Goal 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.

Objective I.A: ASU will add at least one program of study (minor, concentration or major) each year in light of need and the ASU mission.

YEAR		2014 - 2015		STATUS/PROGRESS
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**		**STATUS/PROGRESS**
3	New	Certificate programs approved in the following areas: • Educational Technology • English Language Learner • Instructional Design • Instructional Technology • Aviation Management • Project Management		Programs offered beginning Fall 2014
3	New	Added Option in Public History to B.A. in History Added Option in Public History to B.S. in Social Science		Approved by ACHE December 2014; Planned implementation Fall 2015
3	New	B.A. in Drama and Theatre Arts program developed		Approved by BoT October 2014; Submitted to ACHE February 2015
3	New	B.S., Biology – Ecology and Organismal Specialization B.S., Biology – Cellular & Developmental Biology		Approved by ACHE March 2015
3	Ongoing	M.A. in Religious Studies Approved by ACHE. Implementation scheduled for Fall 2016.		June 2015
3	New	M.Ed. Program in Career & Technical Education approved by Curriculum Committee, Provost and President		Submitted to Board of Trustees – Fall 2015
3	New	B.S.E.D. in Educational Studies major approved by Curriculum Committee, Provost, and President		Submitted to Board of Trustees – Fall 2015
3	Ongoing	Adult Degree Program reflects consistent growth in both new students and program graduates.		<u>Graduates</u> 2014-2015 = 49 students 2013-2014 = 13 students
YEAR		2013 - 2014		
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**		**STATUS/PROGRESS**
2	New	The Information Assurance major was approved by Curriculum Committee and Provost		Program was approved by ACHE – July, 2014 Program implemented Fall 2014
2	New	New minors approved • Computer Forensics Minor • English Language Learner Minor • Finance Minor • Human Development Minor • Globalization Minor • Health Fitness Minor		All minors implemented Summer 2014
2	New	Applied to ACHE for a Change in Instructional Role (graduate programs)		Request not approved June, 2014 ACHE Meeting
2	New	Public History Option for B.S. Social Science and B.A. History approved		Submitted to ACHE Will be on December, 2014 ACHE meeting agenda
2	New	M.A. in Religion Approved by Board of Trustees		July, 2014
2	New	Athens State University was recognized among the most affordable institutions of higher education.		Recognized by: - <u>AffordableCollegesOnline.com</u> - <u>OnlineU.Com</u>
2	New	M.S. in Global Logistics and Supply Chain Management approved by Board of Trustees. Implementation planned for Spring 2015.		July, 2014 Proposal sent to ACHE –

1   **COLOR KEY (FROM PLAN):**   **ADDED**   **MODIFIED**   **COMPLETED**   **DISCONTINUED**

			December, 2014 ACHE meeting agenda
2	Update	Adult Degree Program continues to grow. Students Admitted to ADP: Students registered in courses: ADP Graduates to date	Yr 1 118 <u>Yr 2 211</u> Fall 2013 = 77 <u>Fall 2014 = 122</u> Yr 1 1 Yr 2 13
2	Update	The Juvenile Justice Studies option for Criminal Justice major and the Information Security option for Computer Science major were approved by ACHE in September 2014. Implemented in Spring 2014	<u>Spring 2014 Enrollment:</u> Juvenile Justice Option = 4 Information Security Option = 8

2	Update	2012 Programs implemented:
		               Elementary/Collaborative Special Education K-6:
		
		               Art P-12:
			<u>Enrollment Update</u>
			FA 2012= 95 FA 2013 =120
			
			FA 2012 = 2 FA 2013 = 7

YEAR		**2012-2013**	
		STRATEGIC INITIATIVES AND OUTCOMES	**PROGRESS**
1	New	Two new programs of study added in 2012: Certification programs for Elementary/Collaborative Special Education K-6 and Art P-12	Programs implemented
1	New	1. The Juvenile Justice Studies option for Criminal Justice major was submitted to the curriculum committee and approved by the Provost. 2. The Information Security option for Computer Science major was submitted to the curriculum committee and approved by the Provost.	
1	New	The Information Assurance Management minor was submitted to the curriculum committee and approved by the Provost.	Minor implemented Fall 2013
1	New	Established the Adult Degree Program (ADP). The ADP enables students to demonstrate quality learning through work and living experiences that might be awarded credit using national guidelines for evaluation.	As of August 2013: • Students Admitted to ADP Program 118 • Students registered for Fall Semester courses 77 • First ADP graduate – Summer Commencement 2013
1	New	Partnership with the University of North Alabama to offer their MBA on the ASU campus.	Program began in Spring 2013
1	New	Partnership with UNA to offer M.A.Ed. in Elementary Education.	Program will begin Fall 2013
1	New	Instructional Design minor approved	Minor implemented Spring 2014

Goal 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.

<u>**Objective I.B.**</u> Each college will establish a premiere, regionally/nationally recognized program of study with transparent and recognized indicators.

