

Building **THE** *Bridge*

OUR PATH FORWARD



FIVE-YEAR STRATEGIC PLAN

2026-2031

PIEDMONT
UNIVERSITY



TABLE OF CONTENTS

1	From the Chair
2	From the President
3	Ad Hoc Committee Members
4	Our Mission
5	Strategic Priorities
6	Build Enrollment Strength and Persistence - Recruitment
15	Build Enrollment Strength and Persistence - Retention
21	Refine Brand Identity and Regional Engagement
31	Invest in Student Success and Support Systems
37	Develop and Optimize Academic Programs
42	Grow Institutional Capacity and Excellence
54	Enrich a Culture of Belonging and Engagement
60	Acknowledgements



We are stewards of a remarkable legacy—one built over generations through commitment and care. This strategic plan reflects how far we have come and affirms our responsibility to guide the institution with wisdom into the future.

“

”



Gus Arrendale
Chair, Board of Trustees



This strategic plan is a bridge between our mission and measurable impact—grounded in who we are, informed by data, and guided by a shared commitment to expand opportunity and success for every student we serve.



Marshall M. Criser, III
President



Ad-Hoc Strategic Planning Committee Members



Dr. Martha Cantrell, chair

Eddy Ariail

David Foster

Ladson Haddow

Dr. Larry Peevy

Joe Piper

Brian Rickman



Dr. Martha Cantrell

Chair



Our Mission

Piedmont University is a student-centered institution committed to academic excellence, hands-on learning, and professional preparation – empowering students to grow, succeed, and build their futures in a supportive community.



Strategic Priorities



**B
R
I
D
G
E**

Build Enrollment Strength and Persistence

Refine Brand Identity and Regional Engagement

Invest in Student Success and Support Systems

Develop and Optimize Academic Programs

Grow Institutional Capacity and Excellence

Enrich a Culture of Belonging and Engagement

B

Build Enrollment Strength and Persistence - *Recruitment*

Purpose: Increase student recruitment and enrollment through strategic and intentional enrollment practices in order to attract intellectually curious and motivated students who will thrive in and contribute to a liberal arts environment.

Members:

- **Ashley Clouatre, Director of Graduate Admissions**
- **Kim Crawford, Vice President of Student Affairs (chair)**
- **Brittany DeVane, Senior Advisor of Undergraduate Admissions**
- **Tim Dunton, Assistant Director of Athletics and Head Men's Lacrosse Coach**
- **Karis Fowler, Undergraduate Admissions Director**
- **Laura Darby, Associate Professor of Nursing**
- **Drema Montgomery, Assistant Professor of Art**
- **Kayla Neal, Specialist, Georgia Forensic Academy**
- **Keily Johnson, Director of Marketing**
- **Shelley Randolph, Director of Financial Aid**

B

Build Enrollment Strength and Persistence - *Recruitment*

Purpose: Increase student recruitment and enrollment through strategic and intentional enrollment practices in order to attract intellectually curious and motivated students who will thrive in and contribute to a liberal arts environment.

GOALS



Improve Admissions & Enrollment Processes



Expand Outreach & Target Markets

B

Build Enrollment Strength and Persistence - *Recruitment*



Improve Admissions & Enrollment Processes

Initiative 1: Streamline Admissions & Registration

Key Performance Indicators

- Increase the number of applications and admits by campus and student type (graduate, undergraduate, transfer, FTIC).
- Increase enrollment yield rate (baseline data is currently being gathered due to direct admit, but will be adjusted for the fall 2027 recruitment year to focus on targeted states and areas rather than the entire country.)
- Reduce the number of students lost to melt by 10%.

Milestones

- By Year 1, develop comprehensive communication plan by student type and campus.
- By Year 2, evaluate student onboarding effectiveness.
- By Years 2-3, implement streamlined onboarding workflow and pipelines.

B

Build Enrollment Strength and Persistence - *Recruitment*



Improve Admissions & Enrollment Processes

Initiative 2: Timely Tuition & Financial Aid Packaging

Key Performance Indicators

- Obtain approval at the annual spring Board of Trustees meeting for the following fall's increases to tuition and fees.
- Structure tuition, scholarships, and aid to balance affordability with revenue goals.
- Establish document and scholarship management system to help with processing and compliance.
- Identify and maximize resources to ensure packages for new and returning students are distributed in a timely manner.
- Enhance students' financial stability through education, access, and resource awareness.
- Increase FAFSA application filing by 5%.

