a growth mindset towards diversity and inclusion by providing opportunities for personal development, discussing biases and encouraging continuous learning.

3. Facilitate open and respectful dialogue, promote communication and create spaces for individuals to share their experiences and perspectives.

C

Implement formal policies and practices that promote diversity, inclusion and belonging.

1. Ensure fair and inclusive policies and practices that support all members of the campus community and foster a sense of belonging.

2. Establish transparent pay practices that promote fairness, ensuring transparency in salary structures and decision-making processes.

3. Ensure transparent mechanisms are readily available for reporting incidents of bias, discrimination and harassment. Regularly evaluate and share data on diversity and inclusion efforts to drive accountability and improvement.

4. Evaluate recruitment and admissions practices used to attract a diverse pool of faculty, staff and students. Ensure diverse representation on selection committees and enhance strategies to mitigate biases in the selection process.

D

Provide organizational support to foster a culture of fairness, belonging and learning.

1. Foster top leadership commitment to diversity, inclusion and belonging through leadership performance goals.

2. Encourage leaders to model inclusive behaviors, provide resources and actively champion DIB initiatives.

3. Cultivate a learning culture that values diversity, encourages ongoing education and supports personal and professional growth for all members of the campus community.

4. Engage with local communities, build partnerships and support initiatives that address social issues and promote diversity and inclusion.

History of GGC

Georgia Gwinnett College (GGC) is shifting from a new college focused on growth to one that is maturing and clarifying a place in the community and within higher education. In October 2004, the University System of Georgia (USG) Board of Regents voted to ask the General Assembly to approve the creation of a new state college in Gwinnett County. In March 2005, the General Assembly passed Senate Resolution 33 establishing a new college in Gwinnett. In September 2005, the Regents hired Dr. Daniel J. Kaufman, a retired U.S. Army brigadier general, as the college's inaugural president.

Our doors opened to 118 students on August 18, 2006. GGC is the first four-year public institution created in Georgia in more than 100 years. We welcomed the first freshman class in 2007 and recognized 17 students at its inaugural commencement ceremony in 2008. In January 2009, GGC held its first winter graduation ceremony, and that spring, 38 students graduated.

In 2009, the Commission on Colleges of the Southern Association of Colleges and Schools granted Georgia Gwinnett its initial accreditation in record time, giving the college the ability to apply for research grants and awards from foundations for students and faculty members, and expand its degree programs.

More than 3,000 students enrolled for the 2009 fall semester. In 2010, GGC celebrated the opening of its new Library and Learning Center and its first student residence halls, transforming the commuter college into a residential campus. More than 5,300 students enrolled for the 2010 fall semester. The new Student Center opened in January 2011, and a new laboratory building opened that summer. GGC's enrollment reached 9,400 in fall 2012. In fall 2014, the college opened its Allied Health and Sciences building, home of the School of Science and Technology and the newly formed School of Health Sciences. Building W was completed in the fall of 2018.

President Kaufman departed GGC for the presidency of the Gwinnett Chamber of Commerce in July 2013, and Dr. Stanley C. "Stas'" Preczewski, formerly the vice president for Academic and Student Affairs, served as interim president before being named president in May 2014. President Preczewski retired in January 2019, and Dr. Mary Beth Walker was named interim president. Dr. Jann L. Joseph began serving as the third president on July 1, 2019. She helped guide GGC throughout the pandemic as the college pivoted from an in-person to a virtual educational experience and back again. In her tenure, Dr. Joseph has nurtured GGC's focus on ensuring that every student has an opportunity to achieve success, regardless of their academic preparation or circumstance. She has also elevated the service and leadership of Georgia Gwinnett College.

Georgia Gwinnett College now offers 20+ bachelor's degree programs with 60+ programs of study. Its students have scored it among the nation's top colleges in several areas of student engagement, a critical predictor of student success. According to annual USG economic impact studies in 2023, GGC has generated more than $5.3 billion in cumulative economic impact to the economy of Gwinnett County and the Atlanta metropolitan area and created more than 3,700 jobs. More than 11,000 alumni now serve as contributing citizens to their communities in Georgia and beyond.

