GCU UNIT ASSESSMENT REPORTS

Calendar Year 2019
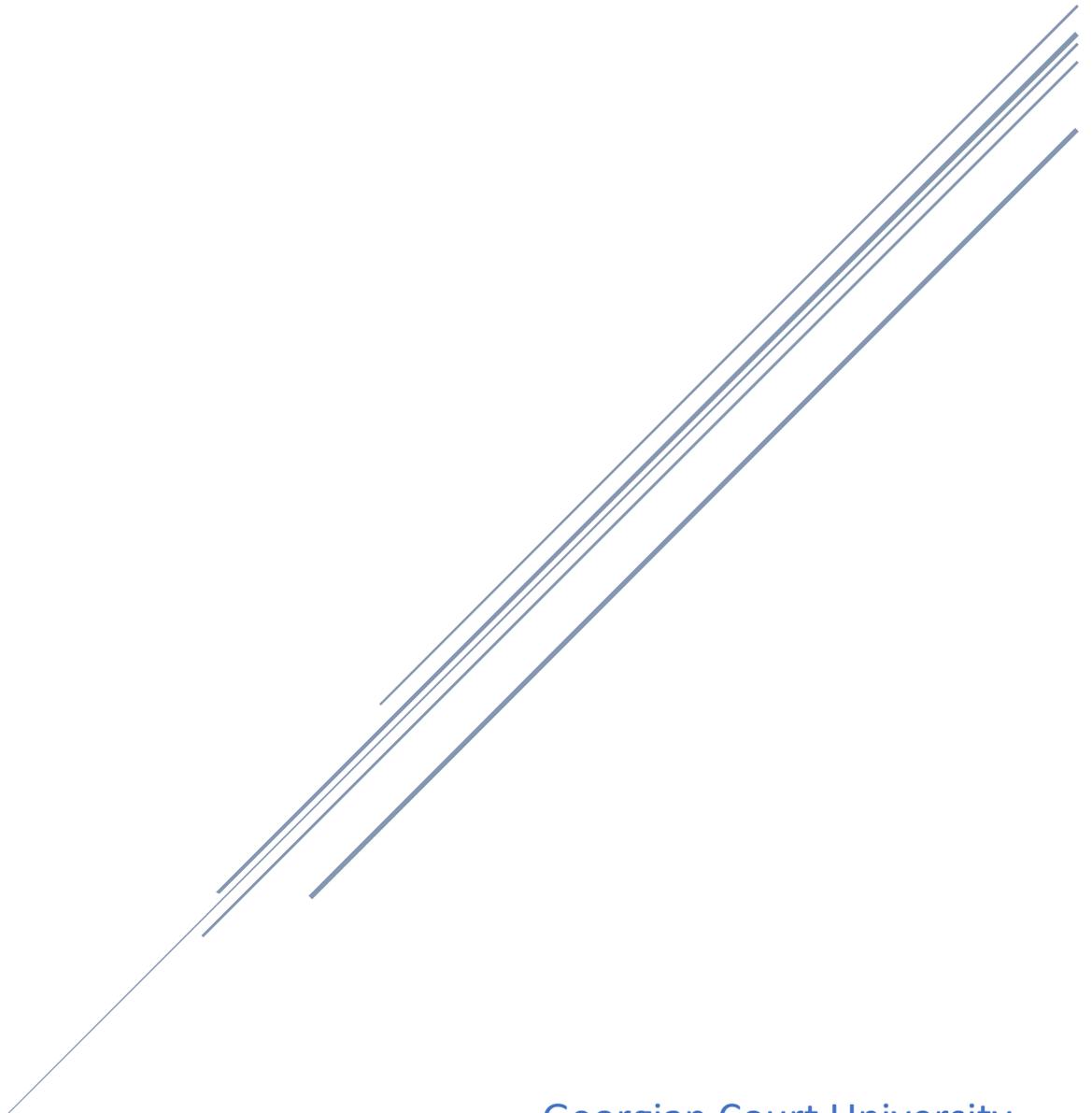
Georgian Court University
Office of Institutional Assessment and Accreditation

GCU Unit Assessment Reports CY 2019
Introduction

According to the GCU Institutional Effectiveness Plan and Guide (2019), all university units are to submit an annual report based on their assessment plan. These plans include three unit goals and up to five related outcomes. The plan covers a three-year cycle, with the results of one goal reported annually, at the end of January. The following summary includes the unit assessment reports received as of February 10, 2020.

Once the report is received, the Institutional Effectiveness (IE) committee reviews the report. They evaluate the report with a given rubric and share the evaluation with the Assistant Vice President for University Assessment. The IE members then meet with the authors of the unit reports to share their findings and to offer collegial support. This latter process continues until the end of March.

This Executive Summary includes the overall report on plans and reports received, assignments of the IE committee, and a brief synopsis of submitted reports from calendar year 2019. The reports are listed by the Cabinet member responsible to oversee the unit.

For calendar year 2019, the university also initiated a unit review process. Some of the units missing an annual report have been involved in a self-study process as part of their unit review. For other departments, a change in personnel and/or unit director vacancies have delayed reports. The Office of Institutional Assessment and Accreditation is in contact with new directors and their supervisors to plan for continuance and continuity in unit assessment.

This report contains a listing of submitted reports, the executive summary of the same, as well as alignment of the reported goals with the MSCHE Standards of Accreditation and the GCU Strategic Compass directions and directives.

Institutional Effectiveness (IE) Committee Review of Submitted Reports

Department	Reviewer	Contact	Date Plan Submitted	Date Report Submitted	Notes
Office of the President					
Office of Institutional Assessment and Accreditation	All	Sr. Janet Thiel	1/25/2019	10/17/2019	
Office of Marketing and Communications	Tim Briles	Gail Towns	4/27/2018	02/10/2020	
Office of Professional Studies & Business Development	Mike Gross	Leah Pontani	1/13/2019		New position. Plan submitted. First Report due January 2021.
Office of Mission Integration					
Campus Ministry	Amani Jennings	Jeffrey Shaefer	2/15/2019	1/8/2019	
Office of Institutional Advancement					
Institutional Advancement	Anna King	Matt Manfra	1/29/2020	2/4/2020	Plan revised.
Office of Conferences and Special Events	Anna King	Mary Cranwell	3/28/2019	11/1/2019	
Office of Finance and Administration					
Accounts Payable	Mike Gross	Maureen Ryan-Hoffman	5/16/2018	02/10/2020	
Facilities	Mike Gross	Mike Putnam	7/9/2018	2/6/2020	
Financial Aid	Amani Jennings	Cynthia McCarthy	1/16/2020	1/30/2020	
Finance	Mike Gross	Maureen Ryan-Hoffman	5/16/2019	02/10/2020	
Human Resources	Mike Gross	Dianna Sofa	2/4/2019	1/24/2020	
Information Technology	Wayne Arndt	Peter Lisowsky	4/12/2018	1/30/2020	
Mailroom	Mike Gross	Maureen Ryan-Hoffman	5/16/2018	02/10/2020	
Payroll	Mike Gross	Maureen Ryan-Hoffman	5/16/2018	02/10/2020	
Purchasing	Mike Gross	Julie Parlacoski	5/16/2018	1/28/2020	

