TABLE 2
LEVEL II DIVISIONAL & FUNCTIONAL AREA PLANS
LINKAGES TO LEVEL I STRATEGIC PLAN

Level II / Level I	Academic Plan (chair: Provost)	Enrollment Management Plan (chair: VP SA&EM)	Facilities Plan (chair: VP B&F)	Financial Plan (chair: VP B&F)	Human Resources Development Plan (chair: VP B&F)	Marketing & Communications Plan (chair: President)	Technology & Information Resources Plan (chair: CIO)	Organizational Plan[1] (chair: President)	Quality Enhancement Plan (chair: President)
Academic Distinction	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*		*Academic Distinction*
	Ensure that the University becomes the unquestioned choice of students seeking an undergraduate education in a comprehensive university environment.	Recruit students whose profile indicates persistence.	Cultivate an academic environment and a physical campus that symbolize the pursuit of academic distinction.	Maximize external funding at all levels.	Recruit a highly qualified workforce to fulfill the University's mission and strategic plan.	Forge a stronger academic profile.	Graduate technically capable students.		Engaging freshmen in the campus and community cultures.
	Provide high-quality graduate programs to serve the needs of the state and region.	Enhance student retention.		Ensure that budget allocations match strategic planning goals and approved priorities.	Develop and nurture a campus culture supportive of the University's mission and strategic plan.	Extend the culture of involvement.	Define and improve distance/distributed learning at Georgia Southern University.		Engaging students in scholarship, research, and/or creative activities.
	Build a culture of involvement in the learning process.	Attract and retain high ability students.		Maintain enrollment and improve retention.	Maintain a robust compensation system that seeks external competitiveness and internal equity at all levels of the University.	Support and strengthen the excellent faculty.	Enhance Henderson Library's ability to offer access to electronic information and databases.		Engaging students through active and service learning opportunities.
	Pursue additional external and internal validations of program quality.	Manage enrollment growth.			Provide ample opportunities for development throughout employees' careers.	Assertively market Georgia Southern University academics.			Engaging students through capstone experiences in all academic programs.
	Broaden involvement of citizens in the lifelong learning process, regardless of where they live or work.	Market academic programs and outreach programs.			Promote excellence through appropriately balanced workloads and eliminate unnecessary duplication of effort.	Cultivate an environment that values academic achievement.			

Level II	Academic Plan	Enrollment Management Plan	Facilities Plan	Financial Plan	Human Resources Development Plan	Marketing & Communications Plan	Technology & Information Resources Plan	Organizational Plan	Quality Enhancement Plan
Level I	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*	*Academic Distinction*		*Academic Distinction*
	Encourage faculty development efforts.	Increase graduate enrollment.				Promote the University's intellectual resources to the media and the public.			
						Strengthen the University's brand visibility and image.			
						Develop a recruitment/retention marketing plan.			
						Develop an internal marketing plan.			

Level II University-Wide Implementation Plans (p.2.)

Level II	Academic Plan	Enrollment Management Plan	Facilities Plan	Financial Plan	Human Resources Development Plan	Marketing & Communications Plan	Technology & Information Resources Plan	Organizational Plan	Quality Enhancement Plan
Level I	*Student-Centered University*	*Student-Centered University*	*Student-Centered University*	*Student-Centered University*	*Student-Centered University*	*Student-Centered University*	*Student-Centered University*		*Student-Centered University*
	Communicate to students the meaning and value of scholarship, lifelong learning, and involvement.	Enhance academic advisement.	Provide a rich on-campus residential experience, including learning opportunities in residence halls.	Improve the quality of on-campus housing to enhance retention, performance, and student satisfaction.	Create a work culture that acknowledges the student-centered nature of the University.	Provide a rich on-campus residential experience for all students.	Use appropriate technology to facilitate and enhance the ability of students, faculty, staff, and visitors to reach and traverse the campus in a timely manner consistent with the campus master plan.		Engaging students in a campus and societal social contract.
	Integrate student learning and personal and career development into a holistic and seamless educational experience.	Promote excellence in the delivery of academic instruction.	Enhance recreational facilities to support campus recreation and intramurals.	Promote cost effectiveness in the delivery of services and programming.		Convey high expectations of students.	Provide improved access to high speed computing and other technology for both main campus and satellite location students.		
		Link class size with class effectiveness.	Enhance sports facilities to support intercollegiate athletics.			Systematically assess the quality of student interactions with all on-campus service units.			
		Implement housing plan to increase number of on-campus beds to accommodate 1/3 of undergraduates.				Integrate athletics marketing and promotions as a part of the larger strategic plan.			
		Link university with career success.							