Everything is greener at GGC.

Strategic Planning Committee

The following people served on the Strategic Planning Committee to guide the work, represent input from their areas, and ensure a robust planning process to meet the desired outcomes of GGC.

Georgia Gwinnett College Strategic Planning Co-Chairs
- Dr. Jann Joseph, President
- Dr. George Low, Senior Vice President for Academic and Student Affairs / Provost
- Sloan Jones, Chief of Staff
- Dr. Christine Miller Divine, Vice President of Information Technology
- Dr. Michael Poll, Vice President of Enrollment Management and Institutional Research

Strategic Planning Sub-Committee

Roslyn Brown
Tracy Burge
Nathan Carpenter
Cheryl Casimir
Edith Collins
Marcia Ford
Victoria Hanson
Frank Hardymon
Gail Harris
Jennifer Hendrickson
Eugene Horn
Karen Jackson
Justin Jernigan
Sloan Jones
Kimberly Jordan
Sharon Lasch
Tirza Leader
Laura Ledford
Charles Leggett
Brandon Lewis
Danise Lindo
Holly Lisle
Carlos Llorens
Barbara Martell
Russell Mathis
Christopher Mathis Sonja
Kevin McCuen
Susan McCullough
Jessie McGinty
Susan Meltzer

Bernard Oliver
Ian Potter
Matthew Robison
Chrissy Rosen
Sandra Schneider
Terrance Schneider
Amit Singh
Christopher Smith
Derek Stone
Jenny, Storey
Jacqueline Todd
Lindsey Van Note
Lindsey Vinson
Allana Walker
Diane White
Darin Wilson
Teresa Winterhalter
Kathryn Wise
Tyler Yu
Mei Zhang
William Zhang

Strategic Planning Participants

Tom Andersen
Jasmine Billings
Marsha Bomar-Anderson
Buchanan K. Carlton
Melanie Conner
Jay Dennard
Wayne Ellison
Melvin Everson
Jonelle Faal
Ashley Flagg
Marlene Fosque
Margie Gill
Brandon Hartley
Ryan Hawk
Nicole Love Hendrickson
Kevin Jones
Schelly Marlett
Antonio Molina
José Pérez
Sasha Ruiz
Norberto Sanchez
Stephanie Sokenis
Katie Hart Smith
Andrew Stephensen
David Still
Deon Tucker
Lee Tucker
DePriest Waddy

Glossary of Terms

The following glossary of terms provides a framework for understanding GGC when it uses various terminology.

CREATIVITY
Cultivating the attributes of curiosity, intellectual versatility, imagination and critical thinking to enable graduates to embrace varied perspectives, identify key points of convergence among disparate ideas and situations and generate creative ideas and innovative solutions.

DIVERSITY
Having a variety of racial, sexual, gender, class, religious, ethnic, abled and other social identities represented in a space, community, institution, or society. Adams, M et al. (2016). Teaching for Diversity and Social Justice. New York: Routledge. p. 1

INCLUSION
The notion that an organization or system is welcoming to new populations and/or identities and creates a sense of belonging for all. This new presence is not merely tolerated but expected to contribute meaningfully into the system in a positive, mutually beneficial way. Carter-Hicks, J. (2015). "Inclusive Education." Encyclopedia of Diversity and Social Justice. Vol. 1. (Ed. S. Thompson). Lanham, MD: Rowman & Littlefield. p. 412-3.

LEADERSHIP
Inspiring graduates to model purposeful, intentional actions that enable them, and those around them, to work together in cohesive and coherent ways toward common goals. Our students lead by example, with both their hearts and their minds, while encouraging others to do the same.

SCHOLARSHIP
Georgia Gwinnett College produces graduates prepared for life-long, intentional learning. These graduates will continue to discover, acquire, integrate and apply knowledge in ways that enhance both their lives and the lives of others.

SERVICE
Georgia Gwinnett College encourages each graduate to live as engaged, contributing citizens, and to serve actively in ways that will result in positive impacts on their local, state, national and international communities.