BOARD OF TRUSTEES RETREAT

APRIL 15, 2016
9:00 am

DR. ROBERT GLENN

President

WELCOME

ATHENS STATE UNIVERSITY BOARD OF VISITORS

DR. KEITH FERGUSON

Vice President for University Advancement

ATHENS STATE UNIVERSITY

MARKETING AND COMMUNICATION PLAN

2016

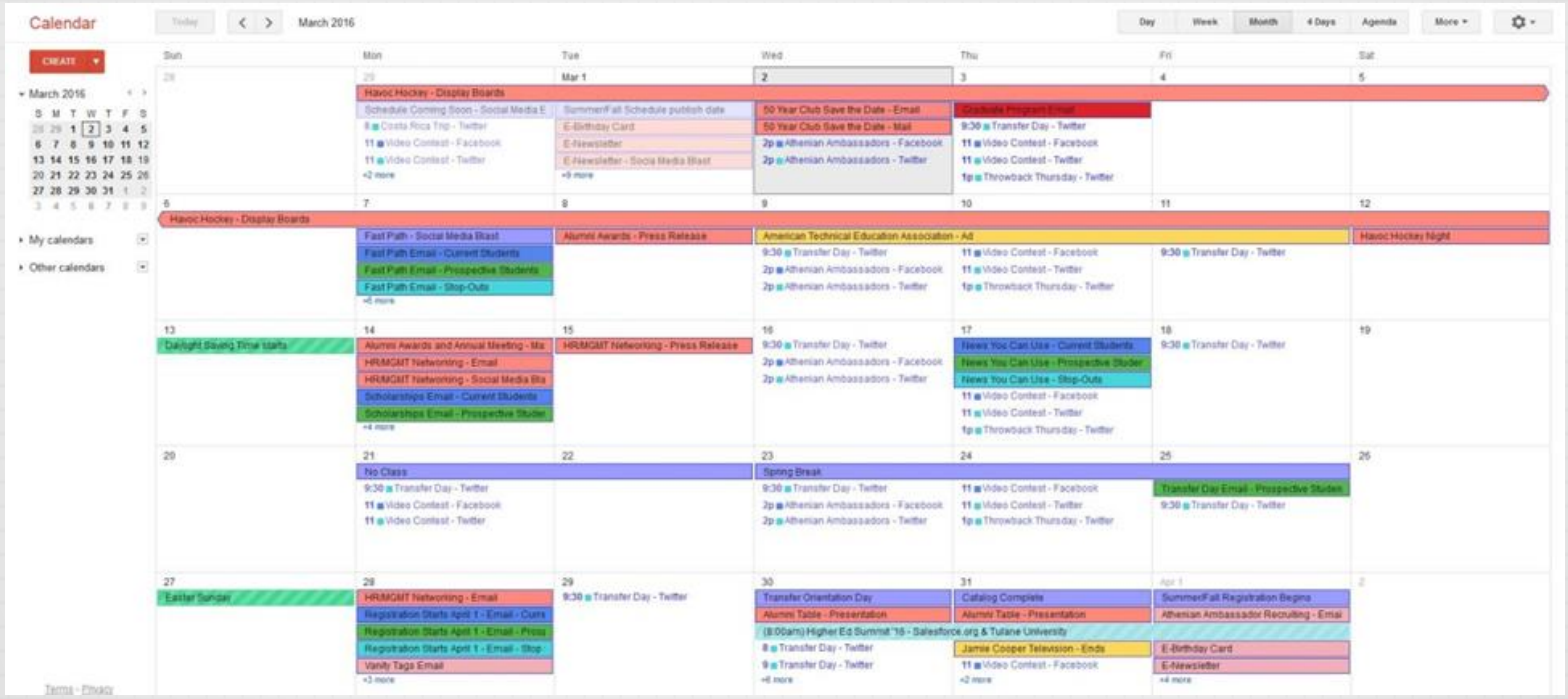
PURPOSE:

Define and communicate the necessary strategies that enable Athens State to effectively disseminate the core values of the University, to both internal and external constituents, in a concentrated effort to increase enrollment.

STRATEGIC GOAL 1:

STRATEGICALLY INTEGRATE SOCIAL, EMAIL, AND PRINT MEDIA

- Comprehensive communications plan that integrates recruiting, fundraising, friendraising, and alumni relations



STRATEGIC GOAL 1: STRATEGICALLY INTEGRATE SOCIAL, EMAIL, AND PRINT MEDIA

- Comprehensive communications plan that integrates recruiting, fundraising, friendraising, and alumni relations
- Over 120 scheduled social media posts directed to current and prospective students
- Over 150 scheduled emails to current and prospective students
- Media Plan focused on driving enrollment
- Budget fluctuates month-to-month based on where we are in the recruitment cycle

• January	$ 5,000	August	$25,000
• April	$25,000	September	$ 9,000
• May	$32,000		

STRATEGIC GOAL 2:

DEVELOP A BRAND STRATEGY THAT FOCUSES ON THE ATTRIBUTES, PROGRAMS, AND PERSONALITY TRAITS WHICH DIFFERENTIATE ATHENS STATE FROM COMPETITORS

YOUNIVERSITY

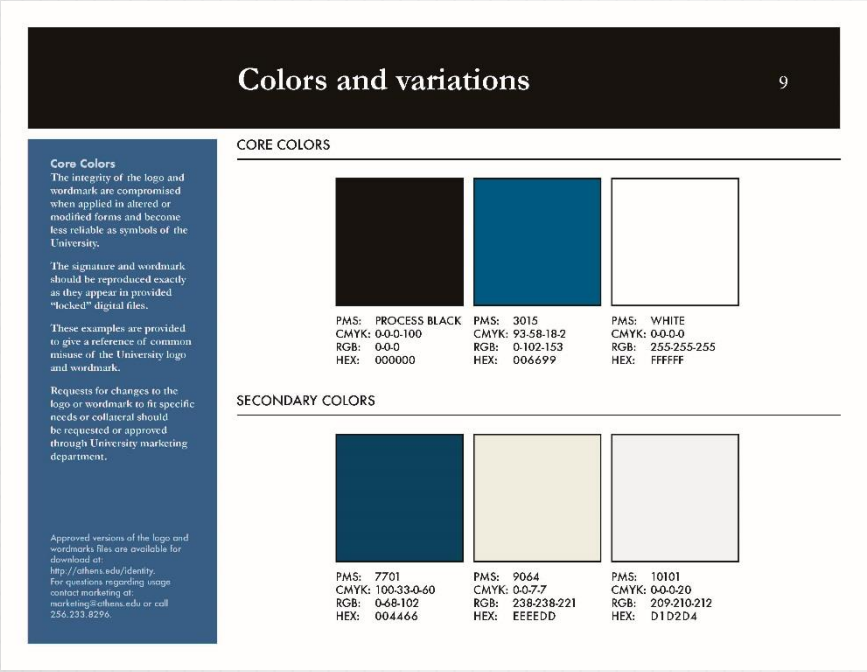
YOUR UNIVERSITY. YOUR WAY.

STRATEGIC GOAL 2:

DEVELOP A BRAND STRATEGY THAT FOCUSES ON THE ATTRIBUTES, PROGRAMS, AND PERSONALITY TRAITS WHICH DIFFERENTIATE ATHENS STATE FROM COMPETITORS

STRATEGIC GOAL 3:

REVISE THE STRUCTURE OF THE STYLE GUIDE, AND ADD A SECONDARY COLOR PALETTE IN ORDER TO SIGNIFICANTLY ENHANCE THE UNIVERSITY'S VISUAL IDENTITY



Colors and variations 9

Core Colors
The integrity of the logo and wordmark are compromised when applied in altered or modified forms and become less reliable as symbols of the University.

