

# **Savannah State University**

## **Strategic Plan 2014-2020**

### **About SSU**

Savannah State University, the oldest institution of higher learning in the city, was founded in 1890 as Georgia State Industrial College for Colored Youths. The College became a full-time degree granting institution in 1928. Today, Savannah State University is a senior coeducational unit of the University System of Georgia, educating more than 4,800 students each year. The university, which is accredited by the Southern Association of Colleges and Schools (SACS), offers undergraduate and graduate degree programs in the three colleges – Liberal Arts and Social Sciences, Business Administration, and Sciences and Technology – and the School of Teacher Education.

### **Mission Statement**

Savannah State University, the oldest public historically black university in the State of Georgia, develops productive members of a global society through high quality instruction, scholarship, research, service and community involvement. The University fosters engaged learning and personal growth in a student-centered environment that celebrates the African-American legacy while nurturing a diverse student body. Savannah State University offers graduate and undergraduate studies including nationally accredited programs in the liberal arts, the sciences and the professions.

### **Vision Statement**

Savannah State University will become the institution of choice in our region, where students maximize their potential in a nurturing environment that embraces social and intellectual diversity. The University will create an efficient, student-centered culture, responsive to the needs of its stakeholders, supportive of ideals and ethical verities, and loyal to its rich legacy and heritage.

Dr. Cheryl Davenport Dozier  
President, Savannah State University

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**SSU 2014 – 2020**  
**STRATEGIC PLAN PRIORITIES**

*Our Legacy – Our Future*

**PRIORITY 1: ACADEMIC ENGAGEMENT and ACHIEVEMENT**

- Advancing knowledge through research, scholarship, and creative inquiry
- Diversifying academic programs and enhancing academic quality
- Enhancing curricular and co-curricular activities through academic and student life experiences

**PRIORITY 2: COMMUNITY and ECONOMIC DEVELOPMENT**

- Utilizing applied research to embrace social, economic, and community projects
- Initiating leadership opportunities through service and workforce development
- Enhancing sustainable partnerships and alliances

**PRIORITY 3: GLOBAL EDUCATION EXPERIENCES**

- Expanding International Programs
- Initiating international partnerships
- Enhancing Study Abroad and Exchange Program opportunities
- Broadening experiences for international and other diverse students

**PRIORITY 4: SUSTAINABILITY AND RESOURCES**

- Executing the Master Plan, infrastructure and facilities management processes
- Promoting growth through extramural funding, philanthropic support and financial stewardship
- Supporting institutional capacity building and environmental responsibility
- Exemplifying SSU as a living and learning environment for intellectual engagement, creativity, inquiry, discovery, and reflection
- Promoting partnerships with campus and community focused on health and wellness
- Advancing diversity and inclusion throughout the institution

**PRIORITY 5: TECHNOLOGICAL COMPETITIVENESS**

- Supporting a technologically advanced living and learning environment
- Increasing pedagogical and online learning resources
- Enhancing the technology infrastructure
- Enhancing customer service to improve security systems and support privacy and integrity functions

**PRIORITY 1: ACADEMIC ENGAGEMENT and ACHIEVEMENT**  
***GOALS/OBJECTIVES***

**Goal 1: To advance knowledge through research, scholarship and creative inquiry.**

Objective 1: To enhance discipline-based and interdisciplinary research, scholarship, and creative activity in support of intellectual growth, service, and leadership.

Objective 2: To develop a teaching and research infrastructure that supports effective pedagogical constructs, faculty development, interdisciplinary scholarship, and creative production.

Objective 3: To coordinate and link teaching, research, and service initiatives to local, national, and global needs, interests, and issues.

**Goal 2: To diversify academic programs and enhance academic quality.**

Objective 1: To develop new graduate and undergraduate programs consistent with the SSU mission and need.

Objective 2: To support academic programs and promote student success through innovative curricula, pedagogies, and co-curricular activities.

Objective 3: To enhance academic support and advisement to increase student success, retention, and graduation.