B

Build Enrollment Strength and Persistence - *Recruitment*



Improve Admissions & Enrollment Processes

Initiative 2: Timely Tuition & Financial Aid Packaging

Milestones

- By spring meeting, annually, publish tuition, scholarship, and aid communication materials.
- By Year 2, create revised early packaging and scholarship timeline.
- By Years 3-4, identify document and scholarship management system and implement.
- Enhance students' financial stability through education, access, and resource awareness.
- By Year 4, launch financial guide and education series.

B

Build Enrollment Strength and Persistence - *Recruitment*



Expand Outreach & Target Markets

Initiative 1: Increase Admits & Enrollment

Key Performance Indicators

- Increase admitted students by 5%.
- Develop AI-powered behavior models to build hyper-personalized and behavior-based campaigns.
- Reach the right students earlier by building an intentional junior and sophomore engagement pipeline.
- Increase transfer pathway articulation agreements up to 30.



Build Enrollment Strength and Persistence - *Recruitment*



Expand Outreach & Target Markets

Initiative 1: Increase Admits & Enrollment

Milestones

- By Years 1-2, identify target market priorities.
- By Years 1-2, analyze demographic shifts, market trends, competitor actions to assess risks and opportunities.
- By Years 1-2, develop tailored recruitment strategies.
- By Year 3, launch outreach campaigns.
- Ongoing after launch, review ROI by segment.
- By Years 2-5, establish new partnerships.

B

Build Enrollment Strength and Persistence - *Recruitment*



Expand Outreach & Target Markets

Initiative 2: Establish Second Session Fall & Spring Enrollment Process (*new)

Key Performance Indicators

- Establish second session enrollment process.
- Enroll second session students and increase annually.

Milestones

- By Year 1, develop second session guidelines.
- By Year 2, launch marketing for second session.
- By Years 3-5, track student use of second session.
- By Years 4-5, adjust process based on outcomes.

B

Build Enrollment Strength and Persistence - *Recruitment*



Expand Outreach & Target Markets

Initiative 3: Expand Recruitment

Key Performance Indicators

- Expand FTIC lead generation for admissions from camp and program participants.
- Offer additional academic-led recruitment opportunities through admissions (Baseline 2 with 15-20 attendees).
- Obtain higher event attendance from prospects with specific personalized approach: goal is 75% of registrations attend event.
- Expand FTIC lead generation for admissions from summer camp, group visits, and department events/activities.

Milestones

- By Year 1, develop and support faculty/staff recruitment engagement plan.
- By Years 2-3, train faculty and staff in recruitment practices.
- By Years 2-5, implement events and academic showcases.
- By Years 2-5, evaluate engagement impact on student enrollment.

B

Build Enrollment Strength and Persistence - *Retention*

Purpose: Increase student recruitment and enrollment through strategic and intentional enrollment practices in order to attract intellectually curious and motivated students who will thrive in and contribute to a liberal arts environment.

Members:

- **Jody Anderson, Director of Institutional Research**
- **Kim Crawford, Vice President of Student Affairs (chair)**
- **Jalen Davis, Student Success Advisor**
- **Ineke Dyer, Director of Student Success**
- **Melissa Fortner, Registrar**
- **Octavius Mulligan, Dean of the College of Education**
- **Justin Scali, Assistant Athletic Director and Head Men's Baseball Coach**
- **Joseph Strickland, Director of Residence Life**

B

Build Enrollment Strength and Persistence - *Retention*

Purpose: Increase student recruitment and enrollment through strategic and intentional enrollment practices in order to attract intellectually curious and motivated students who will thrive in and contribute to a liberal arts environment.

GOALS



Identify Barriers to Student Persistence



Improve Retention of Specific At-Risk Groups (SAIL Expansion)

B

Build Enrollment Strength and Persistence - *Recruitment*



Identify Barriers to Student Persistence

Initiative 1: Use data-driven analysis to understand and mitigate factors contributing to student withdrawal.