The signature and wordmark should be reproduced exactly as they appear in provided "locked" digital files.

These examples are provided to give a reference of common misuse of the University logo and wordmark.

Requests for changes to the logo or wordmark to fit specific needs or collateral should be requested or approved through University marketing department.

Approved versions of the logo and wordmarks files are available for download at: http://athens.edu/identity. For questions regarding usage contact marketing at marketing@athens.edu or call 256.233.8296.

CORE COLORS

PMS: PROCESS BLACK
CMYK: 0-0-0-100
RGB: 0-0-0
HEX: 000000

PMS: 3015
CMYK: 93-58-18-2
RGB: 0-102-153
HEX: 006699

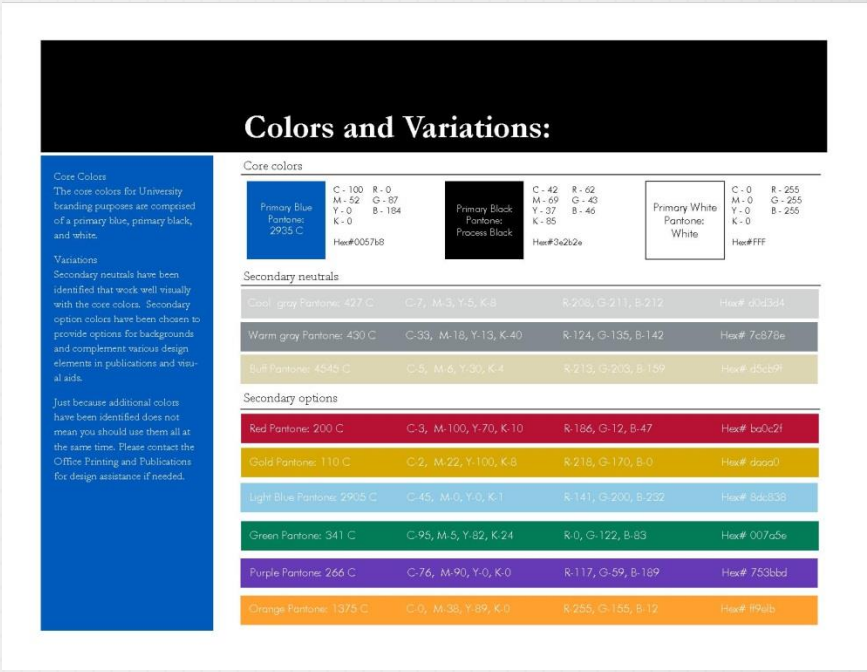
PMS: WHITE
CMYK: 0-0-0-0
RGB: 255-255-255
HEX: FFFFFF

SECONDARY COLORS

PMS: 7701
CMYK: 100-33-0-60
RGB: 0-68-102
HEX: 004466

PMS: 9064
CMYK: 0-0-7-7
RGB: 238-238-221
HEX: EEEEDD

PMS: 10101
CMYK: 0-0-0-20
RGB: 209-210-212
HEX: D1D2D4



Colors and Variations:

Core Colors
The core colors for University branding purposes are comprised of a primary blue, primary black, and white.

Variations
Secondary neutrals have been identified that work well visually with the core colors. Secondary option colors have been chosen to provide options for backgrounds and complement various design elements in publications and visual aids.

Just because additional colors have been identified does not mean you should use them all at the same time. Please contact the Office Printing and Publications for design assistance if needed.

Core colors

Primary Blue Pantone: 2935 C — C - 100 M - 52 Y - 0 K - 0 — R - 0 G - 87 B - 184 — Hex#0057b8

Primary Black Pantone: Process Black — C - 42 M - 69 Y - 37 K - 85 — R - 62 G - 43 B - 46 — Hex#3e2b2e

Primary White Pantone: White — C - 0 M - 0 Y - 0 K - 0 — R - 255 G - 255 B - 255 — Hex#FFF

Secondary neutrals

Cool gray Pantone: 427 C	C-7, M-3, Y-5, K-8	R-208, G-211, B-212	Hex# d0d3d4
Warm gray Pantone: 430 C	C-33, M-18, Y-13, K-40	R-124, G-135, B-142	Hex# 7c878e
Buff Pantone: 4545 C	C-5, M-8, Y-30, K-4	R-213, G-203, B-159	Hex# d5cb9f

Secondary options

Red Pantone: 200 C	C-3, M-100, Y-70, K-10	R-186, G-12, B-47	Hex# ba0c2f
Gold Pantone: 110 C	C-2, M-22, Y-100, K-8	R-218, G-170, B-0	Hex# daaa00
Light Blue Pantone: 2905 C	C-45, M-0, Y-0, K-1	R-141, G-200, B-232	Hex# 8dc8e8
Green Pantone: 341 C	C-95, M-5, Y-82, K-24	R-0, G-122, B-83	Hex# 007a5e
Purple Pantone: 266 C	C-76, M-90, Y-0, K-0	R-117, G-59, B-189	Hex# 753bbd
Orange Pantone: 1375 C	C-0, M-38, Y-89, K-0	R-255, G-155, B-12	Hex# ff9b1b

STRATEGIC GOAL 3:

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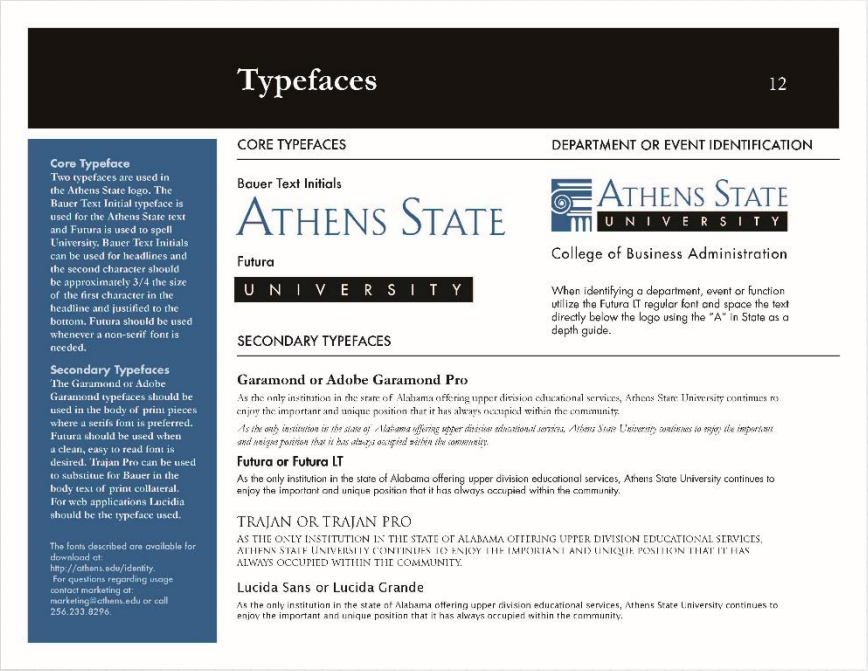
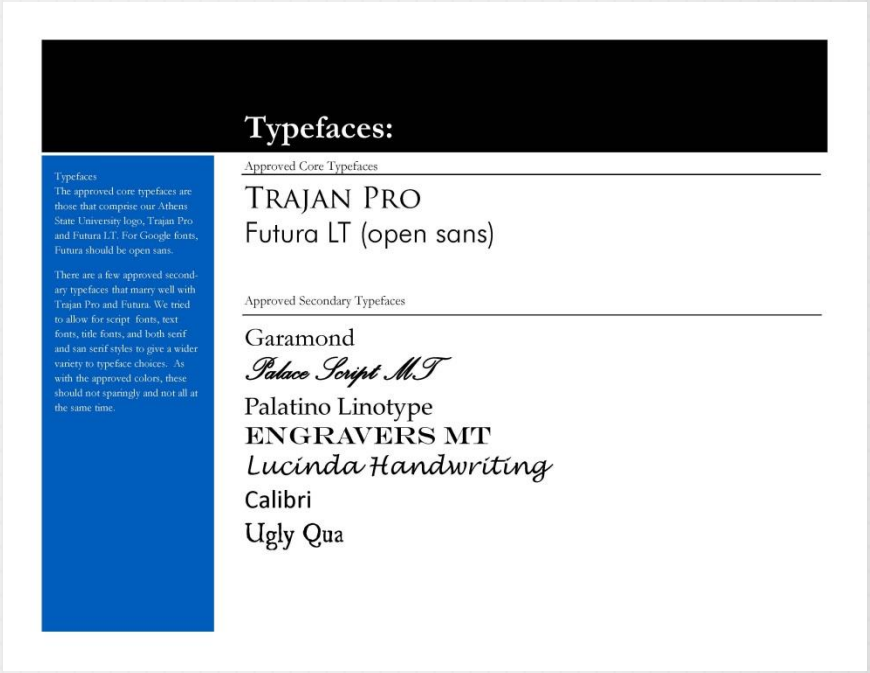