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
		<u>**COLLEGE OF ARTS & SCIENCES**</u>	
3	Update	Third year of operation for the Alabama Center for the Arts opened in Decatur with a focus on the visual arts	60 students enrolled in Art programs Fall 2014 and Spring 2015
3	Ongoing	Journal in the College of Arts & Sciences – Athena's Web, to be published each semester	Issue 2.2 Fall 2014 Issue 3.1 Spring 2015
3	New	Successful admission and establishment of a Tribeta Biology Honor Society chapter	May 1, 2015
		<u>**COLLEGE OF BUSINESS**</u>	
3	New	Delta Mu Delta Chapter selected as 2014 "Star" Chapter.	Noted as the most award-

	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
			winning Star Chapter in DMD History with 13 annual recognitions.
	New	IMA Club awarded Gold Award of Excellence and Outstanding Student Chapter	Fall 2014
		COLLEGE OF EDUCATION	
	Completed	Successful NCATE Visit and Reaccreditation of all COE programs	October 2014
	New	Awarded $25,000 grant from ALSDE to go towards the EdTPA Electronic Portfolio Program	Spring 2015
3	Ongoing	Recognized throughout the region as the leading producer of teachers, out-performing almost all state institutions.	COE recommended 225 students to ALSDE for teacher certification

YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
		COLLEGE OF EDUCATION	
2	New	All 13 teacher education/certification programs were approved by the Alabama State Department of Education	Final review pending during October, 2014 site visit
2	Update	Recognized throughout the region as the leading producer of teachers, out-performing almost all state institutions. There were 236 students recommended for teacher certificates in 2013-14, this number is down from 2012-13 from 284.	Students recommended for teacher certificates: 2012-2013 284 2013-2014 236
2	New	Conceptual Framework was revised. The tenets of the framework were updated to include a stronger theoretical foundation and a focus on social justice.	Completed
2	New	Expansion of Professional Development School (PDS) sites in alliance with NCATE/CAEP requirements. The new site will be located at Athens Elementary School.	In process Increases total number of PDS sites from 4 to 5
		COLLEGE OF ARTS AND SCIENCES	
2	Update	Second year of operation for the Alabama Center for the Arts opened in Decatur with a focus on the visual arts	60 students enrolled in Art programs – Fall 2014
2	Ongoing	Journal in the College of Arts and Sciences – Athena's Web, to be published each semester.	Issue 1.1a SP 2013 Issue 1.1b SP 2013 Issue 1.2 SU 2013 Issue 1.3 FA 2013 Issue 2.1 SP 2014
		COLLEGE OF BUSINESS	
2	New	B.S. in Information Assurance Approved by ACHE – June 2014 Program Implemented – Fall 2014	Fall 2014 1 student currently enrolled
2	Ongoing	Journal in the College of Business – College of Business Student Journal published annually	1st publication SP 2013 2nd publication SP 2014
2	Ongoing	Accounting program recognized and endorsed by the Institute of Management Accountants (IMA) organization based on strength and rigor of the curriculum, faculty resources and accreditation standing.	
2	New	Institute of Management Accountants Gold Certificate of Excellence	Completed
2	New	Human Resources program audited and reaffirmed by Society of Human Resource Management (SHRM) as aligned with preferred curriculum guidelines in HR Education	Completed
2	New	National SHRM Outstanding Student SHRM Chapter Award (1 of 24 programs in country)	Completed

YEAR		**2012-2013**	
		COLLEGE OF EDUCATION (COE)	
1	New	Recognized throughout the region as the leading producer of teachers, out-performing almost all state institutions. There were 284 students recommended for teacher certificates in 2012-13, this number is down from 2011-12 with 358.	2011-12 358 2012-13 284
1	New	**Established a 21st Century Research School model, being implemented this year at a middle school in Huntsville.** **1st year model success**	**Discontinued in 2013/2014**

3   COLOR KEY (FROM PLAN):   **ADDED**   **MODIFIED**   **COMPLETED**   **DISCONTINUED**

		School principal requests reduced activity in 2013-14	
1	New	All 13 programs reviewed/revised and submitted as part of ALSDE 7-year assessment cycle – July 2013. All programs allow 124 credits and more flexibility while meeting standards and being rigorous.	In Process
1	New	Partnership with UNA to offer M.A.Ed. in Elementary Education	Ongoing
		COLLEGE OF ARTS AND SCIENCES (COAS)	
1	New	The Alabama Center for the Arts opened in Decatur with a focus on the visual arts.	Completed
1	New	Art enrollment increase to 32 in Fall 2012 from 16 in Fall 2010 (Factbook).	Ongoing
1	New	Journal in the College of Arts and Sciences – Athena's Web, to be published each semester. First publication, Spring 2013.	Ongoing
1	New	Expansion of Drama program with the hire of a Drama instructor and the revision of the drama minor	Ongoing
		COLLEGE OF BUSINESS (COB)	
1	New	Logistics and Acquisition Management programs offered by the College of Business have established equivalency with the government's Defense Acquisition University	In Process
1	New	Seeking recognition for the Logistics and Acquisition Management program by the American Council on Education (ACE) allowing course credit transfers to programs with the ACE designation.	Completed
1	New	Human Resource Management curriculum has been recognized as a preferred national program by the Society for Human Resource Management – Spring 2013	Completed
1	New	Journal in the College of Business – College of Business Student Journal published in Spring 2013	Completed

Goal 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.

Objective I.C: Student activities will enhance the quality of the extra-curriculum learning.
1. Two appropriate extra-curricular student activities to engage students will be added annually.
2. An initial approach to engaging students in 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 ad level of engagement with an eye to retiring less productive activities annually.
5. Information literacy/database presence online to enhance learning in DL (Library).

