"Strategic planning is worthless - unless there is first a strategic vision."

John Naisbitt
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>History</td>
<td>5</td>
</tr>
<tr>
<td>Vision and Mission</td>
<td>6</td>
</tr>
<tr>
<td>Goals, Strategies and Action Items</td>
<td>7</td>
</tr>
</tbody>
</table>
Preamble to the Strategic Plan

The Graduate College oversees and advances the University’s graduate mission, establishing and maintaining institutional standards for graduate program quality while promoting the University’s graduate enterprise.

In the last decade, Kennesaw State University has experienced dramatic changes. Between 1985 and 2016, the graduate student population increased from 276 to 2852. The University grew to 83 graduate degrees, certifications and programs, consolidated with Southern Polytechnic State University, and achieved a R3 Carnegie classification.

Concurrently, The Graduate College has expanded its research base by increasing graduate assistantships stipends from $50,000 to $3,000,000 —providing a research and learning infrastructure unprecedented in the history of the University.

The Graduate College Bridge Strategic Plan builds on this foundation, energizing the College's mission and vision. The plan plays a critical role in realizing the focus of the University to be a dynamic, student-centered, comprehensive doctoral institution committed to quality undergraduate and graduate education, collaboration, engagement, innovation, research and creative activity, and a supportive, inclusive environment.

Additionally, this plan provides visibility of the College's goals and strategic priorities and affirms the mission of developing graduate student and faculty success in the areas of curriculum, program development and research through initiatives which are designed to create opportunities for student growth academically, professionally, and personally.

Emphasis is placed on strategies for action over the next year and is designed to access the progress of each area and to evaluate and reevaluate the effectiveness of each strategic initiative.

The plan provides a framework for future planning and implementing new initiatives.
The story of growth and development of The Graduate College at Kennesaw State University is a fascinating one, as it was formed only thirty-three years ago under the leadership of the College’s first dean, Dr. Arthur Dunning.

Today, under the leadership of our current dean, Dr. Mike Dishman, the college leads and oversees all aspects of the University’s post-baccalaureate endeavors, such as the University’s graduate programs, faculty, and students. Dr. Dishman is one of seven deans to oversee the College (all of which were instrumental in positioning the college for growth and student development).

<table>
<thead>
<tr>
<th>Year (Fall)</th>
<th>Student Enrollment</th>
<th>Historical Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td></td>
<td>Proposed first two graduate programs: Master of Business Administration (MBA) and the Master of Education (M.Ed.) in Early and Elementary Education</td>
</tr>
<tr>
<td>1985</td>
<td>276</td>
<td>Received approval notification for the Master of Business Administration (MBA) and the Master of Education (M.Ed.) in Early and Elementary Education</td>
</tr>
<tr>
<td>1993</td>
<td>1265</td>
<td>Began offering the Executive MBA for Experienced Professionals, Master of Accounting, and the Master of Public Administration</td>
</tr>
<tr>
<td>1995</td>
<td>1037</td>
<td>Began offering the MA in Professional Writing</td>
</tr>
<tr>
<td>1996</td>
<td>1195</td>
<td>Changed name to Kennesaw State University; began offering the Master of Science in Nursing (MSN)</td>
</tr>
<tr>
<td>1997</td>
<td>1361</td>
<td>Began offering the MEd in Special Education; offered first honorary doctorate to lifelong trustee, Clarice C. Bagwell</td>
</tr>
<tr>
<td>1998</td>
<td>1523</td>
<td>Began offering the MS in Information Systems</td>
</tr>
<tr>
<td>2000</td>
<td>1383</td>
<td>Began offering MS in Conflict Management</td>
</tr>
<tr>
<td>2001</td>
<td>1519</td>
<td>Began offering the MS in Applied Computer Science for Experienced Professionals</td>
</tr>
<tr>
<td>2007</td>
<td>2335</td>
<td>Began offering the EdS and EdD in Education</td>
</tr>
<tr>
<td>2009</td>
<td>2085</td>
<td>Began offering the Doctor of Business Administration (DBA)</td>
</tr>
<tr>
<td>2010</td>
<td>1985</td>
<td>Began offering PhD in International Conflict Management</td>
</tr>
<tr>
<td>2015</td>
<td>2772</td>
<td>Consolidation of SPSU and KSU; began offering more STEM-related masters degree programs: Software Engineering, Architecture, Construction Management, Civil Engineering and Applied Engineering/Electrical</td>
</tr>
</tbody>
</table>
Vision Statement
The Graduate College is dedicated to providing leadership, vision, and support services necessary for the University to achieve its goal of national and international prominence in selected areas of graduate studies and research. The College is the leader in defining the image for graduate education at KSU as one of quality, one that has key programs of true excellence, and one that is focused on community partnerships.