Department	Reviewer	Contact	Date Plan Submitted	Date Report Submitted	Notes
Security	Amani Jennings	Charles Tighe	4/9/2018	1/17/2020	
Student Accounts	Mike Gross	John Moetz	1/30/2020		New Plan. First Report January 2021.
Office of the Vice President for Enrollment and Student Success					
Admissions Communications and Marketing	Tim Briles	Tiesha Brunson	4/4/2018		Report delayed.
Admissions Operations and Technology	Tim Briles	Lexus DuBose	4/4/2018		New unit director.
ADSC	Alyce Franklin	Luana Fahr	3/19/2019	11/6/2019	
Chart the Course	Alyce Franklin	Martin Lopez	4/26/2018		Change in unit director.
EMPOWER	Alyce Franklin	vacant	2/27/2019		Position vacant.
Graduate and Professional Studies	Tim Briles	Patrick Givens	4/4/2018		Report delayed.
Office of Registrar	Tim Briles	Ann-Marie Ferro	4/4/2018		Unit review. Change in Unit director.
Student Success Advocacy	Alyce Franklin	Vacant	4/27/2018		Position vacant.
Undergraduate Admissions	Tim Briles	Pricilla Alicea	4/4/2018		Change in unit director.
Office of the Provost					
School of Arts and Sciences	Sr. Janet Thiel	Mary Chinery			New plan.
School of Business and Digital Media	Sr. Janet Thiel	Jenifer Edmonds			New plan.
School of Education	Sr. Janet Thiel	Chris Campisano	2/6/2020		New plan.
Academic Program Development	Amani Jennings	Mike Gross	2/17/2019	12/19/2019	
Advising Fellows	Anna King	Sue Field	2/16/2020	1/30/2020	
Athletics and Recreation	Anna King	Laura Liesman	4/27/2018	12/19/2019	
Career Services	Alyce Franklin	Ceceilia O'Callaghan	10/30/2018	1/24/2020	
EOF	Anna King	Joy Smith	2/27/2019	2/6/2020	
Global Education	Amani Jennings	Laura Grodewald	4/10/2019	12/20/2019	
Math Lounge	Tim Briles	Robert Devlin	3/19/2019	2/6/2020	

Department	Reviewer	Contact	Date Plan Submitted	Date Report Submitted	Notes
TRIO/SSS	Tim Briles	Danielle Lamb	5/4/2018		Grant re-application (1/24/20) served as unit review and assessment.
University Honors	Tim Briles	Jessica Hausmann	2/28/2019	1/29/2020	
Writing Center	Anna King	Anthony Brano	1/16/2020	1/30/2020	
Office of Academic Program Development					
Institutional Research	Tim Briles	Wayne Arndt	12/20/2019		New plan. First report due January 2021.
Instructional Technology	Sr. Janet Thiel	Kathleen Marino	12/19/2019		New plan. First report due January 2021.
Library	Amani Jennings	Jeffrey Donnelly	5/31/2019	1/24/2020	
Office of the Dean of Students: Student Development					
Counseling Center	Wayne Arndt	Robin Solbach	4/15/2018	11/22/2019	
Health Services	Wayne Arndt	Robin Solbach	4/10/2018	11/22/2019	
Residence Life	Wayne Arndt	Elizabeth Estell	5/8/2018	1/30/2020	
Student Activities	Wayne Arndt	Erin McCarron	2/5/2019	1/29/2020	
Student Affairs	Wayne Arndt	Amani Jennings	4/4/2018	1/27/2020	
Student Leadership and Engagement	Anna King	Erin McCarron			Director vacancy. See Student Activities Report.

Executive Summary of Unit Assessment Reports Submitted January 2020

Name of Unit:	Office of Institutional Assessment and Accreditation
Reports to:	President
Person Completing the Report:	Janet Thiel, OSF, PhD
Goal Selected for this Report:	The Office of Institutional Assessment and Accreditation (the Office) will support the university's efforts to achieve re-affirmation of accreditation with commendation and no recommendations other than the included Self-Recommendations.
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Office of Institutional Assessment and Accreditation assessed its goal of supporting the university's efforts to achieve re-affirmation of accreditation with commendation and no recommendations other than the included self-recommendations. The Office met this goal as affirmed by the actions of the Middle States Commission on Higher Education on June 27, 2019:

> "To acknowledge receipt of the self-study report. To note the visit by the Commission's representatives. To reaffirm accreditation. To request a supplemental information report, due March 1, 2020, documenting further evidence of the implementation of planning processes, resources and structures that are aligned with each other and are sufficient to fulfill its mission and goals, including (1) clearly stated institutional and unit-level objectives that are linked to mission and reflect conclusions drawn from assessment results (Standard VI); (2) comprehensive planning for facilities, infrastructure and technology that include consideration of sustainability and deferred maintenance (Standard VI); and, (3) improved financial viability and sustainability (Standard VI). The next evaluation visit is scheduled for 2027-2028."

All outcomes related to this goal were met. To continue compliance with the Standards of this accrediting body, the GCU MSCHE Steering Committee was made a standing committee of the university beginning Fall 2019. The Office of Institutional Assessment and Accreditation will continue to support the work of this committee and associated accreditation requirements.

Name of Unit:	Marketing and Communications
Reports to:	President
Person Completing the Report:	Gail Towns
Goal Selected for this Report:	Strengthen institutional recognition and the GCU brand—externally and internally—via measurable marketing and communication activities that (a) align with institutional priorities and (b) drive reach, action, conversion, and engagement among GCU's target audiences.
Reporting Year:	Calendar Year (CY) 2019 (January through December, 2019)

Executive Summary:

The Marketing and Communications Unit assessed its goal of strengthening institutional recognition and the GCU brand—externally and internally—via measurable marketing and communication activities that (a) align with institutional priorities and (b) drive reach, action, conversion, and engagement among GCU's target audiences for the CY 2019 reporting cycle.

Based on the data collected, our unit goal results are mixed.

The unit met its goal of internally reviewing branding assets while identifying gaps and the need to evolve the GCU brand. While staff members have contributed to this effort, the unit also drew on the work of the Strategic Enrollment Plan and GCU's customer report findings from Hanover Research (*Marketing Position Analysis: Competitor Home Page Brand Messaging).* The Hanover report provides recommendations for near- and longer-term changes to brand language and positioning.

As of January 2020, an external consultant has been identified to assist with the early stages of reframing and refreshing the GCU brand. The consultant initially will work with the unit to assess structure, positions, workload and skills gaps/opportunities—all in support of revenue-generating activities via admissions, advancement and student retention.

The unit also met its goal for strengthening its use of Google Analytics to track admissions web page actions/conversions using UTM codes, specific campaign landing pages, and strong calls to action—all in collaboration with Admissions Marketing & Communications. At the same time, the university web director led an interim redesign of Georgian.edu, ensuring that the entire site meets or exceeds international standards for accessibility.

The goal was not met for:

Outcome (2), which calls for an integrated marketing and communications plan. Instead, for AY 2019-20, a detailed spending and resource allocation plan, emphasizing integrated marketing activities and media buys, was shared with Finance & Administration in August 2019.

Outcome (3), for establishing on-campus customer satisfaction ratings with work done in collaboration with marketing and communications. The unit did work with Information Technology to research and secure Wrike, a workflow management and production platform conducive to the wide-ranging

activities of any marketing and communications team. Team implementation began in late 2019 and continues through spring 2020.

Outcome (4), tied to tracking the number of thought leadership editorial placements and multimedia story creation. An end-of-academic-year report will be generated to track GCU mentions and earned media in such publications as The New York Times, Asbury Park Press, Monitor of Trenton and other outlets.

Also related to Outcome (4) is our finding that multimedia story creation and consumption is increasingly taking place in new ways on social channels. One example—rapidly changing consumption habits on Instagram Stories, Pinterest (surprisingly), LinkedIn video and Facebook Live. In response, the Marketing and Communications team is working more closely with Advancement to create and drive social media and video content aligned with strategic goals. In addition, the unit began using Sprout Social to cross-schedule, monitor traffic and analyze engagement trends among our audience. Lastly, the team also worked directly with 3E marketing, GCU's 2019-20 enrollment marketing partner, to refine the university's institutional brand strategy on social platforms, including Facebook, Instagram, Twitter and LinkedIn.

Overall, some of the items associated with Goal 1 remain in progress, alongside activities associated with Goal 2 and Goal 3. A true integrated marketing and communications plan will be one of the deliverables of an upcoming external audit and partnership with the consultant mentioned above.

The Marketing and Communications unit will take the following actions to continue to address Goal 1: Regular (monthly/quarterly) measurement of the expressed goals. It is possible, however, that some activities will be re-evaluated based on emerging strategic directives and resource allocations.