YEAR		2014-2015	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	New	College of Education partnered with Student Services to host an Open House to highlight programs and career opportunities for interested students	December 2015

3	Ongoing	2 new student activities were offered in 2014-2015:
		    1. St. Patrick's Day Program
		    2. Arbor Day Festival
			1. 45 attendees
			2. 250 attendees

3	New	Revised job description for the Director of Students Activities. Title changed to Director of Campus and Community Engagement. New Director was hired.	February 2014

	Ongoing	I.C.3 – Learning Commons area usage continues to evolve. Activity monitored including laptop check-outs and Group Study Room reservations
		                                Learning Commons Laptops Checked out:
		                                Group Study Room Reservations:
			<u>2015</u> <u>2014</u>
			216 128
			375 294

	Ongoing	I.C.5 Learning Resource Committee developed definition of information literacy through feedback with all faculty and staff. The resulting definition was used to map institutional Information Literacy Guidelines to both the ACRL framework and the recent QEP to demonstrate alignment with both national and institutional endeavors. Work continues as the definition and guidelines are being embedded in the Library instruction courses (HU321 and GBA300) and into EdTPA process.	

ATHENS STATE UNIVERSITY

YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	New – I.C. 1	6 new student activity events were offered in 2013-2014 1. Family Movie Night (held twice) 2. Welcome Back Week (Fall & Spring) 3. Ghost Walk (held twice -student and community event) 4. Mardi Gras Parade (parade and meal) 5. Community College Day, Dr. Randy Cross, speaker 6. Prancing Paws (student and community) proceeds supported local animal shelters	<u>Attendance</u> 1. Sept – 75 Dec - 13 2. FA – 336 SP – 169 3. Sept – 50 Oct – 100 SGA Fundraiser - $600 4. 53 for parade and meal 5. 49 students 6. 200 participants
2	New	I.C.1 "Lean In" livestream event entitled "Women, Work, and the Will to Lead, October 28, 2013. Hosted by student chapters of Phi Theta Kappa and the Society of Human Resource Managers	37 in attendance on campus with over 400 other universities worldwide joining event
2	New	I.C.2 Detailed review done on position of Director of Student Activities	Completed
2	New	I.C.3 Implementation of Learning Commons was completed in January 2013.	Completed Usage statistics reflect a 14% increase in annual Library attendance between 2012 and 2013 (2014 Fact Book)
2	New	I.C.4 Data will be collected on existing activities and level of engagement with an eye to retiring less productive activities annually. Student Activities Hosted: 1. 15 events in Fall Semester 2. 9 events in Spring Semester (Including: Scholarship Reception, Welcome Back Week, CC recruiting events at Wallace State and Snead State, Leadership Retreat, Spring Fling and Community College Day)	<u>Total Participants:</u> 1. 1,223 2. 1,164 Noted for discontinuation: • Founders Court • Ms. Merry Christmas • December Family Movie Night • Mr. & Ms. Athens State University
2	New	I.C.5 Institutional Learning Resource Committee developed 2014-2015 goals to formulate an Institutional Information Literacy Policy. This will begin with the development of a definition of Information Literacy that includes the national Association of College & Research Libraries' definition as well as Athens' faculty definition. Once established the Committee will work with Faculty to share, develop, and implement assignments that teach and assess each element of the new Policy across the curriculum.	Ongoing
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	Constitution Day activity for students– September 17, 2012	456 students involved
1	New	I.C.3. Implementation of Library Commons in Spring 2013	Completed • Learning Commons activity continues to increase • The monthly Library gate traffic increased by 19% on average • New Journals were added to support programs in Computer Science and Statistics
1	New	Writing Center is co-located in the Library Commons	Web-based support for writing development 55% increase in student use

5 **COLOR KEY (FROM PLAN):** **ADDED** **MODIFIED** **COMPLETED** **DISCONTINUED**

			of Writing Center from Fall 2011 to Fall 2012
1	New	Student Activities included: • Calhoun Spring Fling (April 17, 2013) • Snead State Date (S-Day) on April 24, 2013 • Student Scholarship ceremonies had 26 students, 13 faculty/staff in 2012 and 45 students, 10 faculty/staff in 2013. The increase is attributed to moving the ceremony in 2013 to the evening	

Goal 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.

<u>Objective I.D:</u> Distance learning programs and courses will increase programs and quality and receive regional recognition by 2014.

YEAR		2014-2015		
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**		**PROGRESS**
		• Number of sections offered via distance learning/blended models increased:		
		<table><tr><td></td><td>Fall 2013</td><td>Fall 2014</td><td>Fall 2015</td></tr><tr><td>DL-Online</td><td>204</td><td>275</td><td>261</td></tr><tr><td>DL-Blended</td><td>117</td><td>58</td><td>82</td></tr><tr><td>Traditional</td><td>176</td><td>169</td><td>160</td></tr><tr><td>Trad/Hybrid</td><td>47</td><td>44</td><td>45</td></tr><tr><td>Total</td><td>544</td><td>546</td><td>548</td></tr></table>		
3	Ongoing	College of Business added one new minor available completely online		• Finance Minor
3		University enrolled in Quality Matters initiative. QM is a leader in quality assurance for online education. Faculty encouraged to become certified in the use of the Quality Matters rubric and the criteria specified in the design of a high quality course.		Number of QM Certified Faculty Members = 4
		Academic Technology Services increased the number and variety of training opportunities for faculty. Trainings for Fall 2014 semester included: - Overview of Quality Matters Online Course Rubric - Microsoft OneNote - Enhancing Online Testing Quality - Google Docs - Characteristics of Online Learners - Effective Discussion Board Practices - Advanced Excel - Using Microsoft 360 - Blackboard Collaborate		104 Attendees for 26 training opportunities
2	Ongoing	Number of students taking DL courses continues to increase. Students taking all DL courses Students taking some DL courses Students taking no DL courses		<table><tr><td>Fall 2014</td><td>Fall 2015</td></tr><tr><td>52.4%</td><td>54.9%</td></tr><tr><td>87.9%</td><td>88.6%</td></tr><tr><td>12%</td><td>11.4%</td></tr></table>
		Number of classes offered through DL format (DL and Blended) increased Number of Distance Learning Courses offered Number of Blended Courses Offered		<table><tr><td>Fall 2014</td><td>Fall 2015</td></tr><tr><td>275</td><td>261</td></tr><tr><td>58</td><td>82</td></tr></table>
YEAR		2013 – 2014		
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**		**PROGRESS**
2	Ongoing	The College of Business added a new minor available completely online The College of Education added a new minor available completely online		• Information Assurance Management • Instructional Design
2	New	Blackboard Catalyst Award for Exemplary Course 2014 • Dr. LaDoris Baugh, College of Business • Dr. Darlene Turner-White, College of Education		Completed
2	New	Sloan-C Effective Practice Award 2014 • Dr. Wendy Cowan, College of Education • Dr. Mark Gale, Instructional Technology		Completed