Key Performance Indicators

- **TWF Analysis Completion Rate: 100% of Total Withdrawal Forms reviewed and categorized each semester.**
- **Top Barrier Identification: 3–5 primary barriers identified with supporting data by end of each month.**
- **Persistence Rate Increase: We will evaluate the current persistence for each semester and set goals set on that established baseline.**
- **Follow-up Completion: 90% of at-risk students receive outreach within 2 weeks after Starfish flag is raised.**

B

Build Enrollment Strength and Persistence - *Recruitment*



Identify Barriers to Student Persistence

Initiative 1: Use data-driven analysis to understand and mitigate factors contributing to student withdrawal.

Milestones

- By Year 1, complete Total Withdrawal form (TWF) & Student Satisfaction Inventory (SSI) data analysis.
- By Years 1-2, develop and approve barrier action plan.
- By Years 2-3, implement follow-up process with accountability team.
- By Years 4-5, evaluate persistence outcomes.

B

Build Enrollment Strength and Persistence - *Recruitment*



Improve Retention of Specific At-Risk Groups (SAIL Expansion)

Initiative 1: Expand targeted support for identified student populations to improve retention and engagement.

Key Performance Indicators

- Identify the at-risk groups at Piedmont based on Institutional Research data.
- Engagement rate of students participating in expanded pathways or mentorships.
- Obtain participant retention rate 5% higher than peers (non-participants).

B

Build Enrollment Strength and Persistence - *Recruitment*



Improve Retention of Specific At-Risk Groups (SAIL Expansion)

Initiative 1: Expand targeted support for identified student populations to improve retention and engagement.

Milestones

- By Year 1, define target populations & eligibility.
- By Years 1-2, develop and pilot tailored outreach programs.
- By Year 3, launch full additional expansion opportunities.
- By Years 4-5, assess retention and engagement outcomes.

R Refine Brand Identity and Regional Engagement

Purpose: Build a strong, distinctive institutional identity that sets Piedmont apart from others. Build upon alumni, donor, and community partnerships.

Members:

- **Renee' Fargason, AVP of Public Affairs (chair)**
- **Timmy McCormack, Assistant Athletic Director**
- **Keily Johnson, Director of Marketing**
- **Steve Jacobs, Dean of the College of Arts & Sciences**
- **Santanu Majumdar, Professor of Art & Department Chair**
- **Ann Sutton, AVP of Advancement**
- **Zack Hoopaugh, Assistant Professor of Mass Communications**
- **Dr. Susanna Warnock, Assoc. Professor, College of Business**

R

Refine Brand Identity and Regional Engagement

Purpose: Build a strong, distinctive institutional identity that sets Piedmont apart from others. Build upon alumni, donor, and community partnerships.

GOALS



Align Brand Across All Functions



Build & Measure Brand Affinity



Tell the Full Piedmont Story



Enhance Alumni & Donor Engagement



Refine Brand Identity and Regional Engagement



Align Brand Across All Functions

Key Performance Indicators

- Adopt new mission statement.

Milestones

- By March 2026, socialize with Faculty Senate - COMPLETED.
- By April 2026, socialize with full faculty/staff - COMPLETED.
- By June 2026, Board of Trustees to adopt new mission statement - COMPLETED.



Refine Brand Identity and Regional Engagement



Align Brand Across All Functions

Key Performance Indicators

- Achieve 100% faculty and staff participation in brand messaging training.

Milestones

- By June 2026, finalize and distribute updated brand guide - COMPLETED.
- By August 2026, achieve 100% faculty and staff brand guide adoption (include in HR paperwork).
- By December 2026, develop faculty and staff brand messaging training program.
- By May 2027, reach 100% faculty and staff participation in brand messaging training.



Refine Brand Identity and Regional Engagement



Align Brand Across All Functions

Key Performance Indicators

- Achieve 100% brand compliance of current recruitment, marketing, and retention materials across the institution.

Milestones

- By August 2026, begin auditing recruitment materials in Demorest, Athens, and online and take inventory of outdated materials and digital properties.
- By October 2027, replace all outdated recruitment materials and achieve 100% brand compliance goal.
- Annually, develop updated marketing materials, with emphasis on program differentiation.



Refine Brand Identity and Regional Engagement



Align Brand Across All Functions

Key Performance Indicators

- Achieve 100% retirement of non-historic Piedmont College and former logo branding (messaging: brand refreshment).