Name of Unit:	Office of Campus Ministry
Reports to:	Executive Director Mission Integration
Person Completing the Report:	Jeff Schaffer
Goal Selected for this Report:	The Office of Campus Ministry will seek to engage a spiritually diverse campus community with an expanded range of spiritual experiences, particularly in the area of interfaith and ecumenical programing.
Reporting Year:	Calendar Year (CY) 2019 (January through December, 2019)

Executive Summary:

The Office of Campus Ministry assessed its goal of expanding the range of spiritual experiences it offers in the area of interfaith and ecumenical programing for the CY 2018 reporting cycle. From the data collected, the unit goal (#2) was exceeded.

The Campus Ministry Affiliate Program was officially approved February 9th, 2018. Invitations to potential affiliates were made to: 1) Elder Toby Carson, St. Paul Life Center, Newark, NJ, 2) Rev. Iraida Ruiz De Porras, Christ United Methodist Church, Lakewood and 3) Central Jersey Church of Christ. Elder Carson/iWorship subsequently applied and was approved for affiliate status in December 2019.

Ecumenical/Interfaith Programs included 1) Taize Christian Service (ecumenical) 2/12/2019, 2) Night of Worship with Toby Carson (ecumenical) - 5/10/2019, 3) International Day of Peace & Non-Violence (interfaith) 10/2/2019 - 4) Christmas Concert with Toby Carson (ecumenical) 12/13/2019. Together, more than 66 members of the GCU community attended these events.

The Office of Campus Ministry will take the following actions to continue to address the goal stated above: The director will work to recruit additional affiliate organizations and to expand the offerings of ecumenical and interfaith programs.

Name of Unit:	Institutional Advancement
Reports to:	Vice President Institutional Advancement
Person Completing the Report:	Matthew Manfra
Goal Selected for this Report:	Successfully complete an advancement reorganization resulting in increased contribution revenue and participation in giving
Reporting Year:	Fiscal Year (FY) 2019 (July 1, 2018 through June 30, 2019)

Executive Summary:

The Office of Institutional Advancement assessed its goal to successfully complete an advancement reorganization resulting in increased contribution revenue and participation in giving for the FY 2018-2019 reporting cycle. From the data collected, the unit goal was met. An external consultant's report was generated which assisted the new Vice President with creating a new organizational model that was unveiled in FY 2019-2020. Additionally, GCU increased the amount of major gift dollars raised in FY 2018-2019 from the previous year. Institutional Advancement created a revised five-year plan which took effect on July 1, 2019 and culminates with the launch of a comprehensive campaign.

Name of Unit:	Office of Conferences & Special Events
Reports to:	Vice President Institutional Advancement
Person Completing the Report:	Mary Cranwell
Goal Selected for this Report:	To increase attendance at community education programs by 20% in FY 19 and an additional 15% in FY 20
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Office of Conferences & Special Events assessed its goal "to increase attendance at community education programs by 20% in 2019 and an additional 15% in 2020", for the FY 19 reporting cycle. From the data collected the unit goal was not met.

Our finding were attendance remained the same and revenues from ticket sales only increased 16.31% (goal was 20%).

The Office of Conferences & Special Events has already enacted strategies to endeavor to meet the FY 20 goal including collaborating with adjunct faculty and MarComm. Budget to engage headline speakers, which was one of our listed strategies, was decreased 35% for FY20. We are actively seeking partnerships with other departments who have budget lines for speakers, to make up for the shortfall.

Name of Unit:	Accounts Payable
Reports to:	Vice President of Finance and Administration
Person Completing the Report:	Maureen Ryan-Hoffman
Goal Selected for this Report:	Improve upon adherence to established AP processes and control.
Reporting Year:	Calendar Year (CY) 2019 (January through December, 2019)

Executive Summary:

The Accounts Payable Department assessed its goal of improving upon adherence to established AP policies and controls. The benchmark of 80% of the 70 cost centers in compliance was established. This goal was not met due to the high turnover experienced at the University and lack of training/cross-training among staff within offices coupled with executive level turnover. The Accounts Payable Department will continue to provide informational welcome packet, one-on-one support and readdress some of past ideas and requests for opportunities to engage and inform.

Name of Unit:	Facilities
Reports to:	Vice President Finance and Administration
Person Completing the Report:	Michael Putnam
Goal Selected for this Report:	Compete and utilize the Facilities Condition Assessment Report (2018).
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Facilities Department assessed its goal related to the Facilities Condition Assessment (FCA) documentation for calendar year 2019 reporting cycle. From the data collected, the unit's goal was generally met, as constrained by a decrease in personnel and resources. Our findings were that the FCA report was used for Strategic Compass planning related to the Campus Master Plan, use of available bond monies, and to inform general and routine maintenance on campus. The Facilities Department will take the following actions to continue to address the goal of utilizing the data within the FCA report, namely, the capital infrastructure planning to utilize $7 million in bond funding to address deferred maintenance and to prepare to actualize the Campus Master Plan.

Name of Unit:	Office of Financial Aid
Reports to:	Vice President Finance and Administration
Person Completing the Report:	Cynthia McCarthy
Goal Selected for this Report:	Appropriate staffing and cross training to better serve the student experience as well as the centralization of the Financial Aid office.
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Office of Financial Aid assessed its goal, appropriate staffing and cross training to better serve the student experience as well as the centralization of the Financial Aid office for CY 2019. From the data collected expectations were met. Our findings were that after a delay in the first quarter of 2019, staffing levels of 75% were achieved and we were able to reapportion staff assignments that aligned with the needs of the department as well as the strengths of the counselors. Stabilization of the staff enabled the department to provide internal and external staff training and professional development, enhanced customer service and increased efficiencies processing financial aid. Cross training staff in the specific tasks assigned to the counselors will begin in the spring 2020 and be on-going throughout the year.

The relocation to the Mercy Center has provided students enhanced opportunity for personal contact with the office and staff. The previous compliance issues associated with the processing of financial aid was reliant on Student Accounts and Registrar, who in another building on campus. Centralizing the Financial Aid Office, Registrar and Student Accounts in Mercy Hall has provided increased overall efficiencies necessary for compliance as well as student satisfaction. The Office of Financial Aid will be implementing student satisfaction surveys in February 2020. Based on the findings of this survey, the office will take the appropriate actions to improve services and outcomes.

The unit also undertook a unit review in CY 2019. This consisted of a self-study followed by an external review. The two-day external review was conducted in January 2020. A summary of the findings is expected by the end of January 2020. The Director of Financial Aid will review the findings with the Vice President of Finance to determine strategies and actions to strengthen the department, which in turn will become a long range plan for the unit align with the University's Strategic Compass.

Name of Unit:	Finance
Reports to:	Vice President of Finance and Administration
Person Completing the Report:	Maureen Ryan-Hoffman
Goal Selected for this Report:	Preparing for NFP financial reporting changes-4 new accounting pronouncements.
Reporting Year:	Fiscal Year (FY) 2019 (July 1, 2018 through June 30, 2019)

Executive Summary:

The Finance Department assessed its goal of meeting the requirements of the implementation of new accounting pronouncements, which for the fiscal year of June 30, 2019 required extensive planning and additional audit compliance work. This was the most significant impact to the changes in financial statements presentation and footnotes in several years, requiring the implementation of four new accounting pronouncements. The Finance Department implemented all new standards while maintaining an aggressive audit schedule and as such evaluates this goal as met for FY19. The department will continue to stay abreast of accounting, auditing and compliance changes impacting higher education and the not for profit industry. This work is on-going throughout the year with pre-audit planning meetings with internal departments starting in March/April to ensure all areas will be prepared to provide required audit items.