Objective 4: To enhance partnerships with the K-12 community to improve college readiness.

Objective 5: To prepare students as leaders in a diverse and global society through enrichment of academic programs.

Objective 6: To sustain high quality education while responding to changing student populations and offering opportunities that shorten time to degree completion.

**PRIORITY 1: ACADEMIC ENGAGEMENT and ACHIEVEMENT**  
***GOALS/OBJECTIVES***

**Goal 3: To enhance curricular and co-curricular activities through academic and student life experiences**

Objective 1: To meet the cognitive and affective needs of students through learning support systems.

Objective 2: To broaden students' learning experiences that complement development both inside and outside of the classroom environment.

Objective 3: To advance student learning and leadership experiences through integration of curricular and co-curricular activities.

**Priority 2: COMMUNITY and ECONOMIC DEVELOPMENT**  
***GOALS/OBJECTIVES***

**Goal 1: Utilize applied research to embrace social, economic, and community projects.**

Objective 1: To strengthen community partnerships involving urban planning processes that serve and support the local economy through contributions of research and practical application.

Objective 2: To foster collaborative efforts in support of a productive and sustainable environment through community development.

**Goal 2: To initiate leadership opportunities through service and workforce development.**

Objective 1: To advance service learning and workforce development through leadership initiatives.

Objective 2: To develop an inclusive model for community and economic advancement that fosters intellectual and professional development for careers in a global society.

**Goal 3: To enhance sustainable partnerships and alliances.**

Objective 1: To expand service learning and civic engagement involving community and economic development through partnership initiatives.

Objective 2: To establish and strengthen partnerships that focus on economic growth and educational opportunities.

Objective 3: To implement a strategic and comprehensive approach in establishing and enhancing partnerships involving community engagement and economic development.

Objective 4: To establish business and industry partnerships with linkages to SSU academic programs and research initiatives.

**PRIORITY 3: GLOBAL EDUCATION EXPERIENCES**  
***GOALS/OBJECTIVES***

**Goal 1: To expand international programs.**

Objective 1: To broaden the scope of international academic programs through curricular enhancements.

Objective 2: To strengthen interdisciplinary synergies through academic programming in support of a globally engaged SSU to include students, faculty, and staff.

**Goal 2: To initiate international partnerships.**

Objective 1: To establish a model for instituting and sustaining institutional linkages.

Objective 2: To identify and utilize resources to support SSU's global engagement.

**Goal 3: To enhance study abroad and exchange program opportunities.**

Objective 1: To increase experiential learning opportunities through study abroad and exchange programs in support of cross-cultural experiences.

Objective 2: To ensure that students have enhanced experiences involving global awareness.

**Goal 4: To broaden experiences for international and other diverse students.**

Objective 1: To expand SSU international model delegations.

Objective 2: To enhance enrollment services for international and diverse students.

**Priority 4: SUSTAINABILITY AND RESOURCES**  
***GOALS/OBJECTIVES***

**Goal 1: To execute the Master Plan, infrastructure and facilities management processes.**

Objective 1: To launch a strategic process for review and implementation of the SSU Master Plan.

Objective 2: To develop a process for infrastructure facilitation and management.

**Goal 2: To promote growth through extramural funding, philanthropic support and financial stewardship.**

Objective 1: To implement and support activities involving the establishment of a planned giving program, identifying and securing major gifts, and executing annual giving initiatives.

Objective 2: To develop and implement activities involving a comprehensive plan for alumni engagement, affiliated foundations/boards, and increase in opportunities for financial networking.

Objective 3: To pursue external resources for facilities to include renovation and construction.

**Goal 3: To support institutional capacity building and environmental responsibility.**

Objective 1: To operationalize and maximize human resources through innovative and functional solutions.

Objective 2: To engage in continuous improvement involving the institutional infrastructure.

Objective 3: To work toward an environmentally sustainable campus exploring alternative energy and conservation programs that support infrastructure and reduce cost.