Milestones

- By December 2026, complete inventory of all Piedmont College and former logo branding to begin developing replacement estimate.
- By February 2027, provide cost estimate to achieve 100% retirement of Piedmont College and former logo branding.
- By February 2027, work with Finance to determine a budget phasing strategy that will allow us to accomplish our goal by the end of the strategic plan period (FY31).
- By End of Strategic Plan Period (FY31), remove and replace all instances of Piedmont College and former logo branding to achieve 100% retirement goal.



Refine Brand Identity and Regional Engagement



Build & Measure Brand Affinity

Key Performance Indicators

- Establish a baseline Net Promoter Score (NPS) and demonstrate year-over-year growth in brand affinity among stakeholders.

Milestones

- By September 2027, launch brand affinity surveys among stakeholders (prospective students, new students, current students, alumni and parents) that measures institutional reputation, service quality, communication and overall experience.
- By December 2027, process results and finalize brand affinity improvement plan.
- Annually, repeat process to ensure brand affinity improvement over baseline.



Refine Brand Identity and Regional Engagement



Build & Measure Brand Affinity

Key Performance Indicators

- Increase internal communication and transparency across campus.

Milestones

- By July 2027, develop communication calendar and style guide.
- By July 2027, increase open rate of president's monthly newsletter by 5%.
- By July 2028, host semester town halls.
- By July 2028, implement "You said, we listened" campaign.
- By July 2029, implement feedback mechanism.
- By July 2030, review and adjust communications strategy.



Refine Brand Identity and Regional Engagement



Tell the Full Piedmont Story

Key Performance Indicators

- Increase audience growth by 8% annually across digital platforms.

Milestones

- Develop data reporting framework - COMPLETE.
- Finalize brand storytelling roadmap - COMPLETE.
- By September 2026, evaluate and launch agile storytelling mechanisms across the institution to improve capabilities.
- By September 2026, enhance academic, athletics, fine arts, and alumni storytelling through increased collaboration with stakeholders.
- By June 2026, provide cost estimate for digital signage to showcase campus events.
- By July 2027, construct digital signage to showcase campus events and promote programs of study.
- Annually, increase engagement with program-specific content.



Refine Brand Identity and Regional Engagement



Enhance Alumni & Donor Engagement

Key Performance Indicators

- Increase alumni and donor engagement and event participation by 5% annually.

Milestones

- By June 2026, identify attendance benchmarks and develop attendance improvement plan.
- By June 2026, benchmark alumni survey participation and create incentive for improved response rate.
- By July 2026, introduce alumni survey incentive and track response rate.
- By August 2026, develop communication plan for all alumni and donor events.
- By September 2026, complete Alumni History project.
- By October 2026, share stories from the Alumni History project on social media. Repeat monthly.
- By July 2027, track alumni and donor event participation during past year to ensure attendance improvement over benchmarks. Repeat annually.



Invest in Student Success and Support Systems

Purpose: Empower every student at Piedmont University to achieve their full potential through a comprehensive, supportive, and engaging living/learning environment. To foster academic excellence, personal growth, and meaningful engagement by providing students with the resources, opportunities, and support necessary for success.

Members:

- **Kim Crawford, Vice President of Student Affairs (chair)**
- **Jessica Callahan, Assistant Professor of Nursing**
- **Ineke Dyer, Director of Student Support Services**
- **Erin Ervin, SGA President**
- **Hannah Franks, CAB President**
- **Oliver Howington, Learning Center Coordinator**
- **Steve Jacobs, Dean of the College of Arts & Sciences**
- **Sandra Maughon, Professor of Business & Grants Coordinator**
- **Octavius Mulligan, Dean of the College of Education**
- **Jamie Purdy, Director of Athletics**
- **Tricia Shriver, Assistant Professor of Education**
- **Cassie Shirley, Director of Student Accounts**
- **Cat Wiles, Director of Student Life**



Invest in Student Success and Support Systems

Purpose: Empower every student at Piedmont University to achieve their full potential through a comprehensive, supportive, and engaging living/learning environment. To foster academic excellence, personal growth, and meaningful engagement by providing students with the resources, opportunities, and support necessary for success.