Name of Unit:	Human Resources
Reports to:	Vice President Finance and Administration
Person Completing the Report:	Dianna Sofo
Goal Selected for this Report:	Implement Benefits Carrier Connections
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Human Resources department assessed its goal of implementing a carrier connection for the 2019 reporting cycle. From the data collected, the unit goal was met. Our findings are that we have streamlined the benefits enrollment process by creating a secure connection through ADP to Horizon Blue Cross Blue Shield where employee enrollment data is uploaded directly to them. This has alleviated the need for data entry and the excessive time associated with it as well as significantly increasing data integrity. Over the next few months we are seeking to implement additional carrier connections to further streamline the open enrollment process.

Name of Unit:	Information Technology
Reports to:	Vice President Finance and Administration
Person Completing the Report:	Peter Lisowsky
Goal Selected for this Report:	IT will produce an Information Technology Strategic Plan for fiscal years 2019-2022.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Information Technology unit assessed its goal of the creation of a 2019-2022 IT Strategic Plan for the CY 2018 reporting cycle. From the data collected, the unit goal was met. Our findings were closely tied to the needs of the Strategic Compass, MSCHE Standards and Academic, Enrollment, and Facilities master plans. The Information Technology unit will take the following actions to continue to address the goal stated above:

- Make full use of technology for seamless communication of campus news, services, policies, achievement, engagement, and recruitment.
- Develop and implement effective mass communication systems and policies.
- Perform a comprehensive yearly review of the goals and objectives to ensure alignment with needs of the Strategic Compass, MSCHE Standards and the available Academic, Enrollment, Facilities master plans.

Name of Unit:	Mailroom
Reports to:	Vice President of Finance and Administration
Person Completing the Report:	Maureen Ryan-Hoffman
Goal Selected for this Report:	Maximize bulk mailing discounts available to decrease postage costs.
Reporting Year:	Fiscal Year (FY) 2019 (July 1, 2018 through June 30, 2019)

Executive Summary:

The Mailroom assessed its goal of exploring bulk discounts. Due to trending increase over the years of outsourced mailings (Admissions, Development, Marketing), this permit fee exceeds the benefit. Staying abreast of postage increases and their possible impact on GCU is standard practice and the Mailroom Coordinator will explore if there are any opportunities for savings.

Name of Unit:	Payroll
Reports to:	Vice President of Finance and Administration
Person Completing the Report:	Maureen Ryan-Hoffman
Goal Selected for this Report:	WFN Upgrade - Phase II. Explore implementation of Time & Attendance for student workers and hourly staff.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Payroll Department assessed its goal of one of the items it identified under the WFN Upgrade (ADP), Phase II Project - Implementation of Time & Attendance. From the data collected, the unit goal (80%) was exceeded as 95% of the student population is on Time & Attendance. The remaining few offices using timesheets were addressed but based on nature/office staffing, paper sheets continue to be accepted. The Payroll Manager worked directly with all departments utilizing student workers, provided training, set up all the administrative controls necessary in the system and was available for one-to-one assistance until each office was on board. The Phase II plan expanded to nonexempt, then exempt employees. Due to Human Resource staffing, this part of the project was delayed but is anticipated to be implemented by next calendar year.

Name of Unit:	Purchasing
Reports to:	Vice President Finance and Administration
Person Completing the Report:	Julie Parlacoski
Goal Selected for this Report:	Building a strategic relationship with suppliers. The aim of strategic purchasing is to achieve cost reductions while maintaining or improving the quality of supplies.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

Purchasing assessed its goal of building a strategic relationship with suppliers. The aim of strategic purchasing is to achieve cost reductions while maintaining or improving the quality of supplies for the CY 2018 reporting cycle. From the data collected, the unit goal was met. Our findings were to achieve those results, we need to identify suppliers that can act as long-term partners and work with them to achieve cost and quality improvements. The Purchasing unit will take the following actions to continue to address the goal stated above. Evaluate new vendors based on increasing varied needs of the University and work with cooperatives to utilize competitive pricing.

Name of Unit:	Campus Safety
Reports to:	Vice President Finance and Administration
Person Completing the Report:	Charles Tighe
Goal Selected for this Report:	Successfully maintain departmental annual operating budget
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Campus Safety department assessed its goal to successfully maintain departmental annual operating budget. For the CY 2019 reporting cycle. From the data collected, the unit goal was met. Our findings were that we maintained budget limits, significantly reduced overtime costs and networked through campus community outreach to reduce vandalism and repairs. Campus Safety will take the following actions to continue to address the goal stated above:

- Continue to monitor and maintain the budget on a monthly basis.
- Evaluate overtime reports to avoid additional payroll costs.
- Continue building a strong campus community network.

Name of Unit:	Academic Development and Support Center (ADSC)
Reports to:	Vice President Student Enrollment and Retention
Person Completing the Report:	Luana E Fahr
Goal Selected for this Report:	Services of ADSC will meet all intended student participation goals of various student support services offered within the areas of participation and /or compliance.
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The ADSC assessed its goal of, "Services of ADSC will meet all intended student participation goals of various student support services offered within the areas of participation and/or compliance," for the CY 2018 reporting cycle. From the data collected, the unit goal was exceeded in most areas. Some areas, such as SI and peer tutoring could not be accurately evaluated due to the changes that were implemented according to need.

Service Area	Exceeded Goal Expectations	Met Goal Expectations	Did Not Meet Goal Expectations	Could Not be Evaluated
Peer Tutoring - SI		x		
Peer Tutoring - Other	x			
Disabilities Services & Testing	x			
Performance Assistance through Coaching and Tutoring (PACT) program	x			
The Learning Connection (TLC) Program	x			

Action Plan:

There are certain issues that needed resolution in 2018-19, which has affected some data and outcomes. They include:

- Supplemental Instruction was not utilized the way it was designed, resulting in SIs being used as appointment-based peer tutors beginning spring 2019
- Study Hall for Athletes could not be monitored by ADSC adequately due to staffing limitations, discontinued in spring 2019

- We will need to revisit metrics and benchmarks for these services for AY 2019-20 to better reflect changes in operations of Peer tutoring and SI
- We are implementing a specific peer tutoring/SI satisfaction survey in AY 2019-20
- SIs will only be provided to professors that request one in their courses in 2019-20

The unit will take the following actions to continue to address the goal stated above:

1. There will be further promotion of Supplemental Instruction benefits to faculty and students, though faculty will need to provide a rationale for use of SIs and how they will proceed in their utilization. Supplemental Instructors will be allowed to tutor in a variety of subjects (in addition to their focus in a specific course) to increase tutoring opportunities.
2. We will encourage faculty and Supplemental Instructors to promote ADSC tutoring for students with lower GPAs. We will also train tutors to ensure that all portions of student surveys are filled out in the future for assessment purposes.
3. We will continue to encourage and promote the use of peer tutoring.
4. We will continue to track data in student progress notes to indicate which services specialists spend most time on in order to plan accordingly.
5. Although this is a coaching only model, there was a need for some subject tutoring during the professional sessions. Most time was spent on personal issues and academic guidance/advising. We changed categories and description of services for spring to better suit the needs of students.
6. Students increased sessions of "study hall, which is doing work under supervision of the PACT Coach. This has been working as students may not need the other resources all the time, and can catch up on schoolwork. Students continue to utilize the Writing Center and Math Lounge when necessary, as well as Peer Tutoring. This assisted in student compliance with requirements.
7. Supplemental Instruction has not been totally utilized as per its definition. It was implemented with the intent of providing students with instructors who solely focus on the class they are assigned to, have regular contact with professors, and hold group sessions during the week of class to assist students who have need for review, homework assistance, or general questions. While there was an apparent underutilization of SI services, students who did attend SI sessions did so repeatedly and frequently.
8. We are improving management of ADA accommodation requests outside of Lakewood Campus.
9. We would like to plan and procurement of a physical space where the temperature is within normal limits (currently too cold in all seasons) and where there is adequate testing space.

