

Strategic Plan: 2016 – 2020

Athens State University has identified and compiled a four-year Strategic Plan based on Vision 2020 and input from all University stakeholders. This plan conceptualizes and sets a course for action for the University community to pursue and achieve through 2020. 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 a culturally diverse traditional and non-traditional student population.

- a. A variety of student activities and programs will be offered that will serve to enhance learning and increase the visibility of the University in the community and region.
 - 1. Appropriate extra-curricular programs that engage students and support learning goals will be offered annually. When appropriate, online programs and activities will be designed and offered.
 - 2. For any student activities program offered regardless of format, data on program participation, attendance, etc., will be collected so as to gauge the effectiveness of programs and whether they should be continued, revised, or discontinued.
 - 3. Student Activities and programs will be offered at each off-campus University Center every semester.
- b. Increase the diversity of student body.
 - 1. Enrollment of Hispanic students will, at a minimum meet the State of Alabama percentage for public two-year institutions, and pursue an aspirational goal of 5% of the institution's total enrollment by 2020.

II. Through a variety of innovative course delivery methods, Athens State will provide market-driven learning opportunities that offer a robust array of adult degree, liberal arts, education and business programs designed to meet the professional and personal needs of both students and employers.

- a. Establish quality indicators to strengthen and monitor the instructional quality of all courses, regardless of delivery format.
 - 1. Provide a variety of support mechanisms (technology, finances, personnel) to facilitate continuous improvement in the instructional quality.
- b. Continue to add new programs of study that support the institution's mission and are based on regional needs analysis.
 - 1. Each College will examine the feasibility of adding Certificate and Badge options where appropriate to support the employment and professional development needs of students.
 - 2. Continue to strategically expand programs and activities located at the Alabama Center for the Arts buildings
 - 3. Strengthen data-driven strategies that closely monitor and respond to student needs and preferences for course scheduling (traditional, blended, distance learning).
- c. Information literacy

1. Information literacy guidelines will be embedded in all Library instruction courses as well as in the EdTPA process.
2. Establish benchmarks for information literacy learning outcomes and monitor student achievement using a systematic assessment instrument.

III. Athens State University will enhance its fiscal strength and effective planning process.

- a. Develop and execute strategies to improve enrollment, based on demographic projections, by 1% annually through 2020. This annual growth should also result in increases in credit hour production.
- b. Develop, execute and assess retention strategies to maintain retention (Fall to Fall) within 2% of 76% (Fall 2016 data).
- c. Maintain persistence (Fall to Spring) rates within 2% of our 82% (4 year average) rate.
- d. Utilize a comprehensive marketing and communications plan that encompasses outreach to prospective students, current students, alumni, current donors, and prospective donors.
- e. Begin preparations for a 200th anniversary capital campaign that will begin in 2017 and conclude with a celebration event in 2022.
- f. Amount of grants received will be \$100,000 annually.
- g. Monitor institutional effectiveness procedures and policies to ensure a clear connection to and support of planning, budgeting, and assessment activities.

IV. Athens State University will continue to strengthen its governance, partnerships and work with communities.

- a. Improve offerings targeted to provide support of Athens State programs and attendance at Concert/Lecture events.
- b. Internal Collaboration
 1. Encourage and reward cross-disciplinary collaborations that maximize the collective talent of faculty from across all three colleges and the library.
 2. Sponsor activities that focus on interdisciplinary opportunities for faculty through program development, research, and professional development.
- c. External Collaboration
 1. Strengthen and cultivate partnerships with the business and industry community for the purpose of listening and meeting their employment needs.
 2. Develop joint recruiting programs with community college partners that focus on the K-12 audience.
 3. Foster intentional relationships between university faculty and community college faculty.
 4. Continue to seek collaborative ventures with other institutions to increase access and services to students.
 5. Work with the City of Athens to increase visibility and promotion of the university.
 6. Develop a framework of activities to connect faculty and alumni.

Supported by President's Cabinet, 10-3-2016
Supported by Strategic Planning Committee, 10-10-2016
Supported by Administrative Council, 10-12-2016
Approved by Dr. Glenn, 10-12-2016
Affirmed by Board of Trustees 10-24-2016
Affirmed by Board of Trustees 05-18-2018

7. Continue to develop innovative Professional Development Schools (PDS) partnerships with P-12 schools to include year-long curriculum building as well as summer enrichment programs that provide robust hands-on experiences for teacher candidates.