

## Strategic Plan – Reaching toward 2020

### 2012-2015

Athens State University has identified and compiled a Three-year Strategic Plan based on Vision 2020. This plan conceptualizes those findings and sets a course for the University community to pursue and achieve through 2015. It is the intent of the Strategic Planning Committee that an annual report be given assessing the progress of these plans.

- I. Athens State University will increase its recognition as the institution of choice for students with life experience, transfer students, especially from community colleges, and working students who seek a step into success.
  - a. ASU will add at least one program of study (minor, concentration or major) each year in light of need and the ASU mission.
  - b. Each college will establish a premiere, regionally/nationally recognized program of study with transparent and recognized indicators.
  - c. Students' activities will enhance the quality of the extra-curricular learning.
    1. Two appropriate extra-curricular student activities to engage students will be added annually.
    2. An initial approach to engaging students in an online programs will be designed and implemented.
    3. A pilot "learning commons" will be developed and implemented by 2014.
    4. Data will be collected on existing activities and level of engagement with an eye to retiring less productive activities annually.
    5. Information literacy/database presence online to enhance learning in DL (Library).
  - d. Distance learning programs and courses will increase programs and quality and receive regional recognition by 2014.
  - e. Develop faculty indicators for quality.
    1. Increase percent of full time faculty with doctorates.
    2. Have Faculty Senate facilitate discussion and establish indicators of quality in learning that will be measured and shared annually.
  - f. Evaluate and report improvement in writing efforts through the institutional QEP efforts.
- II. ASU will enhance its fiscal strength and effective planning process.
  - a. Enrollment will grow to 4,000 students by 2015, with annual increases of 4%.
  - b. Persistent rate of existing students and graduation rates will be increased by 1% annually, with an overall 3% increase in 2015.
  - c. Alumni participation will increase by 3% annually. (Modified for 2013-2014, 9-2-13)
    1. Increase donations from alumni by 3%
    2. Increase alumni events and eliminate low performing events.
  - d. Amount of grants received will be \$300,000 annually. (Discontinued)

- e. Increases in operational funds will be 3% by implementation of the DL rate and various efficiency efforts. (Modified 9-2-13)
    - 1. Increase in operational revenue will be 3%
    - 2. Decrease operation discretionary expenditures by 3% with reduction in department budgets and efficiency efforts.
  - f. Complete study of viability of 1<sup>st</sup> capital campaign with goal of implementation of campaign by 2013-14, noting the campaign may be a 4 to 5 year campaign.
  - g. Establish definitions and use fact book/data in planning beginning in 2012-2013.
  - h. Modify institutional effectiveness procedures and policies to ensure viability, manageability, and usability.
    - 1. Streamline process starting in 2012-2013.
    - 2. Establish critical assessment points and modify others beginning in 2012-2013.
  - i. Develop campus facilities Master Plan to guide renovation, new buildings and addition of sites.
    - 1. Develop and establish Chasteen Hall for use by Adult Degree Completion, Testing and CLL location beginning Fall 2012.
    - 2. Review and reassign space in McCandless in light of Downtown Decatur Arts Center in 2012, noting the theater will still be renovated as theater.
    - 3. Develop plans for sites and communicate to the University community.
  - j. Hire a CIO/Associate vice president to improve systemic approach to IT, distance learning and effective data collection and analysis.
    - 1. Develop a strategic IT Plan.
    - 2. Do a task analysis and review of job descriptions leading to more effective operations that are customer centered and target improved service and learning.
- III. ASU will continue to strengthen its governance, partnerships and work with communities.
- a. Continue efforts at systemic improvement of institutional governance by moving to having a separate board. **Completed**
    - 1. Develop guidelines for creation of board policies. **Completed**
    - 2. Do an analysis of existing institutional policies in light of separate board. **In process, modified**

(Added for 2013-2014, 9-2-13)

    - a.
      - 1. Develop guidelines and position paper on quality shared governance for Board, Administration, Faculty, Staff and Students and monitor development of appropriate procedures.
      - 2. Develop guidelines for quality, consistent job descriptions and method for review and updating them.
      - 3. Develop a culture of merit performance by implementing a merit award pilot program That will be base to develop a merit pay system.
    - b. There will be 2 to 3 agreements with community colleges related to transfer agreements and joint admissions agreements annually.
    - c. ASU will move to offer programs at one additional community college campus by 2015.

- d. ASU will work to develop and expand the Downtown Decatur Arts Center's collaborative efforts with Decatur community and Calhoun.
  - 1. Offer a Drama program by 2014-2015.
  - 2. Review viability of Music by 2015.
  - 3. Offer other courses and programs that meet Decatur's needs; adding programs annually as helpful.
- e. Increase number and attendance record of events on campus such as lectures and performances.
- f. ASU will expand CLL activities with 10% increases in participants annually.
- g. ASU will partner with schools to develop/implement research development school model with focus on improved learning indicators of middle school students and hands-on experience and positive indicators for all ASU students (**modified 9-18-13**).

**Color Key:**

ADDED

MODIFIED

COMPLETED

DISCONTINUED

## VISION STATEMENTS –

1. ASU will maintain its longstanding institutional focus on affordable, high quality, undergraduate instruction, but will gradually transition its academic culture to encompass additional research and service components.
2. ASU will identify and develop graduate programs that have demonstrable support among current students and alumni, and are not duplicative of existing programs in the North Alabama region.
3. ASU will continue its role as the established regional leader in the use of new technologies for instructional service and will partner with the Alabama College System to create a center which will provide planning, training, and support services for distance education programs delivered via an e-Learning consortium.
4. ASU will explore new pathways to partner effectively with other institutions in the Alabama College System in order to nurture a seamless and affordable baccalaureate educational experience through greater sharing of physical plant and faculty resources.
5. ASU will reinvigorate campus life and student interaction with the institution through a comprehensive enrollment management strategy, which will assess with better precision the size and characteristics of tomorrow's student body and will identify an array of student services appropriate for one of the nation's few, upper division, commuter-oriented institutions.
6. ASU will build upon the institution's competitive advantage in terms of campus ambience and will continue to develop facilities and grounds that increasingly manifest a highly functional and aesthetically pleasing environment for faculty, staff, students, and community at-large.
7. ASU's College of Education will utilize its critical mass and longstanding reputation among school leaders for producing well-prepared classroom teachers to substantially increase its public profile and to firmly establish a reputation as North Alabama's premiere professional program in teacher education.
8. ASU's College of Arts & Sciences will enhance the institution's instructional and community service roles by creating academic offerings in the full spectrum of the fine arts to include implementation of a destination program in the fine arts at the Downtown Decatur Arts Center.
9. ASU's College of Business will become the regional leader in Adult Degree Completion programs at the baccalaureate level with special attention to workforce development and the needs of major employers in North Alabama.
10. ASU will undertake a more aggressive and multi-pronged approach involving the public and private sectors to raise sufficient funds for implementation of the *VISION 2020* initiative.