Name of Unit:	Associate Provost for Academic Program Development
Reports to:	Provost
Person Completing the Report:	Michael Gross
Goal Selected for this Report:	Fostering partnerships to enhance an exceptional student experience.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Associate Provost for Academic Program Development unit assessed its goal of Fostering partnerships to enhance an exceptional student experience by ensuring that GCU signs study abroad, articulation or other partnership agreements with higher education organizations and institutions for the CY2019 reporting cycle. From the data collected, the unit goal was exceeded. Our findings were that 3 new or updated agreements were signed in CY2019 and 2 were signed in CY2018, compared to the goal of 1 agreement per year. The Associate Provost for Academic Program Development unit will take the following actions to continue to address the goal stated above: continue to work with admissions and academic units to develop new or updated agreements with other institutions.

Name of Unit:	Undergraduate Academic Advising (Advising Fellows)
Reports to:	Provost
Person Completing the Report:	Susan Field
Goal Selected for this Report:	Advising Exploring Students
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Advising Fellows assessed their goal of advising Exploring students for the CY2018 reporting cycle. From the data collected, the unit goal was not met. Our findings were that not all eligible students met with an Advising Fellow, not all Advising Fellows reported discussing satisfactory academic progress, and not all students declared a major by the third semester. The Advising Fellows will take the following actions to continue to address the goal stated above:

1. Adjust the benchmark to a more reasonable standard (80%);
2. Improve Advising Fellows' record keeping regarding conversations concerning SAP and progress toward graduation;
3. Emphasize timely declaration of major in AF advising conversations.

Name of Unit:	Athletics
Reports to:	Provost
Person Completing the Report:	Laura Liesman
Goal Selected for this Report:	Integrate an appreciation for and an awareness of Georgian Court and its athletic history.
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Athletics Department assessed its goal of "Increasing visibility & engagement of GCU Athletics in local & campus communities" for the CY2018 reporting cycle. From the data collected the unit goals was met and, in some areas, exceeded. Our findings were that several of our new initiatives resulted in positive actions. Most especially we saw an increase in donations through our pilot program of Every Day Hero (online fundraising). We were most pleased with our softball team's use of this platform to raise in excess of $10K for a batting cage project. Our head coach is now sharing strategies of how they were successful in that campaign. Most notably the use of personalized messaging from each player seemed to drive the campaign forward.

Each team has now been charged with energizing their asks using video/photos from each team member and developing a specific strategy with timing and frequency moving forward. While we were very happy with the development of game day events for our indoor sports, there still seems to be lack of connection on campus. We utilized student feedback to design the events and to message to campus, but attendance, especially with faculty & administration is still low. As we concentrate on "relationships matter" we will be working more specifically with the president & provost to assist in messaging that supporting student activities is vital to the development of community. Finally, our student-athletes continue do multiple hours of outreach both on and off campus. This year was the first year that our facilities department had some willingness to utilize our student-athletes to do some on campus clean-up. We believe this is an important piece of students caring for their own space (and hopefully minimize damages) and hope that it will continue. In total, our student-athletes completed over 5560 hours last year and already in the 19-20 academic year have completed 4002 hours. Moving forward we will continue to look at new ways to engage our alumni on the revenue generation. We will be developing an Athletic Alumni donor club that will launch in the summer. We will also be developing an Athletic Alumni network for our student-athletes to see where Georgian Court alums' careers have taken them and hopefully to have the alums serve as mentors.

Name of Unit:	Career Services
Reports to:	Provost
Person Completing the Report:	Ceil O'Callaghan
Goal Selected for this Report:	Career Services will become the hub for career preparation and attainment on the campus.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Career Services assessed its goal of becoming the hub for career preparation and attainment for the CY 2019 reporting cycle. From the data collect the unit goal was exceeded in all predicted outcomes. Our findings are that there is an increased focus on career preparation throughout the campus as evidenced by a 600% increase in presentations and workshops and a 126% increase in student participation in appointments, as well as 126% increase in the number of students loading their resumes into the on-line career system in comparison with CY 2018. Additionally, Career Services developed new collaborative efforts with academic areas, Student Support and Student Affairs. Career Services will take the following actions to continue to address the goal stated above:

1. Maintain and expand academic collaborations by working to develop/redesign a Meet and Greet program for Social Work/Psychology and Criminal Justice; assist SBDM with the redesign of their Meet & Greet activity. We will further refine the Career Mentoring aspects of Pathways to Career Success as a way of expanding faculty interactions with students on career issues.
2. Career Services will continue to work to upgrade the job hunting of our students by instituting an on-line mock interview program and expanding resume assistance to include mandatory resume reviews of all who use the online career system as well as increased marketing of student resume drop-in assistance.
3. Career Services will expand programming efforts with Student Life to include programs aimed at off-campus students as well as programs in the residence halls.

Name of Unit:	Educational Opportunity Fund (EOF)
Reports to:	Provost
Person Completing the Report:	Joy Smith
Goal Selected for this Report:	To develop a Workshop Series, in partnership with the GCU Faculty and major departments, for those who have 70+ credits. These sessions will focus on the GRE/GMAT/MCAT preparation, the application and funding process, various career paths (within the discipline) and the expectations of graduate students; to work with the Office of Career Services to create sessions that will address resume development and interview etiquette with the same group of students. The goal is to have at least 75% of our graduates enrolled in Graduate school or with a full-time position in their desired fields by GCU's 2019 Commencement Ceremony.
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Educational Opportunity Fund (EOF) Program assessed its goal of 1) developing a Graduation Preparation Workshop Series, for those who have 70+ credits and 2) having 70% of our graduates enrolled in graduate school or with a full-time position in their desired fields by GCU's 2019 Commencement Ceremony. From the data collected, the unit goal was met.

The graduates who attended the sessions are among those who were able to obtain full-time employment or graduate school acceptance by our 2019 Commencement; others received acceptance after May 31st. We will take the following actions to continue to address the goal: 1) work with Career Services to develop a plan that meets the postgraduate needs of our unique population.
2) Create assessment tools that allow us to evaluate the workshops and the entire initiative. 3) Work closely with our state partners to host sessions that can benefit students at the community college and senior institution level (which potentially increases our transfer population).

Name of Unit:	Office of Global Education
Reports to:	Provost
Person Completing the Report:	Laura Grodewald
Goal Selected for this Report:	Provide engaging student experiences on global education and awareness.
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Office of Global Education Programs assessed its goal of providing engaging student experiences on global education and awareness for the AY 2018-2019 reporting cycle. From the data collected, the unit goal was exceeded. Our findings were that the Office and the Global Lions worked collaboratively to coordinate 7 Global Café talks where students returning from abroad and international students shared food and stories and experiences about another country or region. The International Spring Festival was also a big success with clubs, teams, and individuals hosting tables representing 30 different countries. The Global Lions received the "Most Engaged Club on Campus" Award this year demonstrating the impact that the club has had on the campus in developing global awareness events open to all. The Office of Global Education Programs will take the following actions to continue to address the goal stated above: host at least 6 international awareness events on campus throughout the calendar year to include global cafe talks, International Education Week events, and an International Festival; involve Global Lions and students returning from abroad in these initiatives.

Name of Unit:	Math Lounge
Reports to:	Provost
Person Completing the Report:	Robert Devlin
Goal Selected for this Report:	Students will become better, more efficient and knowledgeable mathematics students. They will come to the Math Lounge with a range of mathematical deficiencies and leave with a better understanding of what they require
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Math Lounge assessed its goal of increased usage and quality usage for the CY 2018-2020 reporting cycle. From the data collected, the unit goal was exceeded. Our findings were shown to have a marketed increase in appointments across multiple genres of mathematics. There has also been an increase in other subject matters (Chemistry, Nursing, Education, etc.) that have the need for mathematical assistance. The Math Lounge will take the following actions to continue to address the goal stated above: continued classroom visits, increase of a social media presence, website improvements, hire more tutors, and make the Lounge available for more hours.