**Goal 4: To exemplify SSU as a living and learning environment for intellectual engagement, creativity, inquiry, discovery, and reflection.**

Objective 1: To develop and execute comprehensive communications/multilingual strategies.

Objective 2: To increase SSU's global visibility through integrated marketing strategies.

**Priority 4: SUSTAINABILITY AND RESOURCES**  
***GOALS/OBJECTIVES***

**Goal 5: To promote partnerships with campus and community focused on health and wellness.**

Objective 1: To design and implement institution-wide programs in support of health and wellness.

Objective 2: To utilize campus-community partnerships in promoting health and wellness of students as a foundation for academic and life success.

Objective 3: To promote a safe and nurturing campus environment.

Objective 4: To foster a campus culture of respect, civility and shared responsibility.

**Goal 6: To advance diversity and inclusion throughout the institution.**

Objective 1: To foster a diverse and inclusive campus community through a variety of activities and practices in a nurturing and supportive learning environment.

Objective 2: To advance diversity and inclusion throughout the broader campus community, the Coastal Georgia Region and beyond.

**Priority 5: TECHNOLOGICAL COMPETITIVENESS**  
***GOALS/OBJECTIVES***

**Goal 1: To support a technologically advanced living and learning environment.**

Objective 1: To identify efficiencies in the use of existing and emerging technologies in support of the SSU living and learning environment.

Objective 2: To effectively facilitate network connectivity and infrastructure operations for research, teaching, and residential activities.

**Goal 2: To increase pedagogical and online learning resources.**

Objective 1: To increase use of technology and digital pedagogy in support of multimodal teaching and learning.

Objective 2: To expand the use of technological advances involving learning opportunities across the curriculum and co-curriculum.

Objective 3: To partner with academic units to provide instructional technology services that enhance the teaching and learning environment.

Objective 4: To enhance online course delivery by developing a Campus Portal for accessing faculty and staff educational offerings.

Objective 5: To develop policies, procedures, initiatives, strategies, goals and objectives to further develop the institution's intellectual property assets.

Objective 6: To increase and enhance the institution's affordable learning opportunities including identifying and securing additional resources (software, etc.) and timely technological upgrades.

Objective 7: To explore and assess Massive Open Online Courses (MOOCS) as part of the institution's affordable learning strategy with a commitment to ensuring high quality education.

**Priority 5: TECHNOLOGICAL COMPETITIVENESS**  
***GOALS/OBJECTIVES***

**Goal 3: To enhance the technological infrastructure.**

Objective 1: To expand the technological capacity and support tools to meet the needs of SSU students, faculty, and staff.

Objective 2: To ensure that the network infrastructure is operational, reliable, and cost effective.

Objective 3: To leverage existing, emerging, and innovative technologies to enhance and improve campus-wide services.

**Goal 4: To enhance customer service to improve security systems and support privacy and integrity functions.**

Objective 1: To work with stakeholders to evaluate and implement security technologies and ensure the privacy and integrity of information resources.

Objective 2: To work with stakeholders to evaluate and implement technologies that ensure availability of information technology resources.



Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 1: Academic Engagement and Achievement	Goal 1: To advance knowledge through research, scholarship and creative inquiry.	Objective 1.1.1: To enhance discipline-based and interdisciplinary research, scholarship, and creative activity in support of intellectual growth, service, and leadership.	Academic Affairs	#1
		Objective 1.1.2: To develop a teaching and research infrastructure that supports effective pedagogical constructs, faculty development, interdisciplinary scholarship, and creative production.	Academic Affairs	#1
		Objective 1.1.3: To link teaching, research, and service initiatives to local, national, and global needs, interests, and issues.	Academic Affairs	#1
Priority 1: Academic Engagement and Achievement	Goal 2: To diversify academic programs and enhance academic quality.	Objective 1.2.1: To develop new graduate and undergraduate programs consistent with the SSU mission and need.	Academic Affairs	#1
		Objective: 1.2.2: To support academic programs and promote student success through innovative curricula, pedagogies, and co-curricular activities.	Academic Affairs Student Affairs	#1



Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 1: Academic Engagement and Achievement	Goal 2: To diversify academic programs and enhance academic quality.	Objective 1.2.3: To enhance academic support and advisement to increase student success, retention, and graduation.	Academic Affairs	#1
		Objective 1.2.4: To enhance partnerships with the K-12 community to improve college readiness.	Academic Affairs	#1
		Objective 1.2.5: To prepare students as leaders in a diverse and global society through enrichment of academic programs.	Academic Affairs	#1
		Objective 1.2.6: To sustain high quality education while responding to changing student populations and offering opportunities that shorten time to degree completion.	Academic Affairs	#1
Priority 1: Academic Engagement and Achievement	Goal 3: To enhance curricular and co-curricular activities through academic and student life experiences.	Objective 1.3.1: To meet the cognitive and affective needs of student through learning support systems.	Academic Affairs  Student Affairs	#1

**STRATEGIC PLAN PRIORITIES**  
*Goals – Objectives – Alignment with University System of Georgia Imperatives*

<b>Strategic Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Responsible SSU Unit</b>	<b>Alignment with USG Imperative</b>
Priority 1: Academic Engagement and Achievement	Goal 3: To enhance curricular and co-curricular activities through academic and student life experiences.	Objective 1.3.2: To broaden students' learning experiences that complement development both inside and outside of the classroom environment.	Academic Affairs  Student Affairs	#1
		Objective 1.3.3: To advance student learning and leadership experiences through integration of curricular and co-curricular activities.	Academic Affairs  Student Affairs	#1
Priority 2: Community and Economic Development	Goal 1: To utilize applied research to embrace social, economic, and community projects.	Objective 2.1.1: To strengthen community partnerships involving urban planning processes that serve and support the local economy through contributions of research and practical application.	University Advancement  Academic Affairs  Student Affairs	#2
		Objective 2.1.2: To foster collaborative efforts in support of a productive and sustainable environment through community development.	University Advancement  Academic Affairs  Student Affairs	#2



Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 2: Community and Economic Development	Goal 2: To initiate leadership opportunities through service and workforce development.	Objective 2.2.1: To advance service learning and workforce development through leadership initiatives.	University Advancement Academic Affairs Student Affairs	#2
		Objective 2.2.2: To develop an inclusive model for community and economic advancement that fosters intellectual, professional development for careers in a global society.	University Advancement Academic Affairs Student Affairs	#2
Priority 2: Community and Economic Development	Goal 3: To enhance sustainable partnerships and alliances.	Objective 2.3.1: To expand service learning and civic engagement involving community and economic development through partnership initiatives.	University Advancement Academic Affairs Student Affairs	#2
		Objective 2.3.2: To establish and strengthen partnerships that focus on economic growth and educational opportunities.	University Advancement Academic Affairs Student Affairs	#2
		Objective 2.3.3: To implement a strategic and comprehensive approach in establishing and enhancing partnerships involving community engagement and economic development.	University Advancement Academic Affairs Student Affairs	#2

**STRATEGIC PLAN PRIORITIES**  
*Goals – Objectives – Alignment with University System of Georgia Imperatives*

Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 2: Community and Economic Development	Goal 3: To enhance sustainable partnerships and alliances.	Objective 2.3.4: To establish business and industry partnerships with linkages to SSU academic programs and research initiatives.	Academic Affairs  Student Affairs  University Advancement	#2
		Objective 3.1.1: To broaden the scope of international academic programs through curricular enhancements.	Academic Affairs  Student Affairs  University Advancement	#2
Priority 3: Global Education Experiences	Goal 1: To expand international programs.	Objective 3.1.2: To strengthen interdisciplinary synergies through academic programming in support of a globally engaged SSU to include students, faculty, and staff.	Academic Affairs  Student Affairs	#2
		Objective 3.2.1: To establish a model for instituting and sustaining institutional linkages.	All Units	#2
Priority 3: Global Education Experiences	Goal 2: To initiate international partnerships.	Objective 3.2.2: To identify and utilize accessible centralized resources to support SSU's global engagement.	Academic Affairs  Student Affairs  Business & Fiscal Affairs	#2



Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 3: Global Education Experiences	Goal 3: To enhance Study Abroad and Exchange Program opportunities.	Objective 3.3.1: To increase experiential learning opportunities through study abroad and exchange programs in support of cross-cultural experiences.	Academic Affairs  Student Affairs	#2
		Objective 3.3.2: To ensure that students have enhanced experiences involving global awareness.	Academic Affairs  Student Affairs	#2
Priority 3: Global Education Experiences	Goal 4: To broaden experiences for international and other diverse students.	Objective 3.4.1: To expand SSU international model delegations.	Academic Affairs  Student Affairs	#2
		Objective 3.4.2: To enhance enrollment services for international and diverse students.	Student Affairs  Academic Affairs  University Advancement	#2
Priority 4: Sustainability and Resources	Goal 1: To execute the Master Plan, infrastructure and facilities management processes.	Objective 4.1.1: To launch a strategic process for review and implementation of the SSU Master Plan.	All Units	#3
		Objective 4.1.2: To develop a process for infrastructure facilitation and management.	Business & Fiscal Affairs	#3

**STRATEGIC PLAN PRIORITIES**  
*Goals – Objectives – Alignment with University System of Georgia Imperatives*

Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 4: Sustainability and Resources	Goal 2: To promote growth through extramural funding, philanthropic support and financial stewardship.	Objective 4.2.1: To implement and support activities involving the establishment of a planned giving program, identifying and securing major gifts, and executing annual giving initiatives.	University Advancement	#3
		Objective 4.2.2: To develop and implement activities involving a comprehensive plan for alumni engagement, affiliated foundations/boards, and increase in opportunities for financial networking.	University Advancement	#3
		Objective 4.2.3: To pursue external resources for facilities to include renovation and construction.	University Advancement	#3
Priority 4: Sustainability and Resources	Goal 3: To support institutional capacity building and environmental responsibility.	Objective 4.3.1: To operationalize and maximize human resources through innovative and functional solutions.	Business & Fiscal Affairs	#3
		Objective 4.3.2: To engage in continuous improvement involving the institutional infrastructure.	Business & Fiscal Affairs	#3



Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 4: Sustainability and Resources	Goal 3: To support institutional capacity building and environmental responsibility.	Objective 4.3.3: To work toward an environmentally sustainable campus exploring alternative energy and conservation programs that support infrastructure and reduce costs.	All Units	#3
Priority 4: Sustainability and Resources	Goal 4: To exemplify SSU as a living and learning environment for intellectual engagement, creativity, inquiry, discovery, and reflection.	Objective 4.4.1: To develop and execute comprehensive communications/ multilingual strategies.  Objective 4.4.2: To increase SSU's global visibility through integrated marketing strategies.	All Units  University Advancement	#3  #3
Priority 4: Sustainability and Resources	Goal 5: To promote partnerships with campus and community focused on health and wellness.	Objective 4.5.1: To design and implement institution-wide programs in support of health and wellness.  Objective 4.5.2: To utilize campus-community partnerships in promoting health/wellness of students as a foundation for academic and life success.  Objective 4.5.3: To promote a safe and nurturing campus environment.	Student Affairs  Student Affairs  All Units	#3  #3  #3