6 | **COLOR KEY (FROM PLAN):** ADDED MODIFIED COMPLETED DISCONTINUED

YEAR		2014-2015	
2	New	Dr. Wendy Cowan and Dr. Mark Gale completed the certification required to become a *Quality Matters* Peer Reviewer. They also serve as Athens State's *Quality Matters* Institutional Representatives.	Completed

2	Ongoing	Number of students taking DL courses has increased slightly.
		
		                             Students taking all DL courses
		             Students taking some DL courses
		               Students taking no DL courses
			<u>Fall 2013</u> <u>Fall 2014</u>
			51.4% 52.4%
			86.6% 87.9%
			13.4% 12%

YEAR		2012 - 2013	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
1	New	Distance Learning Policy and Guidelines developed and approved.	Fully implemented Fall 2012 Number of students taking DL courses is increasing – around 50% of students are taking all DL courses
1	New	Blackboard Exemplary Course Award – 2012 (Dr. Wendy Cowan)	Completed

Goal 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.

<u>**Objective I.E:**</u>   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.

YEAR		2014-2015	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
3		I.E.1. The percent of full-time instructional faculty with terminal degrees increased in Fall 2014	<u>Fall 2014</u> • 84 faculty – 77.38% <u>Fall 2013</u> • 84 faculty – 75%
YEAR		2013 - 2014	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
2	Ongoing	I.E.1. The percent of full-time instructional faculty with terminal degrees increased in Fall 2013	<u>Fall 2013</u> • 84 faculty – 75% <u>Fall 2012</u> • 88 faculty – 73.9% <u>Fall 2011</u> • 85 faculty – 71.8%
2	Ongoing	I.E.2 Faculty Expectations document finalized and approved to address Quality Teaching, Advising and Communication.	Completed June 2014
YEAR		2012 - 2013	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
1	New	I.E.1 The percent of full-time instructional faculty with terminal degrees increased in Fall 2012	<u>Fall 2012</u> • 88 faculty – 73.9% <u>Fall 2011</u> • 85 faculty – 71.8%
1	New	I.E.2. Faculty Senate's Quality Committee created in Fall 2012	In process

Goal 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.

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

Objective I.F: Evaluate and report improvement in writing efforts through the institutional QEP efforts.

YEAR		2014-2015	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
3	Update	ETS Scores for 2014-2015 Capstone students reflect improvement in all three levels of writing proficiency.	<u>Level I</u> SP 14 (57%) SP 15 (58%) <u>Level II</u> SP 14 (21%) SP 15 (23%) <u>Level III</u> SP 14 (4%) SP 15 (8%)
	Complete	Institution completed 5-Year QEP Project with celebration event	April 2015
YEAR		2013 - 2014	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
2	Update	ETS Scores for 2013-2014 Capstone (graduating) seniors reflect improvement in two of the three levels of writing proficiency.	<u>Level I</u> SP 13 (47%) SP 14 (57%) <u>Level II</u> SP 13 (18%) SP 14 (21%) <u>Level III</u> SP 13 (4%) SP 14 (4%)
YEAR		2012 - 2013	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
1	New	The College Level Writing Rubric, a standardized assessment tool developed by University faculty was adopted by all three colleges. Beginning Fall 2012, the rubric will be used in at least one assignment in all capstone courses. After 2 ½ years into the Building Success Through Writing initiative (QEP), ETS scores show no improvement in student writing. Students' overall performance on ASU rubric improved from 83.83 (Fall 2012) to 88.07 (Spring 2013)	In Process

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.A: Total Fall Headcount Enrollment will grow to 4,000 students by Fall 2014, with annual increases of 4%.