Name of Unit:	University Honors Program
Reports to:	Provost
Person Completing the Report:	Jessica Hausmann
Goal Selected for this Report:	To create a community of learners who challenge and support one another academically and intellectually
Reporting Year:	Calendar Year (CY) 2019 (January through December, 2019)

Executive Summary:

University Honors Program assessed its goal "to create a community of learners who challenge and support one another academically and intellectually" for the CY 2019 reporting cycle. From the data collected, the unit goal was met, and for some outcomes the expectations were exceeded. The findings were that students reported participation in university activities and honors classes at rates that exceeded our target of 80%. They reported participation in honors activities at the expected level of 50% (actual - 49%). They reported that their participation the honors program made them feel more connected to campus at a rate of 74% which significantly exceeded our expectation of 60%. The University Honors Program should continue to try to increase opportunities for students to participate in group activities and focus on improving attendance at the end of year reception, although there will be a new director next year, so there may be some shifts in focus.

Name of Unit:	Writing Center
Reports to:	Provost
Person Completing the Report:	Anthony Brano
Goal Selected for this Report:	Students will become better writers. They will increase the sophistication of their writing with correct grammar, sound logic, and persuasive rhetoric.
Reporting Year:	Calendar Year (CY) 2019 (January through December, 2019)

Executive Summary:

The Writing Center assessed the extent to which students became better writers during 2019. From the data collected, 85% of students exceeded rubric expectations and 90% met or exceeded rubric expectations. The director and tutors will continue to work individually and in groups to maintain the quality of tutoring. All staff members will attend at least one workshop to become better acquainted with the changes present in the APA 7th edition.

Name of Unit:	Library
Reports to:	Provost
Person Completing the Report:	Jeffrey Donnelly
Goal Selected for this Report:	Provide engaging student experiences.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

Providing an engaging student experience for the CY 2019 reporting cycle. From the data collected, we exceeded our expectations for this unit goal. Our findings were that we were able to provide more events and exhibits during the previous two calendar years, than we had in previous years, exceeding our benchmark standards of 6 events and 24 exhibits each calendar year, with a total of 25 events and 50 exhibits in 2018, and 16 events and 50 exhibits in 2019. To address this goal, the library has implemented a new marketing strategy and incorporated outreach into an aspect of every librarian and staff members' job requirement, so it is no longer a voluntary effort. The library also created a new marketing strategy in this time, to make use of social media and create new avenues for promoting events within the GCU community and to the public, beyond traditional methods. While the benchmark for success is indicative of the number of events and exhibits the library was able to successfully have, it is not indicative of the quality or turnout for the events. Because of this, new benchmarks will be established in the next cycle, to assess the quality of the events.

Name of Unit:	Counseling Center
Reports to:	Provost-Dean of Students
Person Completing the Report:	Robin Solbach
Goal Selected for this Report:	To maintain a high standard of professionalism by encouraging counselors' participation in workshops/seminars/continuing education and by supporting membership in professional organizations.
Reporting Year:	Calendar Year (CY) 2019 (January through December, 2019)

Executive Summary:

The Counseling Center assessed its goal of maintaining a high standard of professionalism by encouraging counselors' participation in workshops/seminars/continuing education and by supporting membership in professional organizations for the CY 2019 reporting cycle. From the data collected, the unit goal was met. Our findings were that 100% of counselors earned 6 hours of continuing education over the course of the year. The Counseling Center will take the following action to continue to address the goal stated above: request University funding to support participation in continuing education, as current budgetary allowance is inadequate.

Name of Unit:	Health Services
Reports to:	Provost-Dean of Students
Person Completing the Report:	Robin Solbach
Goal Selected for this Report:	Create social and physical environments that promote healthy behaviors and foster healthy lifestyle choices that support students' academic success.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

Health Services assessed its goal of creating social and physical environments that promote healthy behaviors and foster healthy lifestyle choices that support students' academic success for CY 2019. From the data collected, the unit goal was met. Our findings were that a majority of students who participated in health promotion events reported increased awareness, knowledge and benefits of living a healthy lifestyle; increased awareness of self-reliant behaviors having a positive impact on academic success; and awareness that attendance at one or more health promotion activities has a direct impact on overall general health and prevention of diseases. Health Services will continue to provide health promotion events to address the goal stated above.

Name of Unit:	Residence Life
Reports to:	Provost-Dean of Students
Person Completing the Report:	Elizabeth Estell
Goal Selected for this Report:	To develop training programs for student leadership in conjunction with other University components.
Reporting Year:	Calendar Year (CY) 2019 (January through December 2019)

Executive Summary:

The Office of Residence Life assessed its goal of developing training programs for student leadership in conjunction with other university components for the CY 2019 reporting cycle. From the data collected, the unit goal was met. Our findings were that our graduate and undergraduate student staff were developed to work better as teams and to be leaders and resources for resident students; staff received training on Title IX, TIPS Alcohol Training, Programming, and Community Development; and professional staff worked with Counseling, Security, and Career Services to include other campus partners in the student staff training. The Residence Life unit will take the following actions to continue to address the goal stated above: continue training both graduate and undergraduate student staff each semester; continue working with Counseling, Security, and Career Services on training sessions; and work to include other campus partners such as Trio-SSS and Academic Support.

Name of Unit:	Office of Student Life
Reports to:	Provost-Dean of Students
Person Completing the Report:	Erin McCarron
Goal Selected for this Report:	Increase participation in both Emerging Leaders and WILD, while creating a co-curriculum that increases the student's leadership and critical thinking.
Reporting Year:	Calendar Year (CY) 2019 (January through December, 2019)

Executive Summary:

The Office of Student Life assessed its goal to increase participation in both Emerging Leaders and WILD, while creating a co-curriculum that increases the student's leadership and critical thinking skills for the CY 2018 reporting cycle. From the data collected, the unit goal fulfilled outcome 2: to create co-curriculums that focus on leadership development and critical thinking. However, the results were split when evaluating outcome 1: increase participation in both WILD and Emerging Leaders. Participation in the WILD program increased just over 50% from 2018-2019, however, Emerging Leaders declined by 23%.

The findings that can support the decline in the Emerging Leaders program are two-fold. 1) Emerging Leaders is the Georgian Court University co-educational leadership program. However, we saw a decline in our male student participation beginning in 2017, after the inaugural Emerging Leaders participants graduated. Considering a large majority of our male population is student-athlete based, recruitment of male students is difficult given the vast number of other responsibilities and requirements student-athletes are required to complete.

In addition, there has been a large amount of turnover in the position of Coordinator of Student Leadership and Engagement. Since 2017, the position has had three different coordinators. This greatly disturbs the continuity of the program and its ability to recruit and retain members, especially when you have a new program such as Emerging Leaders.

Steps to improve recruitment and retention is to rebrand the Emerging Leaders program in that it can distinctly differentiate itself from WILD and have a broader appeal to all students and keeping in-mind the need for flexibility to accommodate as many students as possible.

Two departments that the Office of Student Life will collaborate with is both Admission and the Marketing department. Both these departments are key in the development and promotion of the newly branded organization.

Name of Unit:	Division of Student Affairs
Reports to:	Provost
Person Completing the Report:	Amani Jennings
Goal Selected for this Report:	Develop a GCU Leadership Institute.
Reporting Year:	Academic Year (AY) 2018-2019 (Fall 2018 through Summer 2 2019)

Executive Summary:

The Division of Student Affairs assessed its goal of developing a leadership institute for the CY 2018 reporting cycle. From the data collected, the unit goal was not met. Our findings show that while we have been able to host two successful Servant Leadership Summits that have attracted student participation from GCU and 10 other universities, we have not yet fully established the leadership institute. This has been due largely to inconsistency within the position of Leadership and Engagement which has seen two Coordinators resign over the past year and a half. The Division of Student Affairs will establish the leadership institute curriculum, BlackBoard mini courses and will begin the certification process. Additionally, we have adjusted the Coordinator for Leadership position which should provide greater stability.