**STRATEGIC PLAN PRIORITIES**  
*Goals – Objectives – Alignment with University System of Georgia Imperatives*

<b>Strategic Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Responsible SSU Unit</b>	<b>Alignment with USG Imperative</b>
Priority 4: Sustainability and Resources	Goal 5: To promote partnerships with campus and community focused on health and wellness.	Objective 4.5.4 To foster a campus culture of respect, civility, and shared responsibility.	All Units	#3
Priority 4: Sustainability and Resources	Goal 6: Advancing diversity and inclusion throughout the institution.	Objective 4.6.1: To foster a diverse and inclusive campus community through a variety of activities and practices in a nurturing and supportive learning environment.	All Units	#3
		Objective 4.6.2 To advance diversity and inclusion throughout the broader campus community, the Coastal Georgia Region and beyond.	All Units	#3
<b>STRATEGIC PLAN PRIORITIES</b>				
Priority 5: Technological Competitiveness	Goal 1: To support a technologically advanced living and learning environment.	Objective 5.1.1: To identify efficiencies in the use of existing and emerging technologies in support of the SSU living and learning environment.	Academic Affairs  Student Affairs  Information Technology	#1
		Objective 5.1.2: To effectively facilitate network connectivity and infrastructure operations for research teaching, and residential activities.	Academic Affairs  Student Affairs  Information Technology	#1
Priority 5: Technological Competitiveness	Goal 2: To increase pedagogical and online learning resources.	Objective 5.2.1: To increase use of technology and digital pedagogy in support of multimodal teaching and learning.	Information Technology  Academic Affairs	#1



Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 5: Technological Competitiveness	Goal 2: To increase pedagogical and online learning resources.	Objective 5.2.2: To expand the use of technological advances involving learning opportunities across the curriculum and co-curriculum.	Information Technology  Academic Affairs  Student Affairs	#1
		Objective 5.2.3: To partner with academic units to provide instructional technology services that enhance the teaching and learning environment.	Information Technology  Academic Affairs	#1
		Objective 5.2.4: To enhance online course delivery by developing a Campus Portal for accessing faculty and staff educational offerings.	Information Technology	#1
		Objective 5.2.5: To develop policies, procedures, initiatives, strategies, goals and objectives to further develop the institution's intellectual property assets.	Information Technology	#1
		Objective 5.2.6: To increase and enhance the institution's affordable learning opportunities including identifying and securing additional resources (software, etc.) and timely technological upgrades.	Information Technology	#1

**STRATEGIC PLAN PRIORITIES**  
*Goals – Objectives – Alignment with University System of Georgia Imperatives*

Strategic Priority	Goal	Objective	Responsible SSU Unit	Alignment with USG Imperative
Priority 5: Technological Competitiveness	Goal 2: To increase pedagogical and online learning resources.	Objective 5.2.7: To explore and assess Massive Open Online Courses (MOOCS) as part of the institution's affordable learning strategy with a commitment to ensuring high quality education.	Information Technology	#1
Priority 5: Technological Competitiveness	Goal 3: To enhance the technological infrastructure.	Objective 5.3.1: To expand the technological capacity and support tools to meet the needs of SSU students, faculty, and staff.	Information Technology	#1
		Objective 5.3.2: To ensure that the network infrastructure is operational, reliable, and cost effective.	Information Technology	# 1
		Objective 5.3.3: To leverage existing, emerging, and innovative technologies to enhance and improve campus-wide services.	Information Technology	#1
Priority 5: Technological Competitiveness	Goal 4: To enhance customer service to improve security systems and support privacy and integrity functions.	Objective 5.4.1: To work with stakeholders to evaluate and implement security technologies and ensure the privacy and integrity of information resources.	Information Technology	#1
		Objective 5.4.2: To work with stakeholders to evaluate and implement technologies that ensure availability of information technology resources.	Information Technology	#1

**UNIVERSITY SYSTEM OF GEORGIA (USG)  
Strategic Plan Imperatives and Actions**

**Strategic Plan and Public Agenda of the University System of Georgia**

**Strategic Imperative 1**

***Academic Excellence and Degree Completion***

Educational Partnerships  
Access and Affordability  
Flexible Degree Options  
Student Support Quality  
of Learning

**Strategic Imperative 2**

***Economic Development and World Class Research***

Economic Development  
Community Partnerships Research  
and Graduate Education  
International Education

**Strategic Imperative 3**

***Accountability, Efficiency and Innovation***

Performance and Accountability  
Operational Efficiency  
Innovation and Adaptation

