

## **Andrew Young School of Policy Studies at Georgia State University**

**Strategic Plan**    Approved by faculty: May 15, 2013

### **VISION, MISSION, VALUES**

#### ***Proposed Vision<sup>1</sup>***

- Changing the World: One Student at a Time, One Idea at a Time.<sup>2</sup>

#### ***Proposed Mission<sup>3</sup>***

- The Andrew Young School of Policy Studies strengthens communities across the globe through policy research, scholarship, public engagement, and the development of leaders.

#### ***We Value:<sup>4</sup>***

- Excellence in teaching.
- Critical thinking.
- Leadership and public engagement.
- Research & Innovation.
- Diversity in all its forms.
- Collaboration.
- Global engagement

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<sup>1</sup> "Vision" represents an aspirational view of what the School is ultimately working toward.

<sup>2</sup> This phrase comes from Ambassador Andrew Young's statements about the School's work.

<sup>3</sup> "Mission" is what the Andrew Young School of Policy Studies *does every day* to achieve its vision.

<sup>4</sup> These values are not in priority order.

**Goal 1: Develop and prepare leaders in the public, nonprofit and private sectors through excellence in teaching.**

1.1. Focus on the development of students-as-leaders through an innovative and distinctive academic experience.

1.1.1. Expand the honors experience within each discipline and in centers to enhance the Research Honors Track and develop leadership distinction.

1.1.2. Expand participation within the Honors Program by increasing the number of students who pursue this educational opportunity.

1.1.3. Relate curriculum to employment through experiential learning.

A. Enhance international experiences for students, with additional study abroad programs that provide an understanding of policy-related areas both globally and domestically.

B. Create an Atlanta-based version of the “DC experience”<sup>5</sup> for students, expand our community of practice influence, and create “signature experiences” that offer expansion of internships, externships, co-ops, summer employment and research opportunities.

C. Involve undergraduates in research opportunities in centers (e.g., Health Policy Institute, Fiscal Research Center) to provide unique opportunities and refine skills in relevant policy and social issues.

1.1.4 Explore developing cross-disciplinary degree programs that have a common core across AYS departments and provide opportunities for partnering with other GSU units.

1.1.5 Explore and leverage technology to reach global, regional, and local audiences and enhance the teaching and learning experience for faculty and students.

1.1.6 Expand professional credentialing, certificate programs, and other forms of continuing education.

1.2 Emphasize and reward excellence in teaching.

1.2.1 Pioneer large-class pedagogical methods and serve as a model for instruction within the University.

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<sup>5</sup>A “DC experience” is an intensive, semester-length program where students live, work and study in DC for course credit.

1.2.2 Create a faculty development structure that measures and develops excellence in teaching.

1.2.3 Implement a system of recognition for excellence in teaching.

**GOAL 2: Expand global recognition for our distinctive, innovative, and interdisciplinary research that bridges scholarship and practice and creates recognition of the AYS as a world class policy School**

- 2.1 Identify opportunities for collaborative projects across disciplines and colleges that include research, scholarship, leadership development, and community-based applications of knowledge.
- 2.2 Support *public policy and community leaders* in their decision making at the local, regional, national, and international levels through our academic, research, and technical assistance activities.
- 2.3 Foster connections between the Andrew Young School faculty and staff and *professional communities* by encouraging and supporting professional and applied outreach activities, both locally and internationally.
- 2.4 Develop capacity to be known for evaluation and analysis of “big data”<sup>6</sup> in a way that address the needs of policy makers and guides social policy.
- 2.5 Develop additional positions in centers (e.g., post docs, visiting scholars) to attract and train talented new researchers.
- 2.6 Increase the rankings of our academic programs with a focus on becoming a top 20 School of Public Affairs<sup>7</sup>.
- 2.7 Encourage and celebrate faculty and center excellence in research through internal, national & international recognition.

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<sup>6</sup> “Big data” is a term used to describe very large, unstructured, complex data collected from multiple media in high volume and high velocity.

<sup>7</sup> As ranked by US News & World Report. Current ranking (as of 2013) is #23.

**GOAL 3: Raise the global profile of the Andrew Young School of Policy Studies.**

- 3.1 Create a comprehensive communications and public relations plan for the Andrew Young School that includes a clear, unified identity.
  - 3.1.1. Utilize the Andrew Young School's name, vision and mission to foster top of mind recognition.
  - 3.1.2. Deepen existing - and develop additional- media connections to position the Andrew Young School as the "go to" place for policy expertise and commentary, as well as expertise within all of the Andrew Young School's disciplines.
  - 3.1.3. Celebrate major milestones with the School for public relations purposes, and to commemorate accomplishments and notable events.
- 3.2 Hold an annual "signature summit" that positions the Andrew Young School as a policy leader.
  - 3.2.1. Consider a theme for the summit each year that supplements the School's programs, such as case competitions, seminars, speakers, etc.
  - 3.2.2. Incorporate an alumni "day of learning" session into the summit, with opportunities to showcase faculty and student scholarship.
- 3.3 Develop alumni relations that build on the affinity that alumni feel for the Andrew Young School through interpersonal and social networking resources.

**GOAL 4: Expand organizational structures and the funding needed to support research and academic excellence.**

- 4.1. Expand the Andrew Young School's department-center model as a way to foster academic excellence and integration across disciplines.
  - 4.1.1 Establish a new center that leverages knowledge and resources across disciplines within AYS. This center will create an opportunity for collaboration and affiliation for faculty in the various units of the School as well as interested faculty from other units of the University.
  - 4.1.2 Expand connections with key urban areas of policy study; such as urban planning, real estate, and demography, within the academic mix of the Andrew Young School's existing programs and disciplines.
- 4.2 Consolidate all departments and Centers in one physical space that fosters connectivity and collaboration.
- 4.3 Increase grants, contracts, and philanthropic funding to \$15 million by June 30, 2018, to support academic programs and research.