



STRATEGIC PLAN PROGRESS REPORT

2017-2018

Office of the Provost/Vice President Academic Affairs

January 2020

(Fall 2017, Spring 2018 & Summer 2018)

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.
 - Student Government Association hosted a number of events including Welcome Back Week, Transfer Days, Arbor Day, Black History Month events, the Mardi Gras Parade and Block Party, Movie Night, Flag Day and Constitution Day.
 - Career Development Center partnered with area employers to provide student employment opportunities, either as internships during their program of study or for permanent employment upon graduation. For 2017-2018, approximately 111 participated in interviews with employers and nearly 80 were hired with 49 of them as permanent employees.
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.
 - Consistent with the 2016-2020 Plan, events continue to be evaluated to seek the right mix of cost, effort and impact.
 - During the 2017-2018 year, 21 student clubs/organizations, with 23 faculty advisors, were active with a total membership of 551 students. This will be used as baseline data moving forward.
3. Student Activities and programs will be offered at each off-campus University Center every semester.
 - Center Managers continue to seek opportunities to provide participation opportunities for students at all Off-Campus Centers including ice cream socials for students and counselor breakfasts for community college partners. Center Managers also participate in Transfer Day activities at the community colleges where Centers are located.

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.
 - Enrollment of Hispanic students has increased and is now 2.6% of the total enrollment of students.

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.

<p>a. Establish quality indicators to strengthen and monitor the instructional quality of all courses, regardless of delivery format.</p> <p>1. Provide a variety of support mechanisms (technology, finances, personnel) to facilitate continuous improvement in the instructional quality. ➤ During the 2017-2018 academic year, individual faculty worked with the Academic Technology Services team and achieved Quality Matters Certification for 17 more courses.</p>
<p>b. Continue to add new programs of study that support the institution's mission and are based on regional needs analysis.</p> <p>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. ➤ Added Concentrations in Computer Science, Information Technology, Health Information Technology to existing B.S. programs to provide stronger industry credentials for students</p> <p>2. Continue to strategically expand programs and activities located at the Alabama Center for the Arts buildings ➤ During the 2017-2018 year, the Center facilities hosted over 160 events to include meeting and/or training activities for business and industry partners and community events (receptions, performances, etc.). This growth represents a 40% increase over 2016-2017 activities.</p> <p>3. Strengthen data-driven strategies that closely monitor and respond to student needs and preferences for course scheduling (traditional, blended, distance learning). ➤ 11.6% Increase in number of online course offerings and a 6% increase in Credit Hour Production through these DL courses. The number of Blended course offerings also increased slightly by 6% but the credit hour production for Blended courses was down by .63%. The number of traditional and traditional/hybrid courses declined. ➤ Institution prides itself on high faculty/student interaction. 2017-2018 data reflects the Student to Faculty ratio at 15:1 and the average class size for this same time frame was 17.7 students/course.</p>
<p>c. Information literacy</p> <p>1. Information literacy guidelines will be embedded in all Library instruction courses as well as in the EdTPA process. ➤ Librarians taught Library Instruction courses in which information literacy guidelines were embedded into the instruction ○ Librarians taught 29 courses reaching 514 students ➤ Library faculty embedded into courses they were not teaching to assist with students' information literacy skills. ○ Library faculty were embedded into 261 courses reaching 4,231 students.</p> <p>2. Establish benchmarks for information literacy learning outcomes and monitor student achievement using a systematic assessment instrument. ➤ Student achievement on the Evaluative Bibliography Assignment in the Library Instruction Courses for the colleges which measures students' information literacy competence is as follows: ○ 71% of students in ED313 made a C or Higher ○ 88% of student in GBA300 made a C or Higher ○ 77% of students in HU321 made a C or Higher</p>

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

<p>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.</p> <p>➤ Enrollment saw a 1% increase from the previous year (4,107 to 4,112). Largest growth was in the number of graduate students (43 to 165). The number of new students was up 5.2% over previous year.</p>
<p>b. Develop, execute and assess retention strategies to maintain retention (Fall to Fall) within 2% of 76% (Fall 2016 data).</p> <p>➤ Retention rates dropped a bit to 72.6% in 2017-2018</p>
<p>c. Maintain persistence (Fall to Spring) rates within 2% of our 82% (4-year average) rate.</p> <p>➤ Persistence rates for Fall 2017 to Spring 2018 was up – 81.5%</p>
<p>d. Utilize a comprehensive marketing and communications plan that encompasses outreach to prospective students, current students, alumni, current donors, and prospective donors.</p> <p>➤ Marketing & Publications Office created a comprehensive media and communications plan for 2016-2017. The BECAUSE campaign used recent student photos and campaign materials representative of the diversity of our student population (gender, age, race, ethnicity).</p> <p>➤ Continued expansion of digital and social media efforts to more precisely target and engage market segments.</p>
<p>e. Begin preparations for a 200th anniversary capital campaign that will begin in 2017 and conclude with a celebration event in 2022.</p> <p>➤ Quiet phase of the campaign with several ongoing activities (white paper finalized, campaign initiatives formed, goals & timelines established, commitment form was created, and the Development Committee for the Board of Trustees was established a charged).</p> <p>➤ Bicentennial Office established on campus and Committee convened and 21 interviews were recorded and transcribed. Bicentennial logos created along with video and the <i>Athens Forever</i> domain was claimed and a website was created.</p>
<p>f. Amount of grants received will be \$100,000 annually.</p> <p>➤ The amount of grants received for 2017-2018 was \$15,500.</p>
<p>g. Monitor institutional effectiveness procedures and policies to ensure a clear connection to and support of planning, budgeting, and assessment activities.</p> <p>➤ The University’s Policy Library maintains a rolling review schedule to ensure currency. During the 2017-2018 year, 26 existing policies were reviewed by the policy owner and renewed with no changes. In addition, 34 policies were reviewed and revised/updated and 7 new policies were created.</p> <p>➤ A summary of assessment activities for 2017-2018 reflects that a number of changes were implemented based on results. For Academic Programs and Student Support Programs, the largest area of change was in Assessment Methodology. For non-academic Student Support Services and for Administrative Units, the largest area of changes occurred with Revised Services. (See 1610-0924 for details)</p>