GOALS



Foster Student Engagement and Belonging



Improve Student Persistence up to Graduation



Invest in Student Success and Support Systems



Foster Student Engagement and Belonging

Initiative 1: Create Intentional Pathways for Student Involvement and Engagement

Key Performance Indicators

- Number of students participating in the pre-weeks of welcome programs and activities.
- Rates of students participating in cocurricular programming.
- Increase student participation in onboarding and traditions that inspire a sense of belonging initiatives by 5%.
- Identify and promote engagement in university traditions and signature events that inspire a sense of belonging.



Invest in Student Success and Support Systems



Foster Student Engagement and Belonging

Initiative 2: Establish comprehensive student wellness program

Key Performance Indicators

- Create wellness program framework and launch by year 2.
- Increase utilization of wellness services (counseling, fitness and recreation, community cupboard, peer support, career services) by 15%.
- 20% of students will participate in at least one wellness program or event annually.

Milestones

- By Year 1, establish cross-divisional wellness task force.
- By Years 1-2, design comprehensive wellness model and priority focus areas.
- By Years 2-5, collect baseline participation and outcome data.



Invest in Student Success and Support Systems



Improve Student Persistence up to Graduation

Initiative 1: Expand Early Student Engagement Programs

Key Performance Indicators

- Obtain 50% participation from first-year students.
- Increase fall-to-spring persistence rate up to 90%
- Increase 5-year graduation rate.
- Increase support service utilization by 10% annually.

Milestones

- By Year 1, design mentorship and interest group models.
- By Year 2, launch programs for first-year students.
- By Years 2-3, expand major/career-aligned programs.
- By Years 3-5, review persistence impact.



Invest in Student Success and Support Systems



Improve Student Persistence up to Graduation

Initiative 2: Enhance Academic Support Programs

Key Performance Indicators

- Achieve 5% increase in tutoring and coaching usage.
- Achieve 0.25 GPA increase for probation students.
- Achieve 5% reduction in academic probation population.
- Achieve 5% retention increase among students receiving intervention.
- Achieve reduction of DFW rates in gateway courses.

Milestones

- By Year 1, evaluate current tutoring and Supplemental Instruction services.
- By Year 2, launch enhanced support and training options.
- By Years 3-5, establish math and English support labs.
- By Years 4-5, analyze GPA and probation data and produce annual report outcomes.

D **Develop and Optimize Academic Programs**

Purpose: Refine and enhance academic programming and quality to better meet the needs of current and future students.

Members:

- **Hugh Davis, Professor of English**
- **Lindsay Dilbeck, Assistant Professor of Health Sciences**
- **Mike Friedline, Associate Professor of Psychology & Faculty Senate Chair**
- **Tony Frye, Professor of Political Sciences**
- **Bob Glass, Dean of Libraries**
- **Jamie Johnson-Huff, Dean of the College of Nursing and Health Sciences**
- **Santanu Majumdar, Professor of Art & Department Chair**
- **Octavius Mulligan, Dean of the College of Education**
- **Vickie Turner, Vice President of Academic Affairs**
- **Kerry Waller, Dean of the College of Business (chair)**

D **Develop and Optimize Academic Programs**

Purpose: Refine and enhance academic programming and quality to better meet the needs of current and future students.

GOALS



Annual Program Review



**Conduct Periodic Employer Needs
Assessment**



**Explore Opportunities for New
Programs and Partnerships**



Develop and Optimize Academic Programs



Annual Program Review

Key Performance Indicators

- 100% Participation – Every college/program reviewed annually.
- Action Plans fully implemented within 2 years.
- In-demand program growth of 10% annually.

Milestones

- By May 2026, review and update current Program Accountability Policy - COMPLETED.
- Every Fall semester, complete program reviews.
- Every Fall semester, notify any programs that fail to meet established standards, share action plans.
- Ongoing, promote in-demand programs through both marketing and faculty development.



Develop and Optimize Academic Programs



Conduct Periodic Employer Needs Assessment

Key Performance Indicators

- 15% response rate to employer survey.
- New program implemented within 12 month of identification of opportunity.
- 80% of students either satisfied or highly satisfied with program options.

Milestones

- By Spring 2027, review macro-environment data using external research resources (i.e. – Ruffalo Noel Levitz).
- By Spring 2027, survey area employers every 3 years to assess needs.
- By May 2027, develop Business/Employer Advisory Boards for each college.
- Ongoing, identify new program opportunities.