YEAR		2014-2015	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
3	Ongoing	Total Headcount – Fall 2014	Fall 2014 = 3,129 Fall 2013 = 3,175
	Update	Annual increases are not being met, feeder school enrollments continue to decline	
YEAR		2013 - 2014	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
2	New	Goal needs to be evaluated in light of current national and state trends in enrollment. Community colleges are experiencing a second year of 10% loss of enrollment and 4 year schools are showing only 1% gains nationally. This trend is expected to continue through 2018.	In process
2	Continuation	Headcount for Fall 2013	Fall 2013 = 3,175 Fall 2012 = 3,415
2	New	University Center Managers are implementing recruiting activities on their campus locations and in their geographic areas. Additional training to recruiting with local businesses has begun.	Center managers attended 42 events including community college transfer fairs, high school fairs, festivals and business contacts.
2	New	Recruiting efforts associated with the ACA include outreach efforts by recruiters to visit community college art instructors, sharing program and scholarship information. Art instructors	In progress 10 events held at the ACA including Transfer Student Success advisors

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

YEAR	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
		are also being added to our CRM tool for periodic communications.	recruiting, recruiters attending First Fridays, Mardi Gras parade and reception
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	Enrollment Plan developed and implemented.	• Fall 2012 = 3,415 Fall 2011 = 3,389 • Efforts to increase enrollment did not result in increase. • Very modest decline – credit hour production 2012-2013 82,197 -2.01%
1	New	Practices contributing to lower enrollment are being identified.	In process
1	New	Improve enrollment with aggressive recruitment of students using scholarship programs for academic needs and discipline specific (Art and Fine Art)	Complete
1	New	Class schedules adjusted to consistent start and stop times for all University classes began Fall 2012	Complete
1	New	Expand recruitment efforts at Calhoun Community College	• Athens State recruiter at Calhoun Monday-Thursday (both Huntsville and Decatur campuses) • Calhoun Community College applicants are up by 21% in 2012-2013

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.B: Persistence rate of existing students and graduation rates will be increased by 1% annually, with an overall 3% increase in 2015.

YEAR	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	Ongoing	Fall 2014-Spring 2015 Persistence Rate remained basically static at 82.61% down slightly from 82.84% from the previous period	-.23% Fall 2014
	Ongoing	Increase in 1 Yr Retention of Fall 2014 cohort group: Fall 2013 cohort group:	• 72.3% (up 3.4%) • 69.9%
	Ongoing	Graduation rates decreased to 39.69% for the 3-year cohort from previous period but increased to 53.87% in the 4-year cohort as student enrollment moved to more part-time students	-11.5% for 3-year cohort +4.5% for 4-year cohort
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Ongoing	Persistence measures Fall to Spring enrollment of students	Fall 2012 81.86 % Fall 2013 82.84%
2	Ongoing	Retention measures the Fall to Fall enrollment of NEW students	Fall 2011 73.9% Fall 2012 69.3%
2	Ongoing	Graduation measures degree completion of students 3 YR rate Fall 2010 Cohort: 3 YR rate Fall 2009 Cohort:	• 43% • 45%
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	Fall to Spring Persistence Rates were 82.5% and 83.8% for AY 2011 and 2012 respectively.	Ongoing
1	New	Fall to Fall retention of new degree-seeking students was 69.7% after 1YR and 52.8% after 2YRs for the Fall 2009 entering class. (Fall 2012)	Ongoing

Goal II – ASU will enhance its fiscal strength and effective planning process.

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

Objective II.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**

YEAR		2014-2015	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
3		Donations from the Phonathon to the Annual Fund have decreased 2014 $35,696.00	2% Decrease from 2013
YEAR		**2013 - 2014**	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
2	New II.C. 1	Donations from the Phonathon to the Annual Fund have increased 2008 $3,157.65 2009 $7,170.09 2010 $8,213.35 2011 $17,624.53 2012 $18,683.50 2013 $36,473.18	-- 127% increase over 2008 14% increase over 2009 114% increase over 2010 6% increase over 2011 95% increase over 2012
2	New II.C. 1	Other Gifts from Alumni increased from $90,496 in 2012 to $213,500 in 2013	135.92% increase over 2012
YEAR		**2012 - 2013**	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
1	New II.C. 2	Outlook for alumni participation for this year is positive based on a 58% increase in participation achieved during 2011-2012	Ongoing
1	New II.C. 2	Active Alumni members were 488 in July 2013	Ongoing
1	New II.C. 2	11 new activities were added; 2 discontinued due to low engagement	Ongoing

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.D: Amount of grants received will be **$300,000** annually. **(Discontinued)**

YEAR		2014-2015	
3	New	Through collaboration between Academic Technology Services and the College of Education, requirements for a new Instructional Technology Lab were developed. The lab was funded by the Steelcase Foundation and is located in Waters Hall Room 206. The purpose of the lab is to provide a dedicated classroom for COE students to learn how to use and apply instructional technology in the classroom.	Opened Spring 2015
3	New	The Instructional Technology Sandbox was developed through collaboration between Academic Technology Services, the College of Education, and the Academic Affairs Office. The Sandbox is located in Library 114 to provide a dedicated space for students and faculty to learn and use instructional technologies.	Opened Summer 2015
YEAR		**2013 - 2014**	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
2	New	Steelcase Foundation Grant	$145,000 awarded
YEAR		**2012 - 2013**	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
	New	Grant funding for 2011-12 totaled $51,900. (Note: Grant writer resigned after less than one year on staff.)	Discontinued

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.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 discretional expenditures by 3% with reduction in department budgets and efficiency efforts.**

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	Update	Modest increase in state funds Special state appropriation for Alabama Center for the Arts ($175,000)	Increase of $78,887 2013-2014 $11,264,712 2014-2015 $11,343,599
	Update	Operating expenses decreased by approximately 1%, however, the University did recognize additional savings from unfilled positions	
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Update	Modest increase in state funds (Target funds for the Arts – Alabama Center for the Arts - $100,000)	<u>INCREASE OF $ 86,411</u> 2012-2013 $11,178,201 2013-2014 $11,264,712
2	Update	Decrease of approximately 4% in expenditures (not considering transfer to plant)	
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	The State Board of Education distance learning rate was implemented in Spring 2013. • Comparative data from Fall 2012 (old rate) and Spring 2013 (new rate) shows no major changes in headcount and credit hours. • The percent of students taking all DL courses and resulting credit hours was 54% and 48.3%, respectively for Fall 2012; and 55% and 48.5%, respectively for Spring 2013.	Completed

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.F: Complete study of viability of 1st capital campaign with goal of implementation of campaign by 2013-2014, noting the campaign may be a 4 to 5 year campaign.