Georgian Court University
Unit Assessment Reports due January 30, 2020
Alignment with MSCHE Standards

Unit Goal and MSCHE Alignment

Academic Development and Support Center (ADSC)	Goal 1: Services of ADSC will meet all intended student participation goals of various student support services offered within the areas of participation and /or compliance.	Standard IV, Standard V
Accounts Payable	Improve upon adherence to established AP processes and control	Standard VI
Associate Provost for Academic Program Development	Fostering partnerships to enhance an exceptional student experience.	Standard III, Standard IV, Standard V
Athletics	Goal #1: Increase the visibility and engagement of GCU Athletics in local and campus communities	Standard IV, Standard I
Campus Safety	Goal 2 - Successfully maintain departmental annual operating budget	Standard VI
Career Services	Career Services will become the hub for career preparation and attainment on the campus.	Standard IV
Counseling Center	To maintain a high standard of professionalism by encouraging counselors' participation in workshops/seminars/continuing education and by supporting membership in professional organizations.	Standard IV
Division of Student Affairs	Develop a GCU Leadership Institute.	Standard III, Standard IV

Educational Opportunity Fund (EOF) Program	To develop a Workshop Series, in partnership with the GCU Faculty & major departments, for those who have 70+ credits. These sessions will focus on the GRE/GMAT/MCAT preparation, the application and funding process, various career paths (within the discipline) and the expectations of graduate students; 2) to work with the Office of Career Services to create sessions that will address resume development and interview etiquette with the same group of students. The goal is to have at least 75% of our graduates enrolled in graduate school or with a full-time position in their desired fields by GCU's 2019 Commencement Ceremony.	Standard IV, Standard V
Facilities	Complete Facilities Condition Assessment. Prioritize and evaluate recommended actions in coordination with development of the Facilities Master Plan for effective facilities usage and occupation to support the Strategic Plan and Vision	Standard VI
Finance	Preparing for NFP financial reporting changes - 4 new accounting pronouncements	Standard VI, Standard II
Health Services	Create social and physical environments that promote healthy behaviors and foster healthy lifestyle choices that support students' academic success.	Standard IV
Human Resources	Goal #1 Implement Benefits Carrier Connections	Standard VI
Information Technology	Goal 2: It will produce an Information Technology Strategic Plan for fiscal years 2019-2022.	Standard VI
Institutional Advancement	Successfully complete an advancement reorganization resulting in increased contribution revenue and participation in giving	Standard VI
Library	Provide engaging student experiences.	Standard III, Standard IV
Mailroom	Maximize bulk mailing discounts available to decrease postage costs	Standard VI
Marketing and Communications	Strengthen institutional recognition and the GCU brand—externally and internally—via measurable marketing and communication activities that (a) align with institutional priorities and (b) drive reach, action, conversion, and engagement among GCU's target audiences.	N/A
Math Lounge	Students will become better, more efficient and knowledgeable mathematics students. They will come to the Math Lounge with a range of mathematical deficiencies and leave with a better understanding of what they require	Standard IV, Standard V

Office of Campus Ministry	Goal 2: The Office of Campus Ministry will seek to engage a spiritually diverse campus community with an expanded range of spiritual experiences, particularly in the area of interfaith and ecumenical programing.	Standard I, Standard IV
Office of Conferences & Special Events	To increase attendance at community education programs by 20% in FY 19 and an additional 15% in FY 20	Standard IV, Standard VI
Office of Financial Aid	Appropriate staffing and cross training to better serve the student experience as well as the centralization of the Financial Aid office.	Standard IV, Standard VI
Office of Global Education	Provide engaging student experiences on global education and awareness.	Standard III, Standard IV
Office of Institutional Assessment and Accreditation	The Office of Institutional Assessment and Accreditation (the Office) will support the university's efforts to achieve re-affirmation of accreditation with commendation and no recommendations other than the included Self-Recommendations.	Standard V
Office of Student Accounts	Clarify the function and identity of the Office of Student Accounts	Standard VI
Office of Student Life	Goal 2 - Increase participation in both Emerging Leaders and WILD, while creating a co-curriculum that increases the students leadership and critical thinking skills.	Standard III, Standard IV
Payroll	WFN Upgrade - Phase II. Explore implementation of Time & Attendance for student workers and hourly staff.	Standard VI
Purchasing	Building a strategic relationship with suppliers. The aim of strategic purchasing is to achieve cost reductions while maintaining or improving the quality of supplies.	Standard VI
Residence Life	To develop training programs for student leadership in conjunction with other University components	Standard III, Standard IV

| Undergraduate Academic Advising (Advising Fellows) | Advising Exploring Students | Standard IV |

MSCHE Standards Aligned with Unit Assessment Goals - Report 2020

Field	Choice Count
Standard V	5
Standard VI	13
Standard IV	19
Standard III	7
Standard I	2
Standard II	1

Georgian Court University
Unit Assessment Report - Alignment with Strategic Compass
Report due January 30, 2020   N=31

Does the stated goal align with Compass Point #1: Mission Fulfillment Through Academic Excellence?
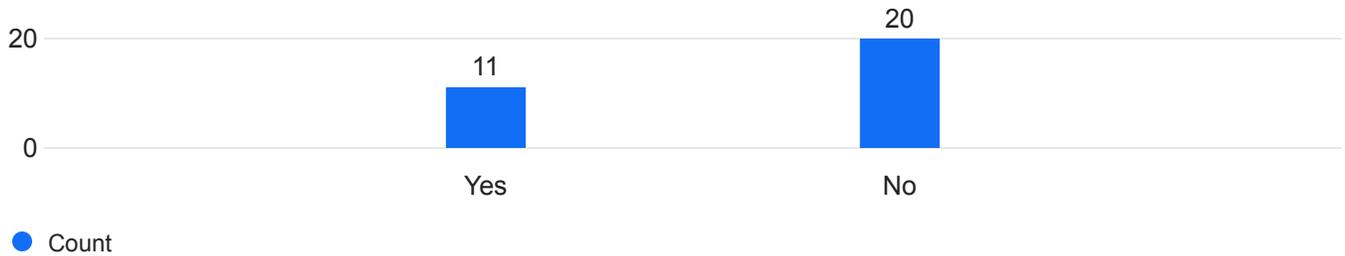
Give the alignment of this goal and associated outcomes with the Strategic Compass Objectives, Key Results and Achieved (OKA). Strategic Compass Point #1: Mission Fulfillment Through Academic Excellence

Field	Choice Count
1.1 Increase offerings by implementing sustainable new or revised undergraduate programs (at least five), new graduate programs (at least three), and non-degree programs which meet currently unserved student populations or needs.	0
1.2 Stabilize one year retention of First Year students at 75% or higher. Baseline one year retention of Second Year students and transfer students. Improve four year graduation rates.	2
1.3 Provide consistent program quality, as measured by student satisfaction, across delivery formats (face-to-face, hybrid, online) and geographical site locations such that all students will have access to equitable services and facilities.	3
1.4 Increase average number of high impact practices in which students participate including learning communities, service learning, research with faculty, study abroad, field or internship experience, and capstone experiences.	3
1.5 Increase percentage of graduating undergraduate students who enter graduate school at GCU, at GCU partner programs, and elsewhere.	1
1.6 Increase percentage of graduating students who are employed in positions in which their degree is needed within six months.	2

1.7 Maintain and grow academic space in alignment with program needs. 1

Other, please explain - Text

Increase percentage of clients whose writing skills improve.

Create community within Honors Program that create support system and facilitate informal study groups and similar academic supports.

Continued MSCHE Accreditation of the University.