Develop and Optimize Academic Programs



Explore Opportunities for New Programs and Partnerships

Key Performance Indicators

- Academic Leadership Council identifies and explores feasibility of 2 new program offerings per year.
- Increase dual enrollment population by 10%.
- 90% of transfer students are satisfied or highly satisfied with ease of transfer process.

Milestones

- Fall 2026, develop process for awarding microcredentials with approval from SACSCOC.
- Ongoing, expand offerings for dual enrollment students.
- Ongoing, develop menu of microcredential opportunities to document student competencies and improve employability post-graduation.
- Every spring, renew or expand articulation agreements with regional 2-year schools.



Grow Institutional Capacity and Excellence

Purpose: Develop and maintain a fiscally stable and sustainable environment for the future growth of Piedmont University.

Members:

- **Jeff Bruns, Professor of Business**
- **Mike Friedline, Associate Professor of Psychology & Faculty Senate Chair**
- **Kristie Harris, Vice President of Administration and Finance & CFO (Chair)**
- **Zack Hoopaugh, Director of Marketing**
- **Hank Knight, AVP of Facilities**
- **Lisa Mann, Director of Career Services**
- **Sandra Maughon, Professor of Business & Grants Coordinator**
- **Jamie Purdy, Director of Athletics**
- **Ann Sutton, AVP of Advancement**
- **Tish Roller, AVP of Human Resources and Compliance**



Grow Institutional Capacity and Excellence

Purpose: Develop and maintain a fiscally stable and sustainable environment for the future growth of Piedmont University.

GOALS



Expand Philanthropic and Sponsored Funding



Align Resources with Strategic Priorities



Promote a Culture of Shared Stewardship



**Improve Processes and Organizational
Effectiveness**



Secure Financial Health and Sustainability



Grow Institutional Capacity and Excellence



Expand Philanthropic and Sponsored Funding

Key Performance Indicators

- Increase philanthropic giving by a total of \$3M.

Milestones 1

- By June 2026, establish giving baseline - document baseline philanthropic giving levels across scholarships, academic programs, and capital projects to set accurate year-over-year targets.
- By June 2026, develop annual fundraising strategy - develop a comprehensive annual fundraising strategy that includes targeted appeals for endowed scholarships, academic priorities, and capital needs.
- By July 2026, complete scholarship analysis to review available scholarships and determine programs lacking scholarship support for targeted fundraising.
- By August 2026, launch quiet phase of the campaign – begin the internal/quiet phase by engaging trustees, leadership donors, and key partners to secure early major commitments.
- By September 2026, launch fundraising campaign to entire Piedmont community including faculty/staff, donors and alumni.



Grow Institutional Capacity and Excellence



Expand Philanthropic and Sponsored Funding

Key Performance Indicators

- Increase philanthropic giving by a total of \$3M.

Milestones 1

- By October 2026, engage donor segments - implement tailored engagement plans for alumni, trustees, parents, and community partners to increase donor participation and giving levels.
- By March 2027, expand major gift pipeline - identify and qualify at least 5 new major gift prospects to support strategic fundraising priorities.
- By June 2027, strengthen stewardship and retention efforts - enhance donor stewardship practices - impact reports, recognition, events - to retain at least 70% of existing donors for the next fiscal year.
- Annually (2027-2031), meet or exceed the targeted annual increase in philanthropic giving to reach the \$3M, 5-year goal, reporting each year to key stakeholders.



Grow Institutional Capacity and Excellence



Expand Philanthropic and Sponsored Funding

Key Performance Indicators

- Increase philanthropic giving by a total of \$3M.

Milestones 2

- By July 2026, establish campaign case and financial goal – finalize the campaign case statement, priorities, and total fundraising goal to establish the benchmark percentages.
- By June 2027, achieve year 1 benchmark – reach at least 20% of the total campaign goal demonstrating measurable progress toward long-term goals.
- By June 2028, achieve year 2 benchmark – reach at least 40% of the total campaign goal.
- By June 2029, achieve year 3 benchmark – reach at least 60% of the total campaign goal.
- By June 2030, achieve year 4 benchmark – reach at least 80% of the total campaign goal.
- By June 2031, achieve year 5 benchmark – reach 100% of the campaign goal, concluding the multi-year effort with all commitments documented and public recognition recognized.