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3		Capital Campaign Completed	Contributions and unfulfilled pledges June 1, 2012 – May 31, 2015 = $3,540,454
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Ongoing	Capital Campaign continues	Contributions and unfulfilled pledges June 1, 2012 – July 31, 2014 = $3,039,029
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	Capital Campaign implemented	As of May 21, Gifts & Pledges = $1,539,054 51.49% employees participated

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.G: Establish definitions and use fact book/data in planning beginning in 2012-2013.

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3		University Fact Book published in January 2015. Also available online	Will be published each year
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Ongoing	University Fact Book published in 2014. Available online through University website.	Will be published each year
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	University Fact Book published January 2013 • The cabinet, administrative council, and deans are encouraged to use the Fact Book as the official University data source	Completed

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.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.

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	Ongoing	All academic and administrative performance indicators were revised and are fully aligned with learning and institutional goals. Annual Assessment Plans (AAPs) and the Institutional Effectiveness Matrix were revised accordingly to accurately reflect those changes	Ongoing
	Ongoing	The outcomes assessment process was reviewed and previously designated critical assessment points were retained given the successful performance of the existing system, evidenced by positive reviews during various accreditation efforts.	Ongoing
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	New	Institutional Assessment and Program Review Policy 1.15 establishes Executive Assessment Committee charged with providing oversight and assistance with campus-wide assessment and program review activities, coordinate planning and reporting deadlines. Membership includes faculty from all 3 colleges and representatives from each administrative unit.	In-process
2	New	Executive Assessment Committee is currently conducting inventory of specific learning outcomes for each program (majors and minors).	In-process
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	University committees were appointed to review policies and procedures.	Completed

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.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 a theater.
3. Develop plans for sites and communicate to the University community.

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

3	Update	McCandless Hall renovation and occupancy complete	Complete
	Update	The University contracted with Goodwyn, Mills, and Cawood Architects. Facility Assessment and Master Plan projected to be complete by Summer 2016.	In-Process
		The Testing Center continues to add testing stations and products to meet demand. The number of exams administered also continues to increase. An additional part-time employee was hired to assist with the growth.	2015 = 10 products 014 = 7 products September 2015 = 1,197 exams

YEAR		2013 - 2014	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	New	Tutoring/lab facilities usage analyzed – Summer 2014	Recommendations made to increase availability for students and optimize space and technology.
2	New	Facilities Usage analyzed – Summer 2014	Recommendations made to increase space utilization across campus.
2	Update	II.I.1 Chasteen Hall now also houses some CLL activities.	Usage statistics 2013: 48 classes/87 students 19 rentals/136 participants 2014: 50 classes/137 students 30 rentals/197 participants
2	Update	II.I.1 University Testing Center was admitted to the Consortium of College Testing Centers through the National College Testing Association. Additionally, in July the Center was designated as a Certified Test Administration Site by Educational Testing Services (ETS). This designation allows the Center to offer the Praxis series to all College of Education students.	Exams Administered: Aug 2013 – 38 Aug 2014 – 61 Sept 2013 – 22 Sept 2014 – 73
2	Update	II.I.2 McCandless Hall – Substantial completion reached on March 13, 2014.	Plan for occupancy is in process with implementation expected midpoint fall semester. Basement completion in process
2	Update	Architect provided initial Facilities Master Plan that included infrastructure and inventory analysis.	Work will continue on development of long-range usage analysis and electronic presentation of data.

YEAR		2012 - 2013	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	Chasteen Hall is operational and now houses the Adult Degree Program and Testing Services (Spring 2013)	Completed
1	New	McCandless renovation began Fall 12 with expected completion in Fall 2013	In-process
1	New	A Facilities Master Plan is needed for the University	In-process

Goal II – ASU will enhance its fiscal strength and effective planning process.

Objective II.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.

YEAR		2014-2015	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	New	Degree Works hardware/software final installation	Complete

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

	New	Banner hardware upgrade	In Progress
	New	Virtual hardware upgrade	In Progress
	New	Exchange e-mail hardware upgrade	In Progress
	New	Zendesk Work Order Management System Implemented	Complete
YEAR		**2013 – 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Continuation	Information Technology (IT) Strategic Plan 2013/2014 tasks and initiatives report card	In-process
2	Continuation	ITS infrastructure budget plan 2013-2014 New/critical needs identified - $244,000: • Computer labs/classroom workstations • Classroom AV upgrades • Banner hardware upgrades server/storage • Network infrastructure/Backup • Wireless network upgrade	2013-2014 critical needs funded: 67 workstations upgraded ($70,000 donation) Completed Degree Works hardware Completed 1st phase Not completed
2	Continuation	Security and Use of Technology Guidelines/Policies: ▪ Computer Technology Acceptable Use Policy ▪ Electronic Communications Policy ▪ Password Management and Use	Completed 2013/14 Completed 2013/14 Completed 2013/14
2	New	Upgrade Academic Technology resources: ▪ 9 classroom workstations ▪ 53 student lab workstations	68.7% of classroom instructor podiums, 80% of student labs have computers 5 or less years of age as of February 2014
2	Complete	Learning Management System Contract	Awarded to Blackboard for two year period – 9/2014 – 9/2016
2	Continuation	Reorganization Plan: ▪ Implemented Customer Centered Reorganization Plan ▪ MIS function focused in ITS ▪ Moved Helpdesk management/staff to Academic Technology Services	Completed 9/2013 Completed 9/2013 Objectives met except physical relocation of Help Desk
YEAR		**2012 - 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	Information Technology (IT) Strategic Plan developed and being reviewed	In-process
1	New	Security and Use of Technology Guidelines being developed	In-process
1	New	Network switches upgraded – backbone speed upgraded to 1 Gbit	Completed Summer 2013
1	New	VoIP System being installed to replace aged and problematic phone system	Completed Summer 2013
1	New	Reorganization plans for IT, OIPRA, and OASIS to improve operational effectiveness implemented	Completed August 2013