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

<p>a. Improve offerings targeted to provide support of Athens State programs and attendance at Concert/Lecture events. ➤ The Concert Lecture Series hosted 16 different events during the 2017-2018 year with over 1,120 students and community attendees.</p>
<p>b. Internal Collaboration</p>
<p>1. Encourage and reward cross-disciplinary collaborations that maximize the collective talent of faculty from across all three colleges and the library. ➤ Across the institution, approximately 26 faculty members collaborated on scholarly publications and research activities.</p>
<p>2. Sponsor activities that focus on interdisciplinary opportunities for faculty through program development, research, and professional development. ➤ The annual YEA (Youth Education and Awareness) event provides interdisciplinary collaborations among faculty and students at the University. Participants get the opportunity to conduct research, complete internship hours, host training and workshops, gain hands-on learning, enhance classroom learning, and serve children and families in the community.</p>
<p>c. External Collaboration</p>
<p>1. Strengthen and cultivate partnerships with the business and industry community for the purpose of listening and meeting their employment needs. ➤ The Computer Science Department created an Advisory Board to provide a forum for communication between the Department and the commercial community. Membership includes senior level technical managers and executives from corporations and other organizations located across the region. The Board's mission is to increase collaboration between the department and industry and to provide feedback on industry's workforce needs. ➤ Students and Faculty from the University's chapter of the American Production and Inventory Control Society participated in the national APICS conference in San Antonio, Texas where they participated in sessions sponsored by national business leaders. This chapter also participated in industry tours to businesses such as Tyonek Manufacturing to see the importance of workplace readiness skills.</p>
<p>2. Develop joint recruiting programs with community college partners that focus on the K-12 audience. ➤ College of Education hosted the Alabama Association of Teacher Educators Conference in May 2018 with more than 80 higher education faculty and P-12 partners to construct conversations around multiple aspects of teacher preparation.</p>
<p>3. Foster intentional relationships between university faculty and community college faculty. ➤ University hosted a statewide Open Education Resources workshop sponsored by the Alabama Commission on Higher Education in early 2018. The event welcomed over 100 higher education professionals from across the state and featured speakers from the University and Community College level to investigate ways to significantly reduce the amount of money students spend on textbooks.</p>
<p>4. Continue to seek collaborative ventures with other institutions to increase access and services to students. ➤ Athens State student accepted as part of the 2017 Research Experience for Undergraduates at the Dauphin Island Sea Lab sponsored by the National Science Foundation. The program was sponsored by the National Science Foundation and paired five students from across the nation research faculty at the facility.</p>
<p>5. Work with the City of Athens to increase visibility and promotion of the university. ➤ The Athens Lions Club provided funding to support local STEAM activities. The STEAM conference is held annually at the University to teach more than 200 students across north Alabama about science, technology, engineering, art and mathematics. In addition, students also learn about forensics, reading, health and nutrition and leadership through interactive activities.</p>

- The University partnered with Child Care Central to provide a Resource Room with materials for preservice teachers. The Resource Room is funded and staffed by a grant from DHR and provides free materials for all COE students and faculty to use to help offset some of the out-of-pocket expenses that educators occasionally incur.
6. Develop a framework of activities to connect faculty and alumni.
- Annual juried Art Show for Faculty and Alumni hosted in January 2018 by the Alabama Center for the Arts in Decatur. This year's event included 38 entries from 23 artists consisting of faculty, staff or alumni of Calhoun Community College and Athens State University. All entries were displayed in the Center's Gallery.
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.
- The number of P-12 partnerships remained the same for the 2017-2018 school year. This year was used for research and development of partnerships with the Alabama Community College System.
 - **Ongoing Academic Year PDS Programs**
 - Madison County:** Includes all eight feeder schools which feed into Sparkman High.
 - **Summer PDS Programs:**
 - Athens City Schools:** Athens Elementary (Reading & ELL) and Athens Middle School (ELL and Science)
 - Hartselle City Schools:** F.E. Burleson Elementary (Transient Child) and Crestline Elementary (Transient Child)
 - Madison City Schools:** Mill Creek Elementary School (Special Needs & ELL)
 - James Clemons (Special Needs & ELL)
 - Madison Elementary (Special Needs & ELL)