Grow Institutional Capacity and Excellence



Expand Philanthropic and Sponsored Funding

Key Performance Indicators

- Year-over-year growth rate in total number of grant awards secured.

Milestones

- By July 2026 – Develop and Implement a Comprehensive GSR Playbook.
- By July 2026 – Contribute Intellectual Capital for Strategic Goals.
- By December 2026 – Achieve \$3M in Grant Funding.
- By June 2027 – Foster a Culture of Interest and Enthusiasm,
- By June 2027 – Increase Number of Proposals Submitted.
- By June 2027 – Participate on Grant Review.
- Annually – Improve Proposal Quality – improve ratio of grants proposed to grants awarded.



Grow Institutional Capacity and Excellence



Align Resources with Strategic Priorities

Key Performance Indicators

- Increase net tuition and fee revenues by at least 4% annually through enrollment growth, optimized pricing strategies, and strengthened business and auxiliary operations.

Milestones

- By December 2026, develop and implement a revised pricing and financial aid optimization strategy that reduces the institutional discount rate (unfunded portion) by at least 1 percentage point while maintaining or increasing new student enrollment.
- By December 2026, develop and implement a comprehensive net revenue enhancement plan outlining enrollment targets, pricing adjustments, auxiliary growth strategies, and operational efficiencies designed to achieve the 4% annual net revenue increase beginning FY 2027-28.
- By June 2028, increase auxiliary and non-tuition revenue contributions by at least 4% through improved bookstore performance, housing optimization, and expanded strategic partnerships.



Grow Institutional Capacity and Excellence



Align Resources with Strategic Priorities

Key Performance Indicators

- Increase net tuition and fee revenues by at least 4% annually through enrollment growth, optimized pricing strategies, and strengthened business and auxiliary operations.

Milestones

- Annually – Sustain Annual Revenue Growth – meet or exceed annual revenue increase targets through continuous improvements in recruitment, retention academic program mix, and financial aid strategy.
- Annually – Direct institutional resources toward key university priorities that support the achievement of our strategic vision.



Grow Institutional Capacity and Excellence



Align Resources with Strategic Priorities

Key Performance Indicators

- Ensure campus facilities promote safety, accessibility, and student well-being.

Milestones

- By FY 2026-27, prioritize and develop a comprehensive deferred maintenance plan.
- By FY 2027-28, complete comprehensive campus safety and ADA assessment.
- By FY 2027-28, begin phased maintenance and capital improvement projects.
- By FY 2027-28, improve work order turnaround times and service quality metrics.



Grow Institutional Capacity and Excellence



Promote a Culture of Shared Stewardship

Key Performance Indicators

- Reduce campus resource consumption (e.g., energy, paper, waste) annually through implemented stewardship initiatives.

Milestones

- By March 2026, identify high-impact reduction opportunities – assess campus operations to identify the top areas where resource reductions are most achievable.
- By June 2026, implement stewardship initiatives – launch the first set of stewardship initiatives, such as enhanced recycling programs, reduced printing programs, energy-saving measures, or technology-enabled efficiencies.
- Annually, sustain annual reductions over time – achieve annual reductions through ongoing stewardship initiatives, continuous improvements, and campus-wide engagement.



Grow Institutional Capacity and Excellence



Improve Processes and Organizational Effectiveness

Key Performance Indicators

- Ensure that 100% of major vendor contracts (>\$25,000 or institutional impact) are renegotiated or competitively reviewed prior to renewal or expiration.

Milestones

- By March 2026, inventory all major contracts – develop a comprehensive inventory of all major vendor contracts, including renewal dates, terms, and responsible departments.
- By March 2026, create contract review schedule – establish a formal annual review calendar that identifies when each major contract must be reviewed, competitively bid, or renegotiated prior to expiration.
- By May 2026, implement standardized review process – adopt a standardized contract review checklist and workflow to ensure consistent evaluation.

G Grow Institutional Capacity and Excellence



Improve Processes and Organizational Effectiveness

Key Performance Indicators

- Ensure that 100% of major vendor contracts (>\$25,000 or institutional impact) are renegotiated or competitively reviewed prior to renewal or expiration.