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

Objective III.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**

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	Ongoing	University Policy Library continues to be updated	Process will be ongoing
YEAR		**2013 - 2014**	

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
2	Update	University Policy Library Updated. Available online through University's website.	August 2013- July 2014 Approvals • 25 Policies • 2 Procedures • 4 Guidelines • 6 Other • 8 Pending
2	New	Board of Visitors appointed. 30 members divided into three equal entities to serve the three colleges.	Actively working with individual Colleges and have already had 3 meetings this year.
YEAR		**2012 - 2013**	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
1	New	Board of Trustees appointed October 1, 2012 via Act 2012-497	Completed
1	New	Board of Trustees By-laws and President's job description approved	Completed
1	New	University Policy Library developed.	Library includes: • 13 University Policies, approved on February 28, 2013 • 35 Operational Policies (August 2013)

Added for 2013-2014, 9-2-13

Objective III.A1: Develop guidelines and position paper on quality shared governance for Board, Administration, Faculty, Staff and Students and monitor development of appropriate procedures.

Objective III.A2: Develop guidelines for quality, consistent job descriptions and method for review and updating them.

Objective III.A3: Develop a culture of merit performance by implementing a merit award pilot program that will be the base to develop a merit pay system.

YEAR		**2014-2015**	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
3	Update	III.A3 – Guidelines and nomination process updated in December 2014	6 Individual Meritorious Awards and 1 Presidential Award for Meritorious Performance presented in 2015
	Ongoing	III.A2 – Comprehensive review of all university job descriptions completed (with a few exceptions). Official job descriptions on file in Office of Human Resources	Partial Completion
YEAR		**2013 – 2014**	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
1	New	III.A1 "Statement of Shared Governance" developed with involvement of all stakeholders. It was reviewed by the entire University community between June 2013 - January 2014. It was supported by the Administrative Council and the President's Cabinet and approved in February 2014. Complete document available through the online Policy Library.	Completed
1	New	III.A1 • Faculty Constitution revised and approved • Standing Committees revised • Staff Constitution revised and approved • Student Government guidelines updated and approved	Completed
1	New	III.A2 Office of Human Resources is currently completing an inventory of all employee job descriptions.	Ongoing A systematic review will follow to ensure consistency and accuracy across all areas.

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

1	New	III.A3 Guidelines and nomination process developed in September 2013 and updated in March 2014.	Nomination process implemented and 9 Individual Meritorious awards and 5 Presidential Awards for Meritorious Performance were announced in Sept. 2014

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

<u>**Objective III.B:**</u> There will be 2 to 3 agreements with community colleges related to transfer agreements and joint admissions agreements annually.

YEAR		2014-2015	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	New	Accepted national effort for reverse transfer through the National Student Clearinghouse	Full functionality by Spring 2016
	New	In discussion with Calhoun about forming a joint admissions agreement	In Process
YEAR		**2013 – 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Update	The University developed a comprehensive Memorandum of Agreement with the Alabama Community College System to provide a seamless path for system students to complete their educational goals in an efficient and cost-effective manner.	Completed Agreement signed by Dr. Glenn and Dr. Mark Heinrich in January 2014
YEAR		**2012 – 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	Athens State University has entered into five transfer agreement in 2012	
1	New	Additionally, a Reverse Transfer Agreement was signed with Drake State Technical College – May 2013	

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

<u>**Objective III.C:**</u> ASU will move to offer programs at one additional community college campus by 2015.

YEAR		2014-2015	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3		No updates at this time	
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Ongoing	2 classes offered Spring 2014 on Calhoun Community College Decatur campus	1 class - cancelled 1 class – 6 enrolled
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	New program offerings on other community college campuses are being considered	

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

<u>**Objective III.D:**</u> 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