Mission Statement
Our mission is to promote excellence in graduate teaching, research/creative activity, and professional growth. We are dedicated to ensuring the development and implementation of sound educational planning, policies, procedures and standards for all graduate programs, including doctoral programs.

The Graduate College is responsible for overseeing and guiding strategic planning for graduate programs promoting the accomplishments of KSU’s Graduate Faculty and students and advocating for graduate education to both internal and external constituents.
Goal #1

Increase graduate enrollment by 20% over the next year.

Strategies:

1.1. Increase applications from KSU’s current undergraduate population.

1.2. Increase the number of students applying to our online graduate degree and certification programs.

1.3. Increase the number of international students applying for admissions to specific graduate programs.

1.4. Increase the number of applications of graduating seniors from other colleges.

1.5. Increase the number of professionals enrolled from local businesses/corporations.

1.6. Increase enrollment in programs identified as high demand programs across the state: STEM professions, high-tech manufacturing, and allied health.

Action Items:

1.1. Develop a one-year recruiting plan to include all targeted populations.

1.2. Develop a structured Georgia-based college partnership program.

1.3. Develop a Corporate Education Partnership program with companies headquartered in Atlanta.

1.4. Work with KSU’s STEM Microsite to ensure that graduate students are included in all STEM initiatives.

1.5. Increase graduate representation on KSU’s Presidential Commission to promote graduate-level STEM enrollment.
Goal #2

Develop an integrated marketing and communications structure.

Strategies:

2.1. Create and execute The Graduate College administrative and operational structures and processes in alignment with the University’s strategic goals.

2.2. Promote graduate programs

2.3. Provide graduate students with meaningful opportunities to share stories of success.

2.4. Implement targeted marketing strategies.

Action Items:

2.1. Develop a strategic communication plan.

2.2. Develop a bi-monthly newsletter to include program descriptions, faculty and student scholarly activities and current news.

2.3. Publish a quarterly magazine featuring current issues applying and affecting the lives of graduate students, Graduate Faculty, and alumni.

2.4. Develop a five-year strategic marketing plan.
Goal #3

Develop enhanced graduate student resources.

Strategies:
3.1. Enhance website presence and user navigation.
3.2. Develop policies promoting graduate student success.
3.3. Develop alumni mentorship program.

Action Items:
3.1. Rebuild website to include additional student resources, video presentations, and efficient navigation tools.
3.2. Build a new Orientation website dedicated to all new graduate students.
3.3. Develop a new Ambassador Program which will offer current and future student guidance as well as program enrollment.
3.4. Include alumni mentorship-style videos on website for each graduate program.
3.5. Include "Alumni Mentorship" section of each bi-monthly newsletter.
Goal #4

Develop new graduate programs to meet the needs of today's economy.

Strategies:

4.1. Collaborate with colleges to share and discuss current industry trends.

4.2. Review current graduate degree programs and certificates.

4.3. Research current industry trends.

Action Items:

4.1. Create a process to evaluate and re-evaluate program effectiveness (e.g. enrollment trends, withdrawal statistics, student demographics, etc.).

4.2. Conduct marketing research to determine if programs are meeting the needs of the workforce.

4.3. Consult with colleges to explore methods of program improvement.
Goal #5

Increase the efficiency of the application process and improve timely and clear communication with applicants.

**Strategies:**

5.1. Maximize the uses of Radius.

5.2. Update the application process.

5.3. Re-evaluate current job responsibilities of Graduate Admissions staff.

**Action Items:**

5.1. Attend Hobson’s training sessions to explore effective ways to utilize Radius in the areas of communication and marketing.

5.2. Review other graduate colleges application processes to determine best practices.

5.3. Research job descriptions and duties of similar graduate admissions personnel.

5.4. Create career track models for current employees.
Goal #6

Build partnerships with the Graduate Faculty and staff.

Strategies:

6.1. Increase monthly communication with Graduate Faculty and staff.

6.2. Determine program needs and priorities.

6.3 Explore methods of assisting program directors with new student application processes.

Action Items:

6.1. Feature faculty scholarly publications, presentations and research.

6.2. Investigate and implement pilot programs to help with program management.

6.3. Update Radius to provide a customized application review and acceptance process based on program criteria.