Milestones

- By July 2026, launch competitive review or renegotiation cycle – begin renegotiating or competitively reviewing contracts approaching renewal within the next 12 months to secure best-value pricing and service quality.
- By June 2027, achieve first full cycle of on-time reviews – complete a full annual cycle in which 100% of major contracts due for renewal or expiration within the year have been reviewed or renegotiated on schedule.
- Annually, institutionalize annual compliance – maintain 100% compliance with the review schedule, ensuring all major contracts are evaluated ahead of renewal to support strong internal controls and financial stewardship.

E

Enrich a Culture of Belonging and Engagement

Purpose: Foster an inclusive, supportive, and inspiring work environment at Piedmont University.

Members:

- **Chandler Brown, Assistant Professor of Communication Sciences and Disorders**
- **Dr. Joe Dennis, Associate Professor of Mass Communications**
- **Renee Fargason, AVP of Public Affairs**
- **Kristie Harris, Vice President of Administration and Finance & CFO (Chair)**
- **Hazel Park, Assistant Director of Student Accounts**
- **Jamie Purdy, Director of Athletics**
- **Tish Roller, AVP of Human Resources and Compliance**
- **Ty Thomaswick, Data Research Analyst**
- **Cat Wiles, Director of Student Life**

E

Enrich a Culture of Belonging and Engagement

Purpose: Foster an inclusive, supportive, and inspiring work environment at Piedmont University.

GOALS



Champion Employee Well-Being



Promote Continuous Learning and Growth



Build a Culture of Engagement and Community



Recognize and Celebrate Contributions



Build Strong Campus and Community Bonds

E

Enrich a Culture of Belonging and Engagement



Champion Employee Well-Being

Key Performance Indicators

- Complete a comprehensive market salary benchmarking study for faculty and staff.

Milestones

- By July 2026, benchmark data - collect, validate, and map all faculty and staff salary data to benchmark positions.
- By December 2026, analysis of data - complete analysis of market medians, compression issues, and equity gaps across all job families.
- By June 2027, findings and recommendations - present comprehensive salary benchmarking study with findings and recommendations to leadership.

E

Enrich a Culture of Belonging and Engagement



Promote Continuous Learning and Growth

Key Performance Indicators

- Increase professional development participation by 20% annually.

Milestones

- By July 2026, professional development - establish professional development funding guidelines for department and divisions for FY 2026-27.
- By July 2026, professional development - invest in faculty development programs in teaching innovation, pedagogy, and scholarship support.
- Annually (2027-2031), increase participation in job-related professional development opportunities for faculty and staff by at least 20% per year.

E

Enrich a Culture of Belonging and Engagement



Build a Culture of Engagement and Community

Key Performance Indicators

- Recognize 100% of eligible employee milestones within the same fiscal year.

Milestones

- By July 2026, verification of employee milestones - develop a centralized HR process for collecting and verifying employee milestones (years of service, degrees, promotions, etc.).
- By December 2026, establish quarterly reporting and Communication - launch quarterly milestone reporting and recognition communications.
- By June 2027, employee recognition finalized - ensure 100% of all eligible milestones are recognized within the same fiscal year.

E

Enrich a Culture of Belonging and Engagement



Recognize and Celebrate Contributions

Key Performance Indicators

- Increase attendance at campus-wide and community-based events.

Milestones

- By July 2026, create calendar of events - publish annual events calendar to improve visibility and planning across and local communities.
- By September 2026, launch communication plan - launch a coordinated communication and marketing plan - emails, digital signage - to promote events and enhance campus-wide awareness.
- By December 2026, establishing community partnerships - establish and maintain at least three to five new partnerships with local nonprofits, schools, or community organizations to broaden service project offerings.
- By June 2027, report participation of employees - demonstrate the first 10-15% increase in attendance at campus-wide and local community events.



ACKNOWLEDGEMENTS

Special thanks to the following contributors:

- **Dr. Martha Cantrell, Chair, Ad Hoc Strategic Planning Committee**
- **Dr. Perry Rettig, Chair, Strategic Planning Committee**
- **Priority Chairs**
 - Dr. Kimberly Crawford**
 - Renee' Fargason**
 - Kristie Harris**
 - Dr. Kerry Waller**
- **Ad Hoc Strategic Planning Committee**
 - Eddy Ariail**
 - David Foster**
 - Ladson Haddow**
 - Dr. Larry Peevy**
 - Joe Piper**
 - Brian Rickman**

Building **THE** *Bridge* OUR PATH FORWARD