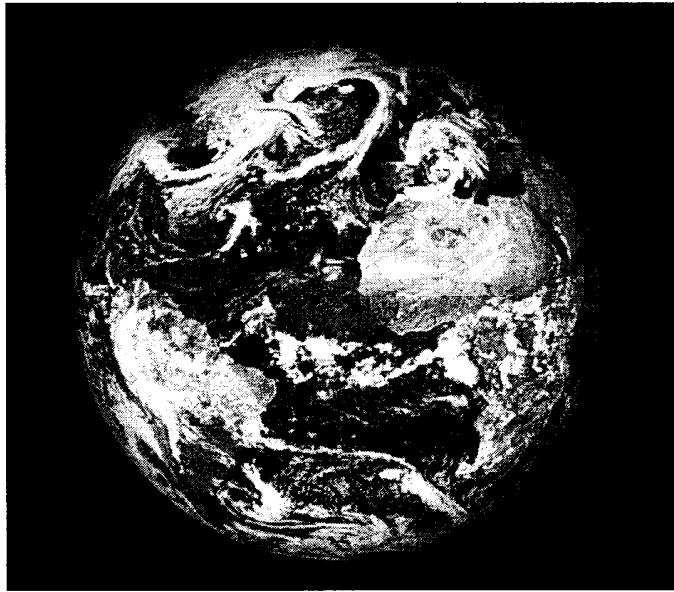


DRAFT

**EXTRAORDINARY LIVES:
STRATEGIC ACTION PLAN**



Designing Brenau 2025

Brenau 2025: Strategic Action Plan

2025 Goal Students, who desire to lead in their lives by attaining a superior academic experience that culminates in a graduate degree, seek admission to Brenau because of its reputation as a regional educational leader and a nationally recognized doctoral level University. All of its academic programs from its Advanced Preparatory Academy through its Graduate College are targeted toward its students' successful completion of graduate degrees in fields that serve the needs of today's and lead in the development of tomorrow's world society.

The strategies below describe a rational plan for achieving the 15 year goal. Of course, the plans closest to the current day are the most specific and complete. These strategies are designed to create an educational program focused on ever-continuing improvement, unique and attractive graduate programs, the application of Brenau's new educational prescription—the Portals of Learning—increased enrollments, a University culture that raises students' and faculty members' educational expectations including all Brenau students being equipped to participate in and anticipating graduate studies, enhanced facilities and increased endowments, and, finally, a vigorous and diverse Graduate College. The implementation of these strategies depends to a great extent on raising external and non-tuition funds in a comprehensive campaign

Strategies: 2008-2013

- 1. University's Infrastructure**
 - Through careful resource management and reallocation, implement programs to increase productivity, the first phase of a fundraising campaign and the development of new revenue streams.
 - Allocate some resources to building new facilities and renovating current facilities—in particular the residence halls and academic facilities—so that they are compatible with the type of unique learning community we envision.
 - Establish a plan for achieving financial security to underpin long-term goals beyond the first five years.
- 2. Graduate Program Development Counsel**
 - Establish a group of University and community leaders to evaluate and propose new courses of graduate study pertinent to the future needs of society.
- 3. University Educational Operations Restructured into Three Units**
 - Brenau Advanced Preparatory Academy for Girls

- Brenau Undergraduate College: Continue to support Brenau Women's College and consolidate all other coed operations into the Brenau Undergraduate College.
- Brenau Graduate School: All graduate offerings, including those currently being offered as the Evening, Weekend and Online Colleges.

4. Pilot Portal Course Development

- Begin testing the "Portals of Learning Curriculum" throughout the Academy, Brenau Undergraduate College and selected programs—where it is feasible—in the Graduate School.

5. New Admissions Policies and Procedures

- Determine the "right" size for each of the University's units, possibly, 150 for Brenau Advanced Placement Academy, 1,750 for Brenau Undergraduate Colleges (including a range of 750 - 1,000 in the Women's College) and 1,750 for Brenau Graduate School.
- Develop new admissions criteria, innovative curriculum and a plan for realizing these new standards.
- Actively engage faculty in the recruitment of Academy and Undergraduate College students, just as they are typically involved in the cultivation of their own graduate students.

6. First-Stage Implementation for the Three New Units

- Develop a plan for implementing a high school boarding and commuting experience for girls at the Academy, which includes customized programs—particularly in the sciences, education, business, and the arts—for highly qualified students to begin an early transition into undergraduate college courses.
- Determine how best to 1) "grow" the all undergraduate programs in the now consolidated Evening, and Weekend College and Online College so that they include more young men, 2) phase in full-time, day and evening coed programs at both the Atlanta and Augusta satellite campuses and in Gainesville and 3) develop policies and procedures for qualified undergraduate students to begin taking graduate courses in their chosen fields.
- Develop a plan for strengthening the academic program and increasing academic expectations within the Women's College. As a result the Women's College may become more competitive in admissions criteria and selective in enrollment.