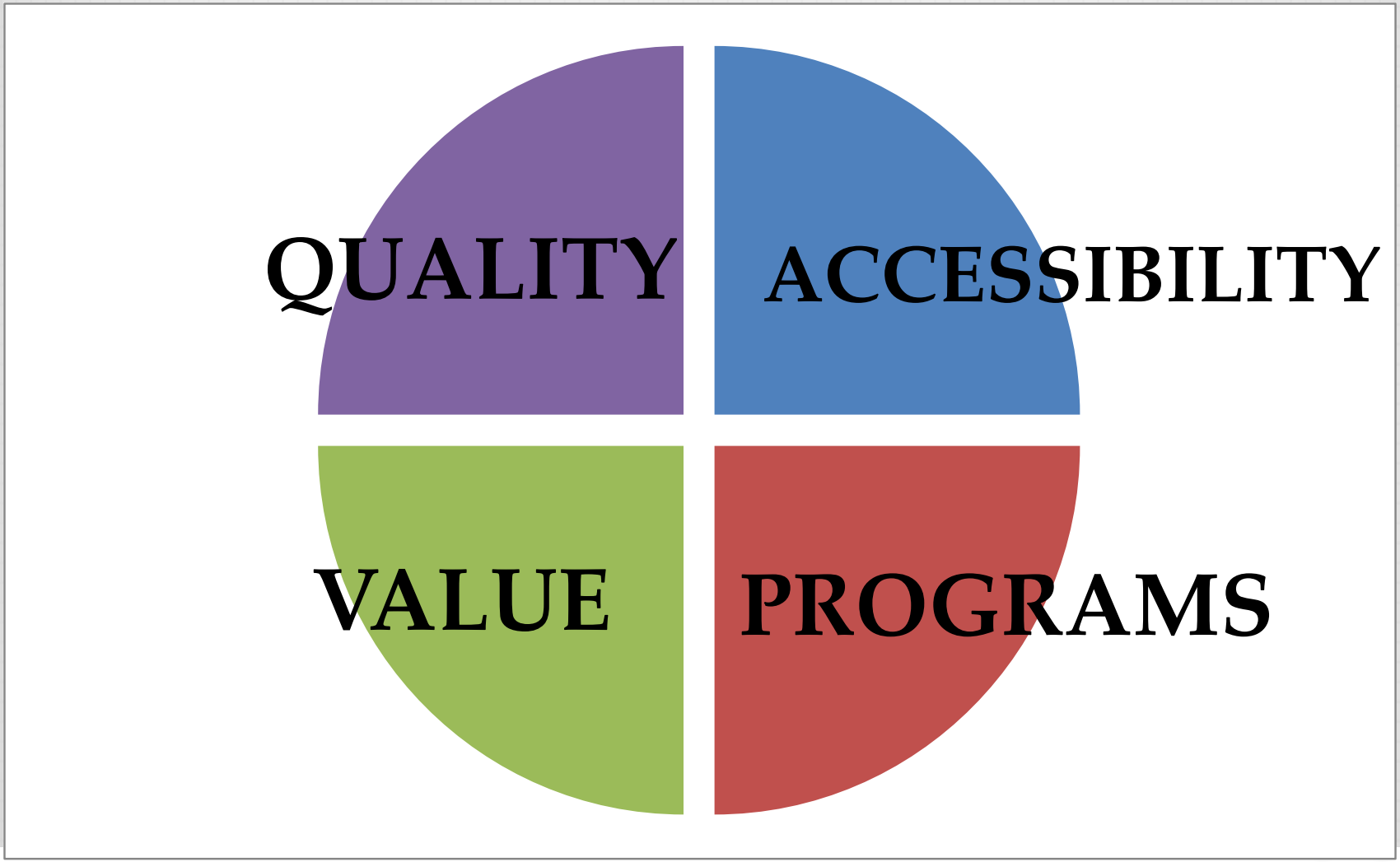


STRATEGIC GOAL 3:

REVISE THE STRUCTURE OF THE STYLE GUIDE, AND ADD A SECONDARY COLOR PALETTE IN ORDER TO SIGNIFICANTLY ENHANCE THE UNIVERSITY'S VISUAL IDENTITY

STRATEGIC GOAL 4:

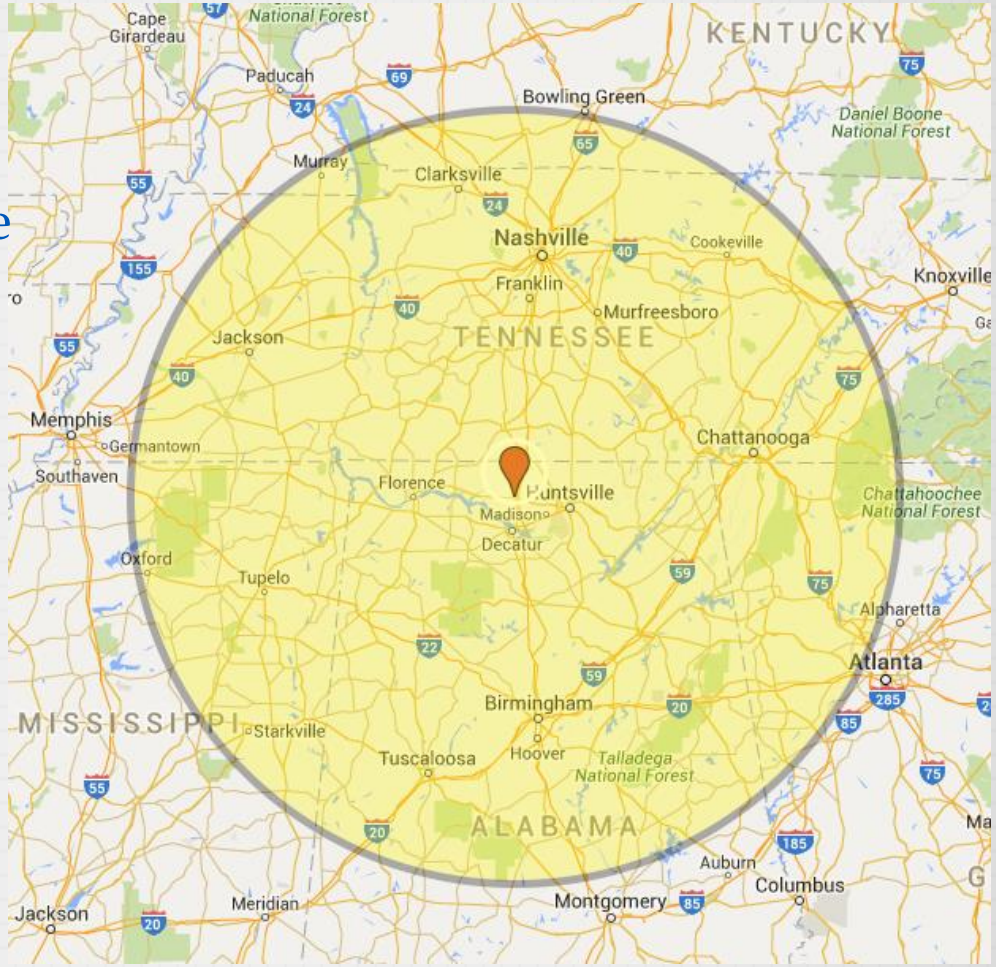
DEVELOP A CONSISTENT MESSAGE THAT DESCRIBES ATHENS STATE UNIVERSITY AND ITS UNIQUE ROLE



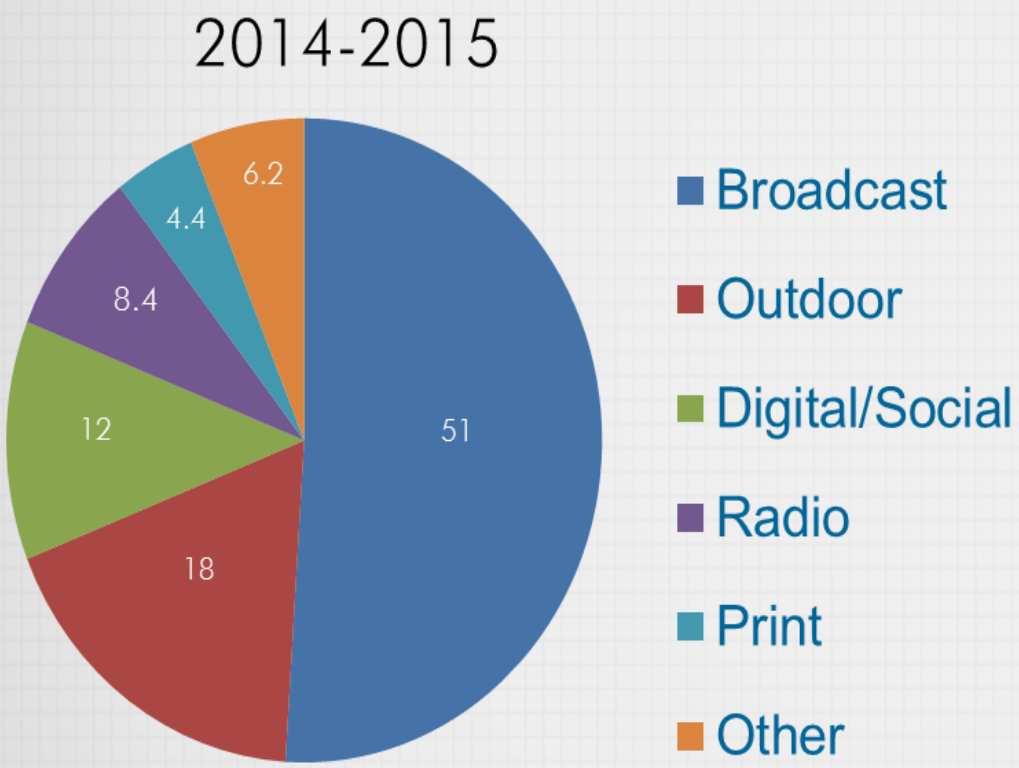
STRATEGIC GOAL 5:

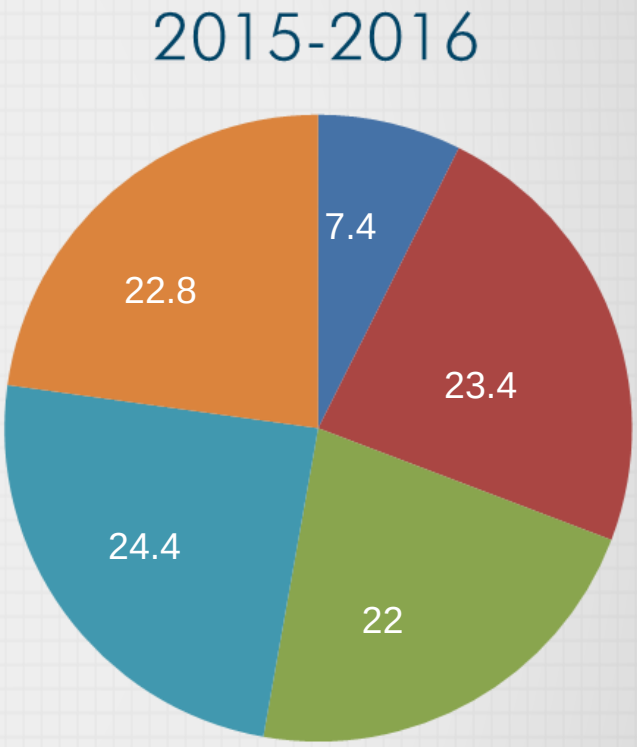
FOCUS MARKETING EFFORTS ON SURROUNDING COUNTIES (150 MILE RADIUS)

- Geofencing – a location-based on digital marketing tool that allows us to send messages to smartphone users in a defined geographic area.
- Geofencing: Calhoun, Redstone, Logistics and Manufacturing companies, Mega-churches.
- Direct mail: HR managers, church staff
- Keyword Follow-Me Campaigns
  - Google Adwords
  - Pay-per-click campaigns