Does the stated goal align with Compass Point #2: Mission Fulfillment Through Exceptional Student Experiences?
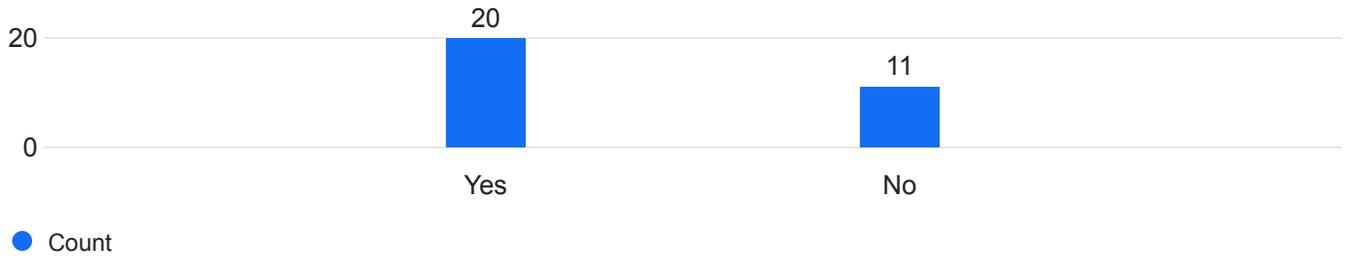
● Count

Give the alignment of this goal and associated outcomes with the Strategic Compass Objectives, Key Results and Achieved (OKA). Strategic Compass Point #2: Mission Fulfillment Through Exceptional Student Experiences.

Field	Choice Count
2.1 Improve the overall retention of resident students by providing a healthy and engaging residential experience.	6
2.2 Develop an IT infrastructure that includes a "one campus" communications and services structure that is on par with current higher education industry standards.	1
2.3 Enhance the physical space available for student engagement throughout campus.	3
2.4 Develop collaborative campus environment that supports students through engagement with all campus stakeholders.	10
2.5. Integrate marketing and recruitment strategies that highlight institutional strengths to attract the student who will succeed at Georgian Court University.	2
2.6 Provide unique student leadership experiences that focus on the philosophy of servant and ethical leadership.	5
2.7 Identify current or develop new GCU Traditions to support and highlight a dynamic unified campus culture (convocation, homecoming, bonfire, etc.).	2
2.8 Provide for an exceptional, safe, and well-rounded student-athlete experience through maintenance of competitive level facilities, leadership programming, academic support & resources consistent with program growth.	1
Other, please explain	4

Other, please explain - Text

Provide for an exceptional student experience through maintenance of academic support & resources consistent with program growth.

GCU "provides students with… an environment for the entire university community to grow through shared educational, cultural, social, and spiritual experiences."

Provide a social platform and space for students to share academic and personal growth from transformative experiences. Provide a space where students share, and inspired, and learn from one another outside of the classroom.

Assessment of the Design, Delivery, Support and Assessment of the Student Experience in the area of Learning and support of learning.

Does the stated goal align with Compass Point #3: Mission Fulfillment Through Revenue Generation and Diversification?
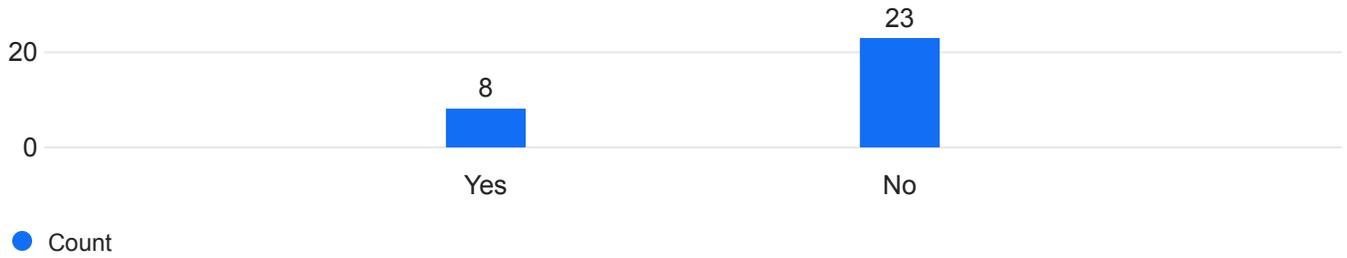

Give the alignment of this goal and associated outcomes with the Strategic Compass Objectives, Key Results and Achieved (OKA). Strategic Compass Point #3: Mission Fulfillment Through Revenue Generation and Diversification.

Field	Choice Count
3.1 Increase enrollment to meet current capacity and develop a comprehensive plan for our main campus in demographic and programs which highlight the main campus as the flagship model for the Georgian Court Mission.	3
3.2 Identify new locations, sites, and delivery modalities where the Mission and the revenue opportunities are abundant.	0
3.3 Identify and partner with high schools, community colleges, other colleges and universities, community programs, and businesses/employers to meet their student needs as an educational partner.	2
3.4 Create multiple-channel financial aid strategy to connect early packaging with admissions yield strategy. Utilize packaging strategy to create an optimal class and net tuition revenue.	1
3.5 Implement a branded Georgian Court experience for all students regardless of site or location to build on the sense of connectedness to the University, cultivating continuous involvement as future alumni & donors.	1
3.6 Seek additional revenue in to the forms of increased alumni giving, increased athletic giving, increased foundation and corporate partnerships.	2
3.7 Engage stakeholders of the institution including, board members, administration, faculty and staff, and alumni the fundraising efforts to build on the Georgian Court Brand and build connections to new funding sources.	1
3.8 Build capacity and launch a capital campaign.	1
Other, please explain	1

Other, please explain - Text

Adjusted officers schedules to maximize campus safety coverage and by doing so we significantly reduced overtime costs.

Does the stated goal align with Compass Point #4: Mission Fulfillment Through the Operational Efficiency and Resource Utilization?
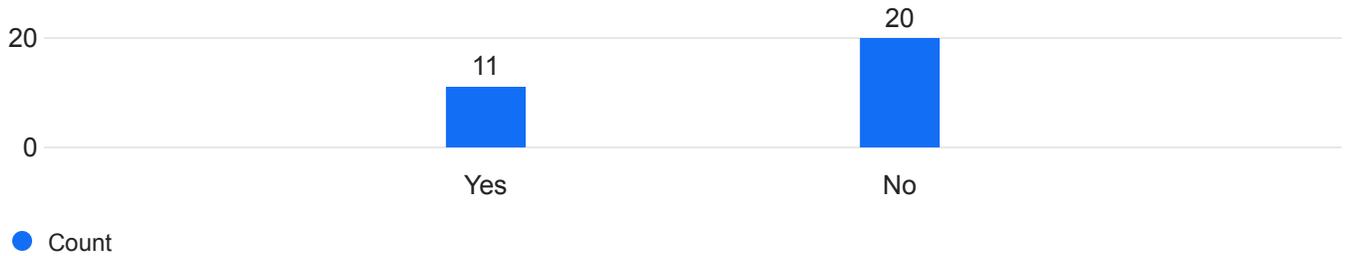
Give the alignment of this goal and associated outcomes with the Strategic Compass Objectives, Key Results and Achieved (OKA). Strategic Compass Point #4: Mission Fulfillment Through the Operational Efficiency and Resource Utilization.

Field	Choice Count
4.1 Develop a collaborative financial strategy for the next three years that integrates the strategic enrollment and academic plans. These plans will be supported by Capital and Leased space development programs and the integration of the Facilities Conditions Assessment.	1
4.2 Develop a plan that re-imagines the campus to make efficient and effective use of physical spaces on campus, inclusive of renewal and replacement programs.	3
4.3. Develop the Campus Master Plan and a Strategic Technology Master plan to support campus operations and expand satellite and virtual academic sites.	2
4.4 Enhance and expand efficient process improvement programs to provide more supportive operations and efficient campus operations and workflows.	4
Other, please explain	5

Other, please explain - Text

Cost savings

Adherence to internal controls and compliance with established policies to ensure University is limiting exposure to risk. (regulatory compliance, audit, GAAP, GASB, FASB, fraud, litigation)

Compliance in financial and regulatory reporting

By adjusting our officer's schedules we were able to significantly reduce our overtime costs. Because of the savings we were able to have staff available for community outreach events with our students. During these events we were able to build relationships with our students. I believe these relationships helped with our reduction in crime on campus by 55%. The biggest reduction in crime was vandalism in the residence halls, this was cut by 76%. Thus, saving Facilities time and money for repairs allowing them to allocate those resources elsewhere.

The process of re-affirmation of accreditation afforded all aspects of university life and functions to assess effectiveness.