- Enhance the graduate programs and begin the process of offering preliminary graduate courses to highly motivated undergraduate students.
- Establish criteria for replacing retiring faculty members and staff.
- Raise faculty and professional salaries to the midrange of an “aspirational” group of peer institutions

7. Portal, Curricular and Pedagogical Development

- Develop and test pilot portal courses in all units of the University.
- Establish new ways to teach and learn—emphasizing leading edge information technology—that achieve objectives of the Brenau Mission Statement and educate using the Portals of Learning approach.
- Design an empowering experience for the Women’s College, one that exposes talented female students to all facets of the liberal arts and sciences, provides in-depth study and research in their disciplines of choice, helps them to learn how to manage their personal and work lives, and offers them special early entry into Brenau’s Graduate School as they achieve appropriate academic goals.
- Determine what new graduate degree programs Brenau will offer to fill out its portfolio of nationally-recognized graduate programs that meet the leadership needs of today’s and tomorrow’s world.

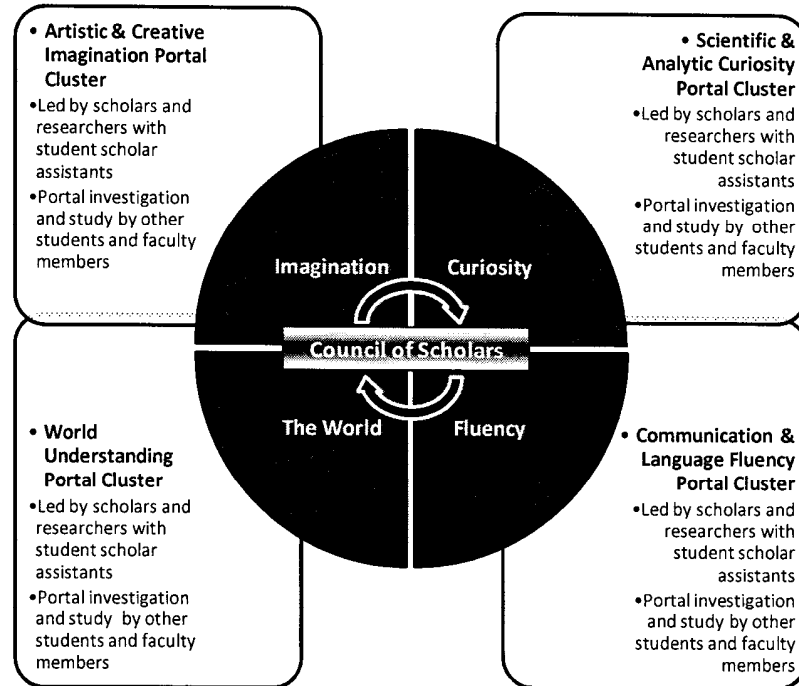
Strategies: 2014-2019

1. Second-Stage Implementation: Brenau’s Discovery Incubator

- Develop the Brenau Council of Scholars to create an evolving entity, called a Discovery Incubator, which practices transformational learning while leading in the application of the Portals of Learning in the context of life experiences.

The Discovery Incubator

Discovery Incubator



Groups of faculty and students will work on collaborative research projects within the realm of a particular portal(s), develop innovative means of applying the results to University or community needs or learning communities, exchange ideas and results with groups from other portal clusters to enhance and enrich their personal experiences. These faculty and student leaders will provide mentoring to their colleagues, lead special seminars throughout the University discussing their scholarly activities, and serve as resource people for courses within the University and classrooms in the external community's public and private, Primary through High Schools.

- Develop plans for ongoing resource development for the continuing implementation of the 2025 plan.

- Begin the process of increasing the faculty, particularly focusing on Brenau's areas of strength and recruit leading scholars in their fields to Endowed Chairs with start-up funding for research with students at every level. These Chairs will form interdisciplinary units (portal groups) comprised of leaders, practitioners, researchers, and students that will operate like Research and Development groups.
- Formalize the process of faculty engagement in recruiting teams of undergraduate and graduate students to participate in their portal course development and research in the Discovery Incubator.
- Formalize the Discovery Incubator as a special part of Brenau that continually reviews and redesigns the portal-based curricula and supports the research and development occurring within each interdisciplinary portal group. These groups will also explore how to best deliver the portal curriculum, using various approaches, including but not limited to experiential, service to others, travel to other cultures, enlisting visiting business leaders and scholars.

Strategies: 2020-2025

- 1. Cutting Edge Programs That Respond to a Global Society's Needs**
 - Continue to stay on the cutting edge of societal needs by reviewing current Academy, undergraduate, graduate, and professional offerings and developing new ones that enhance the existing strengths of the University and advance its mission.
 - Engage in continuous planning, design and measurement, regularly reviewing current programs and activities and determining what is working, what could be better and what should be reconsidered or eliminated.
 - Regardless of what the future holds for Brenau University, develop and provide focused experiences to support and nurture women, e.g. through Brenau Advanced Preparatory Academy, Brenau Women's College and a Multidisciplinary Women's Center.

Our's is an aggressive plan, the success of which will depend upon our ability as a community to undergo a major cultural shift as well as to find and collaborate with others who believe enough in what we are doing to contribute to this innovative and exciting educational model.