YEAR		2014-2015	
3	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
3	Update	Phase II for the Alabama Center for the Arts to be complete by May 2016 with classes offered Fall 2016	
3	New	In addition to courses for the Art programs, the COAS began offering a variety of other courses including English, History, Political Science and Psychology.	Unduplicated Headcount Fall 2014 = 85 students Spring 2015 = 95 students
YEAR		2013 - 2014	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
2	New	Center for Lifelong Learning (CLL) began hosting classes/activities at ACA in 2014	<u>Usage statistics:</u> <u>2013</u> 15 classes offered/0 enrollment <u>2014</u> 17 classes offered/39 students
2	Update	Three Play Productions 1. *As You Like It* 2. *The Importance of Being Earnest* 3. *The Bacchae*	1. 241 attended 2. 323 attended 3. 155 attended
2	Update	Groundbreaking for Phase II for the ACA held in July 2014. Phase II will house the theater and music departments of the collaborative efforts between Calhoun and ASU.	Phase II In Process
2	Update	III.D.3 In addition to courses for the Art programs, the University began offering a variety of other courses including English, History, Political Science and Psychology.	Enrollment in these additional courses for the Spring 2014 semester was approximately 100 students (duplicated headcount).
YEAR		2012 - 2013	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
1	New	Alabama Center for the Arts Opened Fall 2012 - Modest increase in enrollments in Art	Completed Fall 2010 – 16 Fall 2012 – 32 (Fact Book)
1	New	Full-time Drama professor hired in Fall 2012	Completed
1	New	The GALA to celebrate the partnership between Athens State University, Calhoun Community College, and the City of Decatur took place on October 19, 2013	Almost $1 million raised
1	New	Two Play Productions 1. *The Glass Menagerie* 2. *Trojan Women*	1. 290 attended 2. 255 attended
1	New	ACA Art Gallery 1. October 2012 Gala 2. 5 Art Shows	1. 350 attended 2. 365 attended

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

    <u>**Objective III.E:**</u> Increase number and attendance record of events on campus such as lectures and performances.

YEAR		2014-2015	
	TYPE	STRATEGIC INITIATIVES AND OUTCOMES	PROGRESS
3	Ongoing	Three Drama/Play Productions 1. MacBeth 2. American One Act Plays 3. The Frogs	1. 389 attendees 2. 194 attendees 3. 125 attendees
3	New	First Arbor Day Festival on April 25, 2015. Preparatory requirement to be recognized as a Tree Campus USA which occurred on February 2, 2016	Ongoing
3	Ongoing	Constitution Day 2014 conducted as a partnership with the DAR Chapter in Athens to help bring in community participation including Boy Scouts and re-enactors.	Approximately 200 participants

   COLOR KEY (FROM PLAN):   **ADDED**   **MODIFIED**   **COMPLETED**   **DISCONTINUED**

YEAR		**2013 - 2014**		
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**		**PROGRESS**
2	Ongoing	Concert/Lecture Events (Athens and Decatur) 1. Athens State University Community Band Concert (5 concerts) 2. Michael Liu Paper Cutting Lecture 3. Letter from Birmingham Jail Performance 4. Robert Antoni Lecture 5. 3 Women 3 Media: Rachel Lackey, Gina Percifull and Carolyn Wass Lectures 6. Henri's Notions Concert 7. Solomon's House: Sarah Miles Photography Lecture		Estimated Attendance 1. 120 – 450 per concert 2. 65 3. 500 4. 35 5. 50 6. 150 7. 30
2	Ongoing	Constitution Day 2013		150 Participants
YEAR		**2012 - 2013**		
1	**TYPE**	**STRATEGIC INITIATIVES AND OUTCOMES**		**PROGRESS**
	New	Constitution Day was modified to focus on student activities (Fall 2012)		Completed

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

      Objective III.F: ASU will expand CLL activities with 10% increases in participants annually.

YEAR		**2014-2015**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	Ongoing	The number of CLL activities for 2014-2015	
	Ongoing	The number of participants in CLL classes and activities for 2014-2015	Participants in 2015 = 5,308* partial year
YEAR		**2013 - 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Update	The number of Center for Lifelong Learning (CLL) activities reflects overall growth with a slight decrease in 2014.	Number of Activities 2011 148 2012 309 (+52%) 2013 365 (+15%) 2014 296 (-19%)* * Partial year
2	Update	The number of participants in CLL classes and activities reflects a decrease for 2014.	Number of Participants 2011 3,081 2012 4,950 (+38%) 2013 6019 (+18%) 2014 5,739 (-5%)
YEAR		**2012 – 2013**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	As of August 2013 • Personal and Professional Classes increased by 59% over same time last year. • Participants up 20% from same time last year • Facilities rentals up 30% from same time last year	

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

Objective III.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 students **(modified 9-18-13).**

YEAR		**2013 – 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	Update	Chapman Middle School project completed 2012-13	Not continued for 2013-14

COLOR KEY (FROM PLAN):   ADDED   MODIFIED   COMPLETED   DISCONTINUED

YEAR		2012 – 2013	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
1	New	This objective has been accomplished with the partnership established with Chapman Middle School (Research Development School) in Huntsville beginning Fall 2012	

Goal III – ASU will continue to strengthen its governance, partnerships and work with communities.

Added 9-23-2014

Objective III.H: ASU will develop innovative Professional Development Schools (PDS) partnerships with P-12 schools to include year-long curriculum building as well a summer enrichment programs that provide robust hands-on experiences for teacher candidates as we as meaningful learning experiences for the P-12 student.

YEAR		2014-2015	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
3	New	Expansion of Professional Development School (PDS) Site in alliance with NCATE/CAEP requirements. The new site will be located at Athens Elementary School.	Implement Summer 2015
	Ongoing	College of Education continues to expand P-12 partnerships. Partnered with Decatur City Schools to host the first summer campus for Secondary Students.	Summer 2015
YEAR		**2013 – 2014**	
	TYPE	**STRATEGIC INITIATIVES AND OUTCOMES**	**PROGRESS**
2	New	PDS partnerships continue to increase. Projected growth with an additional 4 year-long programs and 3 summer enrichment programs beginning in 2014-15.	4 – Madison County Schools 2 Summer Enrichment Programs (Limestone County & Huntsville City) 1 On-Campus Summer Science Camp

   COLOR KEY (FROM PLAN):   **ADDED**   **MODIFIED**   **COMPLETED**   **DISCONTINUED**