MARKETING/ADVERTISING MIX





MS. SARAH MCABEE

Vice President for Enrollment and Student Support Services

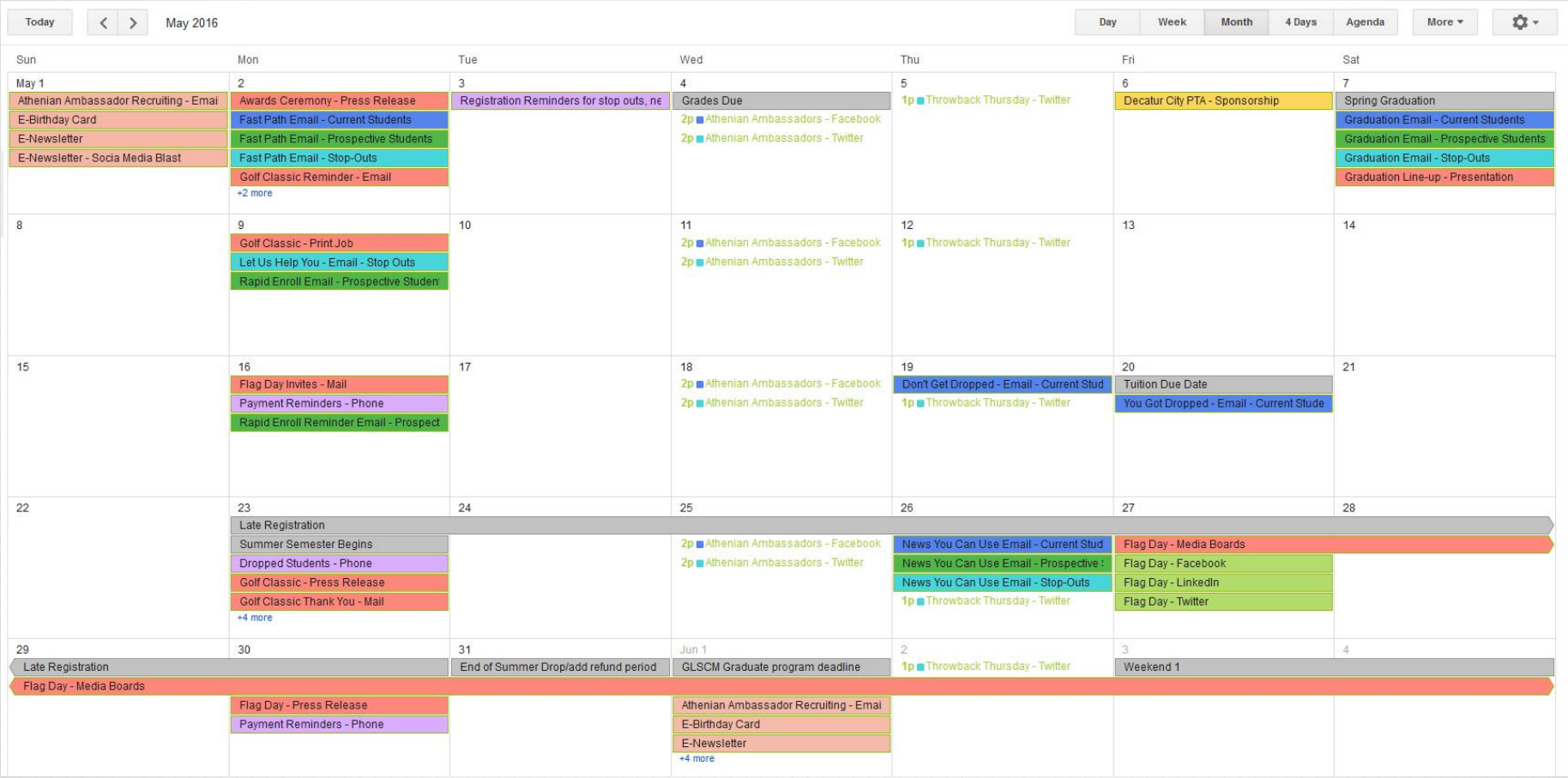
COMMUNICATION PLAN

- Annual Plan for focused email and social media marketing via Constant Contact

- Primary Focus Groups:
  - Prospective (Ex: 45+, STARS, Dual Enrollment)
  - Current
  - Stop-Outs
  - Graduate Program

COMMUNICATION PLAN

Sample: May 2016



SAMPLE EMAIL/SOCIAL MEDIA MARKETING

EFFECTIVENESS OF COMMUNICATION PLAN

Higher Education Industry Averages:

Open Rate	Click-Through Rate	Opt-Out Rate
18.14%	8.74%	0.13%

Athens State University Averages:

	Open Rate	Click-Through Rate	Opt-Out Rate
Overall Student Services	23.22%	8.84%	1.62%
Current	32.85%	8.77%	0.53%
Stop-Out	24.13%	6.67%	1.21%
Prospective	15.50%	5.23%	2.82%
Graduate	36.01%	18.05%	0.00%

STUDENT SERVICE IMPROVEMENTS

Implemented Batch Application processing

Saving estimate 23+ days a year staff time
Providing faster response to students

Front loading of Transcripts

Early transparency to students and advisors
of credit transfer and status of program status

Communication improvements

Multiple reminders of missing documentation
to improve persistence registration

STUDENT SERVICE

Improved Coding

Provides the 4 year transfer student with transparency on how a Gen Ed course not offered in the 2 year system applies to their Degree Program

Updated Catalog Listings

Provides improved student degree path planning

Standardized Lab Fees

Provided for consistent application of fees to the appropriate courses

ACADEMIC SUPPORT WITH DEGREE WORKS

Aggressive 10 Month Implementation Timeline

- Live to advisors April 2015 with a five year catalog set
- Live to students August 2015
- First Grad Program live December 2015
- Latest Catalog live March 2016

Successes

- Available Campus Wide Fall 2015
- Spring 2016 apps cleared at 64.4% as of April 2016

RETENTION AND PERSISTENCE SUCCESSES

Retention improved by 2.4% pts
Fall 2014 69.9% Fall 2015 72.3%
Four year Alabama publics range from 57-91%

Retention Rates

First year New Degree Seeking students increased **2.4%** Fall '15 over Fall '14.

Full Time Retention Rate is **73%** outperforming AL State, AUM, UWA, AL A&M, USA, Jax State and UNA

Our Part Time Retention Rate is **69%** outperforming all state four year institutions

Graduation Rates

Three year rate decreased 5.2% as more students move to PT enrollment

Four year rate increased **2.33%**

150% rate is **45%** - trailing only UAH (46%), UAB (56%), UA (66%) & AU (71%)