Level II	Academic Plan	Enrollment Management Plan	Facilities Plan	Financial Plan	Human Resources Development Plan	Marketing & Communications Plan	Technology & Information Resources Plan	Organizational Plan	Quality Enhancement Plan
Level I	*Technological Advancement*	*Technological Advancement*	*Technological Advancement*	*Technological Advancement*	*Technological Advancement*	*Technological Advancement*	*Technological Advancement*		
	Ensure the informed use of cutting-edge technology to attain information literacy.	Financial aid.	Provide the technological infrastructure necessary for the full delivery of educational offerings and administrative processes.	Provide adequate funding for technical development of administrative functions.	Enhance campus resources for faculty and staff to develop their capability to apply technology in instruction and other areas of the University.	Improve and maintain a rich, interactive university presence on the web.	Develop an information technology master plan.		
	Provide students with access to and training in the latest technological tools appropriate to their disciplines.						Provide improved technical support on campus and at satellite locations.		
	Continue to enhance the use of technology for teaching inside and outside the classroom and to encourage involvement.						Attract and retain qualified technical staff.		
							Improve and complete the technological infrastructure on the main campus and at satellite locations.		
							Provide improved applications and technology to meet institutional needs.		
							Develop a unified information data system to support university decisions.		
							Obtain funding to support technology.		

Level II	Academic Plan	Enrollment Management Plan	Facilities Plan	Financial Plan	Human Resources Development Plan	Marketing & Communications Plan	Technology & Information Resources Plan	Organizational Plan	Quality Enhancement Plan
Level I	*Technological Advancement (cont.)*	*Technological Advancement (cont.)*	*Technological Advancement (cont.)*	*Technological Advancement (cont.)*	*Technological Advancement (cont.)*	*Technological Advancement (cont.)*	*Technological Advancement (cont.)*		
							Establish plan for selecting technology solutions for administrative needs.		
							Develop incentives for faculty and staff to use technology.		
							Improve communication and cooperation among faculty, staff, and students (main campus and satellite locations).		
	Transcultural Opportunities	*Transcultural Opportunities*	*Transcultural Opportunities*	*Transcultural Opportunities*	*Transcultural Opportunities*	*Transcultural Opportunities*	*Transcultural Opportunities*		
	Enhance and integrate transcultural opportunities as part of the campus experience.		Provide a physical and social campus environment that encourages involvement in the exploration of diversity.	Increase funding for studies abroad and international academic programs.	Continue to enhance the diversity of the campus workforce.	Expand transcultural opportunities and experiences for the campus and the community.	Enhance transcultural opportunities through the use of appropriate technology.		
	Create a diverse environment of scholars.				Broaden the international horizons of the campus workforce.				

Level II	Academic Plan	Enrollment Management Plan	Facilities Plan	Financial Plan	Human Resources Development Plan	Marketing & Communications Plan	Technology & Information Resources Plan	Organizational Plan	Quality Enhancement Plan
Level I	*Physical Environment*	*Physical Environment*	*Physical Environment*	*Physical Environment*	*Physical Environment*	*Physical Environment*	*Physical Environment*		
	Provide quality academic facilities and natural environmental areas to support the educational mission of the University and enhance the culture of involvement.		Ensure that new construction and renovation projects meet present needs, accommodate future growth, are adaptable for multiple teaching and learning methodologies and technologies, and observe university guidelines for architecture and environment.	Acquire properties adjacent to campus consistent with the campus master plan.	Provide a physical environment supportive of a highly qualified workforce.	Provide a primary on-campus point of first contact.			
	Provide a rich, on-campus residential experience.		Enhance the beauty and utility of the campus through landscape development consistent with the southeastern coastal plain environment.	Improve preventive maintenance of facilities and reduce deferred maintenance.					
			Enhance the residential nature of the University.						
			Maintain a safe and secure campus, facilitate pedestrian and bicycle pathways, and provide commuters with adequate access to perimeter parking.						

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Level I	*Physical Environment (cont.)*	*Physical Environment (cont.)*	*Physical Environment (cont.)*	*Physical Environment (cont.)*	*Physical Environment (cont.)*	*Physical Environment (cont.)*	*Physical Environment (cont.)*		
			Acquire adjacent properties for campus expansion while developing and beautifying the campus perimeter in conjunction with the community.						
			Develop primary points of first contact that facilitate physical access to campus resources and events for students, parents, visitors, alumni, and community.						
			Plan and budget for the regular maintenance of facilities, improvements to the utility infrastructure, and for reducing deferred maintenance.						

Level II	Academic Plan	Enrollment Management Plan	Facilities Plan	Financial Plan	Human Resources Development Plan	Marketing & Communications Plan	Technology & Information Resources Plan	Organizational Plan	Quality Enhancement Plan
Level I	*Public and Private Partnerships*	*Public and Private Partnerships*	*Public and Private Partnerships*	*Public and Private Partnerships*	*Public and Private Partnerships*	*Public and Private Partnerships*	*Public and Private Partnerships*		
	Seek financial support from private resources to augment state funding for academic units.			Increase private funds.	Explore and enhance mutually beneficial human resource partnerships.	Acquire the financial resources needed for success.	Where possible, provide cutting-edge laboratory and classroom equipment so students are trained on equipment used in the private sector, higher education research, or wherever graduates may work in the future.		
	Develop partnerships/collaboratives with public and private entities to enhance teaching, scholarship, and service.			Develop external relationships to maximize effective utilization of resources.	Share the human resources of the University with the external community.	Empower every unit to explore partnership opportunities.			
	To support faculty growth and development, increase the number and dollar amount of external grants and contracts awarded to Georgia Southern faculty and students.								
	Increase and reward involvement in local, state, regional, and national service opportunities.								
	Communicate the value of the University to the external community.								