Four Year Graduation Rate improved by 2.33% pts

ENROLLMENT TRENDS

Demographic Trends in Enrollment

Economic Factors and College Affordability

U.S. POPULATION CHANGE BY REGION 2000-2010

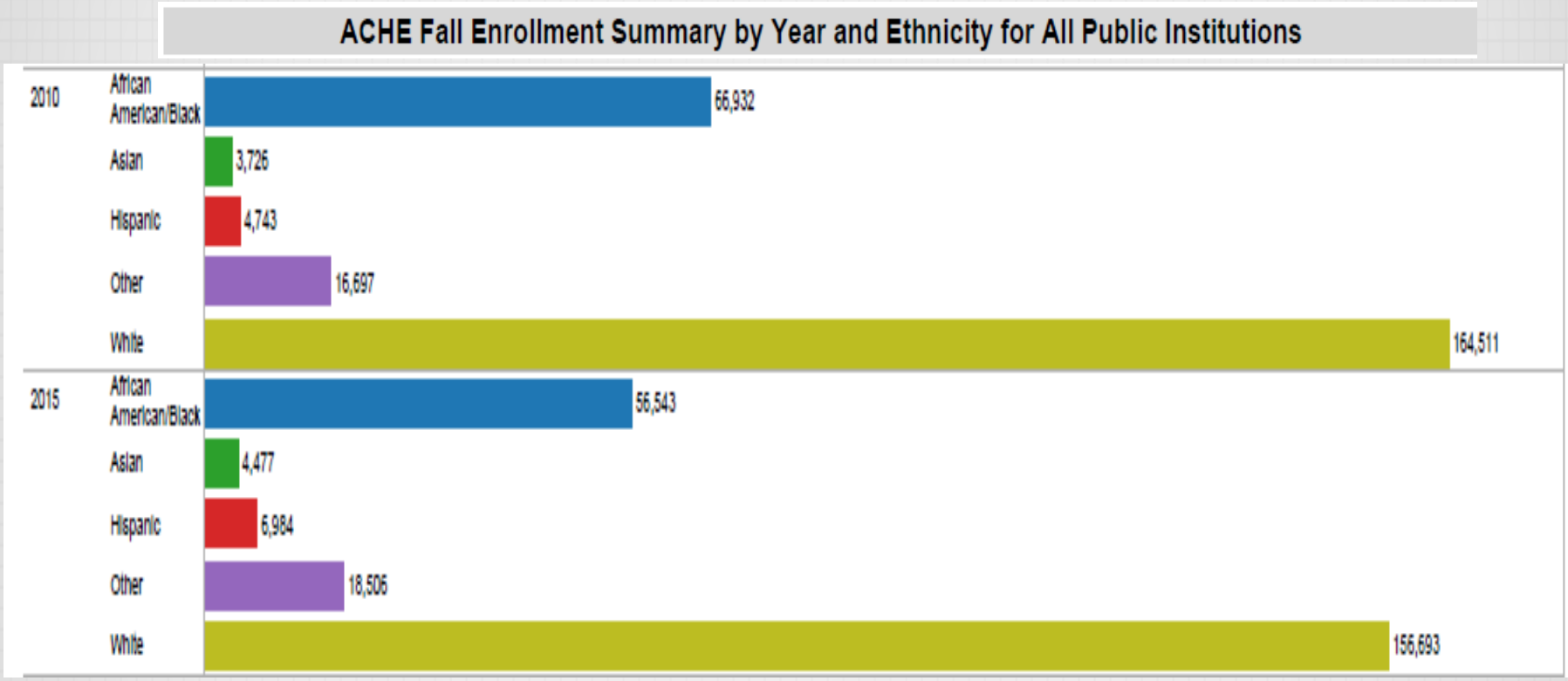
Region	2010 Population	Absolute Population Change, 2000-2010	Percent Population Change, 2000-2010
U.S.	309,050,816	26,884,972	9.5%
Northeast	55,417,311	1,753,978	3.3%
Midwest	66,972,887	2,480,998	3.0%
South	114,555,744	14,318,924	14.3%
West	72,256,183	8,774,852	13.8%
Alabama	4,779,736	332,636	7.5%

Source: U.S. Census Bureau, Population Estimates by Sex and Age as provided by Dr. Johnson is his February 2014 presentation-Disruptive Demographics: Implications for K-12 and Higher Education in Alabama

ALABAMA POPULATION CHANGE BY RACE & ETHNICITY, 2000-2010

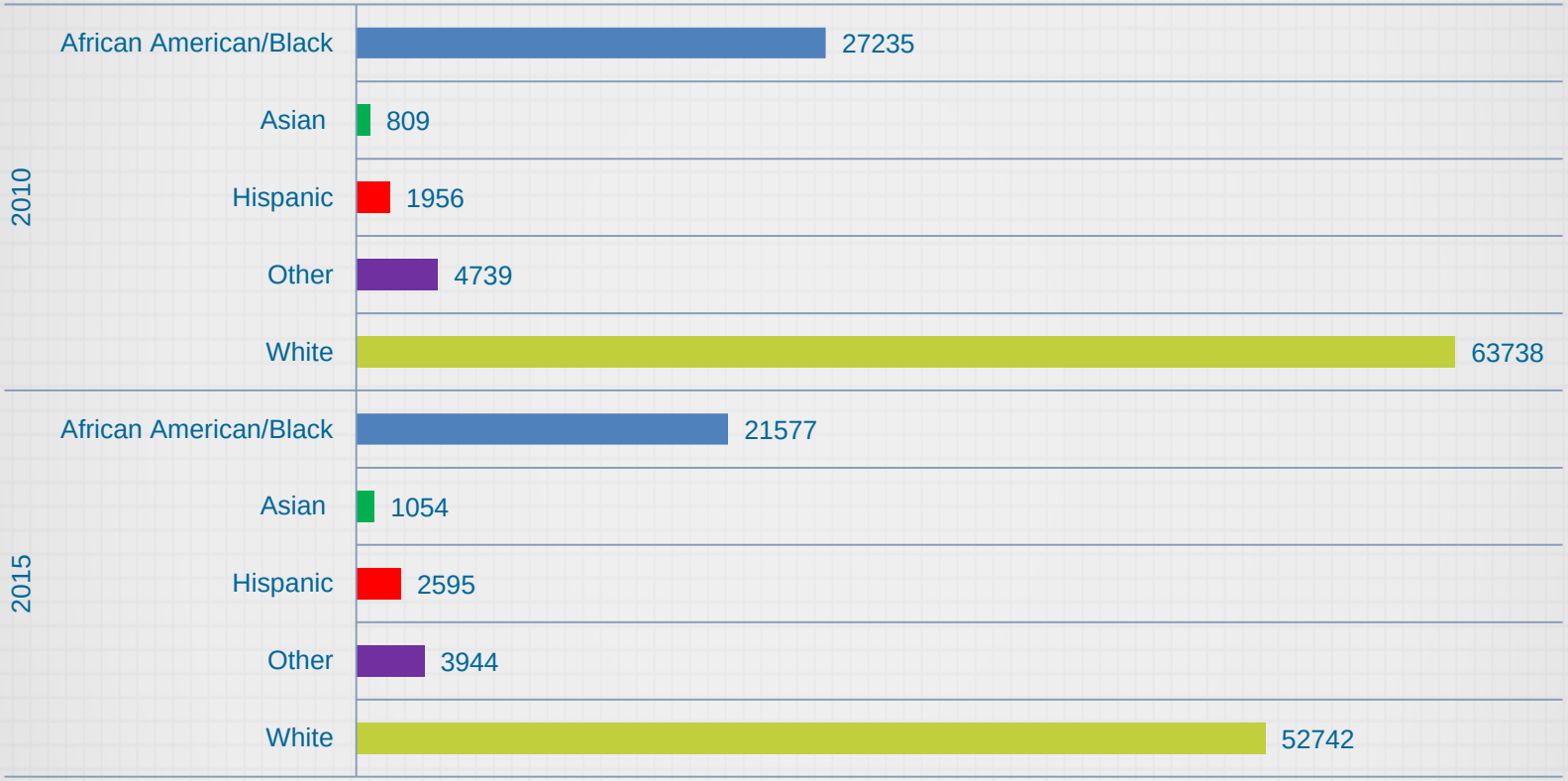
Race	2010 Population	Absolute Change 2000 – 2010	Percentage Change 2000 – 2010
Total	4,779,736	332,636	7.5
Non-Hispanic	4,594,134	222,864	5.1
White	3,204,402	78,583	2.4
Black	1,244,437	94,361	8.2
AI/AN	25,907	4,289	19.8
Asian	52,937	21,948	70.8
NH/PI	1,976	917	86.6
Some other Race	4,030	1,407	53.6
2 or More Races	60,445	21,359	54.6
Hispanic	185,602	109,772	144.8

ALABAMA PUBLIC INSTITUTIONS CHANGES IN ENROLLMENT



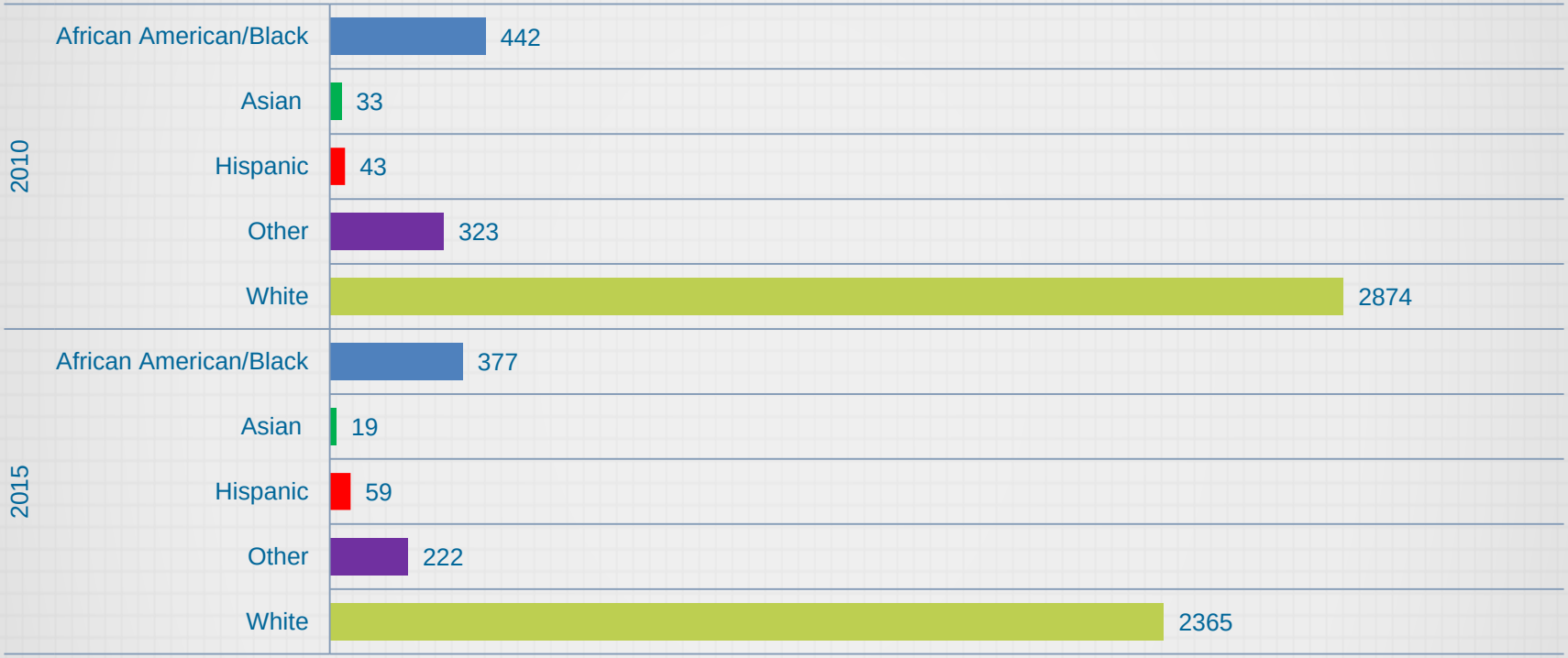
Statewide decline in enrollment for all Public Institutions of 5.2%
White students -4.75% Black/African American -15.5%
Asian +20% Hispanic +47% Other +11%

ALABAMA TWO YEAR PUBLIC INSTITUTIONS CHANGES IN ENROLLMENT



Statewide decline in enrollment for all Public Two Year Institutions of 16.8%
Black/African American -20.7% White students -17.25% Other -16.8%
Asian +30.2% Hispanic +32.6%

ATHENS STATE CHANGES IN ENROLLMENT



Hispanic +37% Two or more races +62% Unknown +41%
Declines in all other race/ethnicity categories
Decline in Enrollment of 582 students or 16.05%

SELECT 2010-2015 DATA

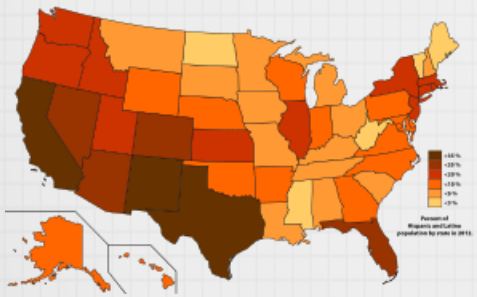
5 Largest Feeder Counties	% of Students	Population Growth	Hispanic % of Population
Madison	31%	2.50%	4.70%
Limestone	13%	5.30%	5.70%
Morgan	11%	1.80%	7.80%
Marshall	6%	1.20%	12.60%
Cullman	6%	.30%	4.30%

Bold Counties are included in Athens State defined service area. Also included in Athens State service area is Lawrence County (shared with UNA).

LONG-RANGE GOAL
ATHENS STATE UNIVERSITY
HISPANIC FRIENDLY DESIGNATION

Athens State Hispanic % Headcount

Spring 2015	2%	62 students
Fall 2015	1.9%	59 students
Spring 2016	1.8%	54 students



Selected Two Year Institutions
2015 Hispanic %

Calhoun 4%
Drake 2.7%
Gadsden State 3%
Northeast Alabama 8.5%
Northwest Alabama 3.9%
Snead 8.9%
Wallace 3.8%

Designation Requires 25% Hispanic Student population

DEMOGRAPHIC SUCCESSES

Javier Morales

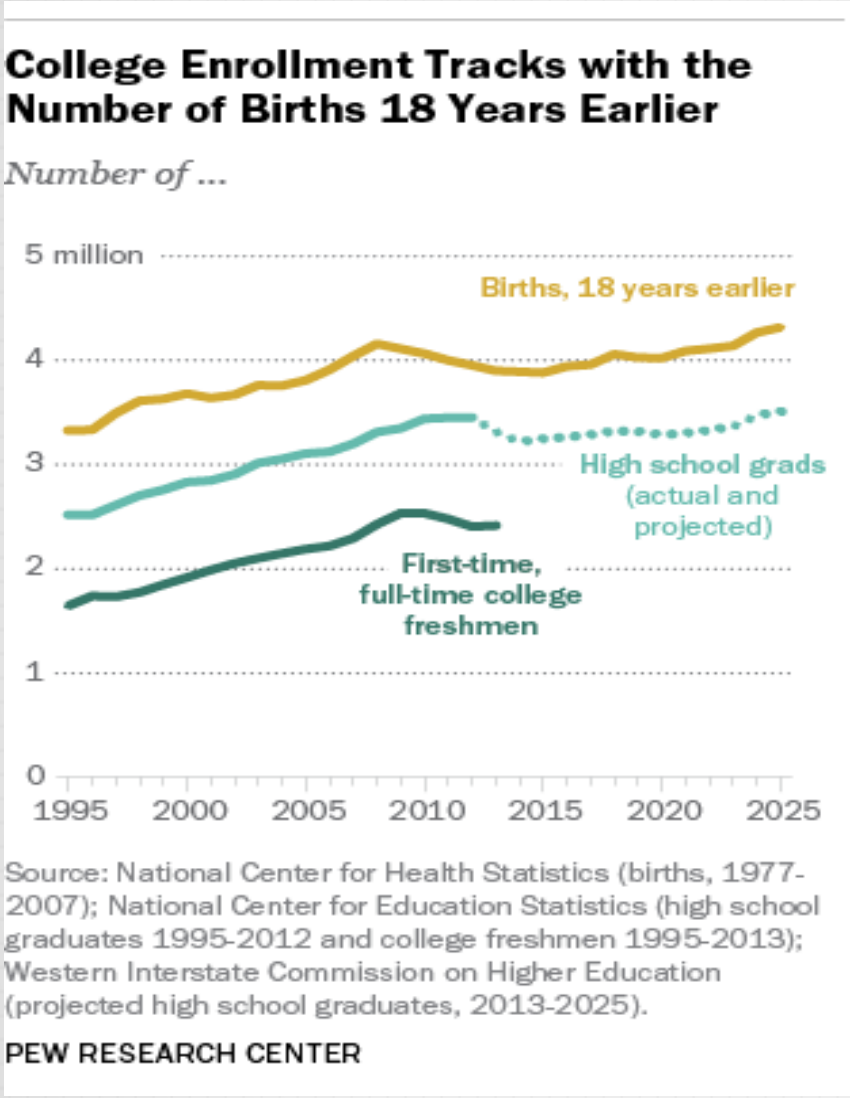
Outstanding Recent Graduate Award
April Athens Alumni Awards

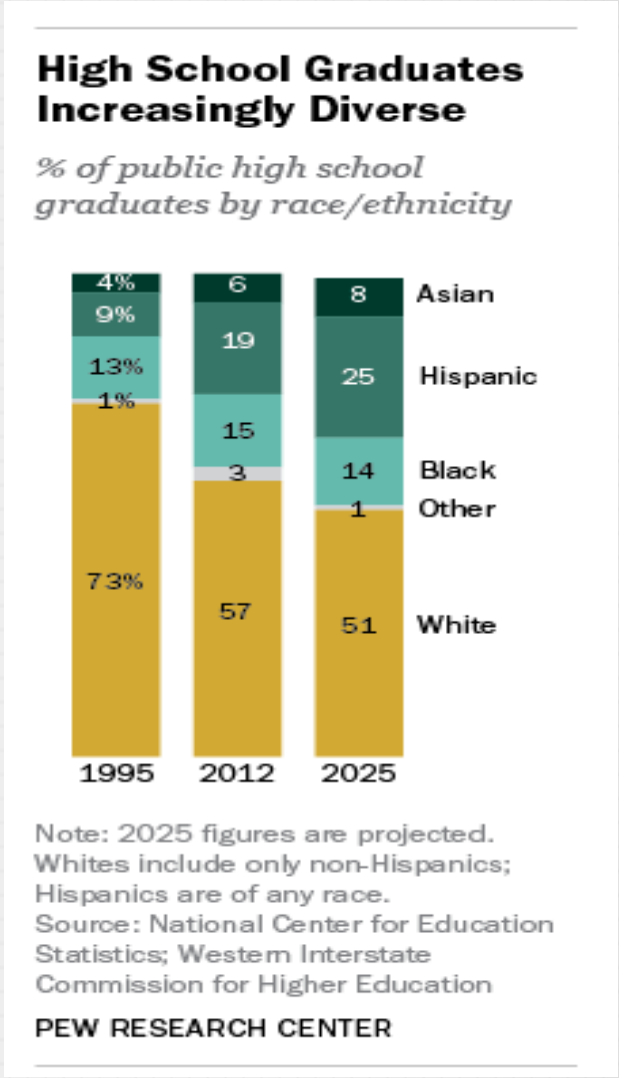
Senior Class Speaker

Ruby de La Pena
President of Phi Theta Kappa
Alumni Assoc.

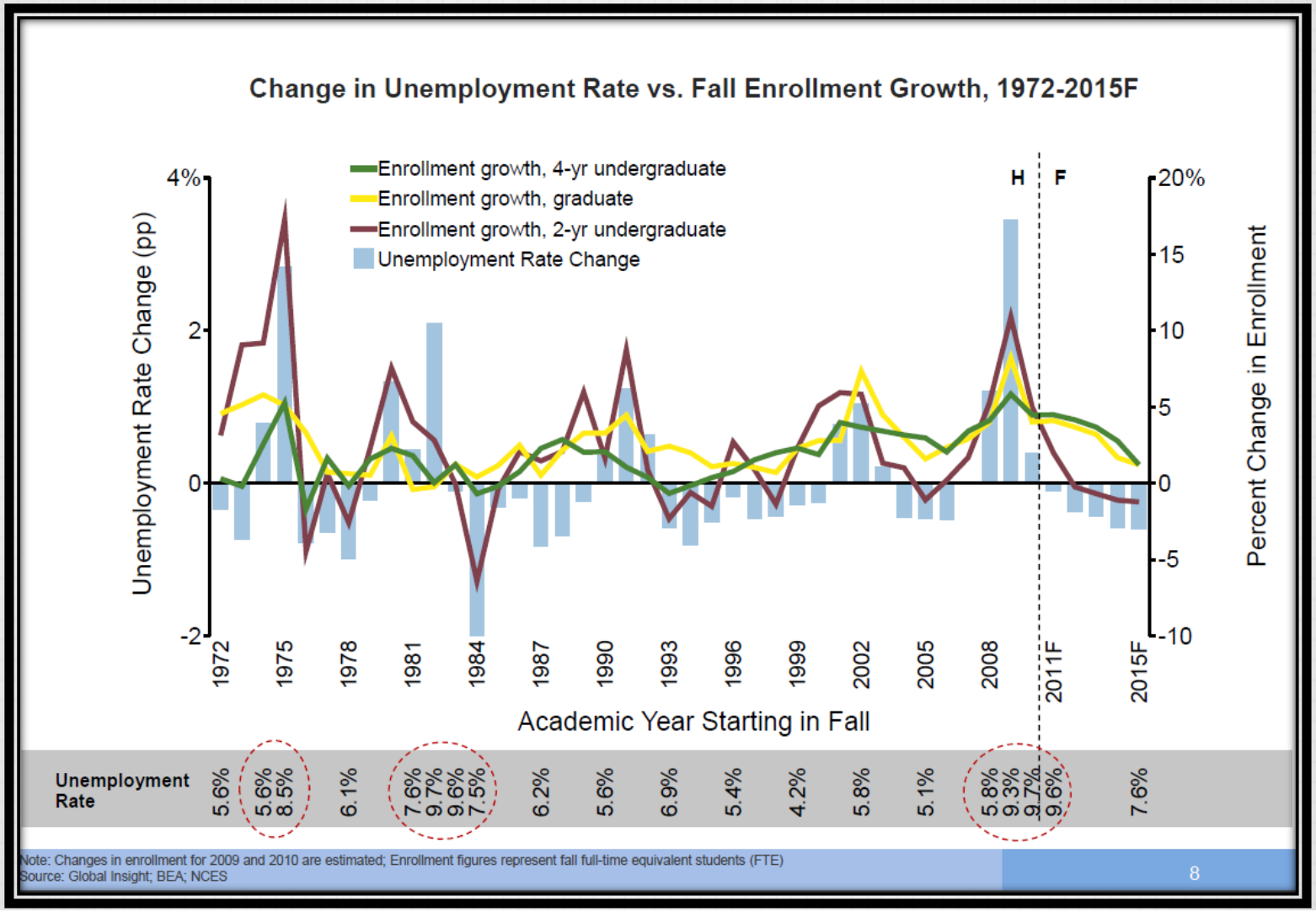
Terry Stepp work with Mayor's office
Dr. Culture Diversity Training February, 2016

DEMOGRAPHIC TRENDS

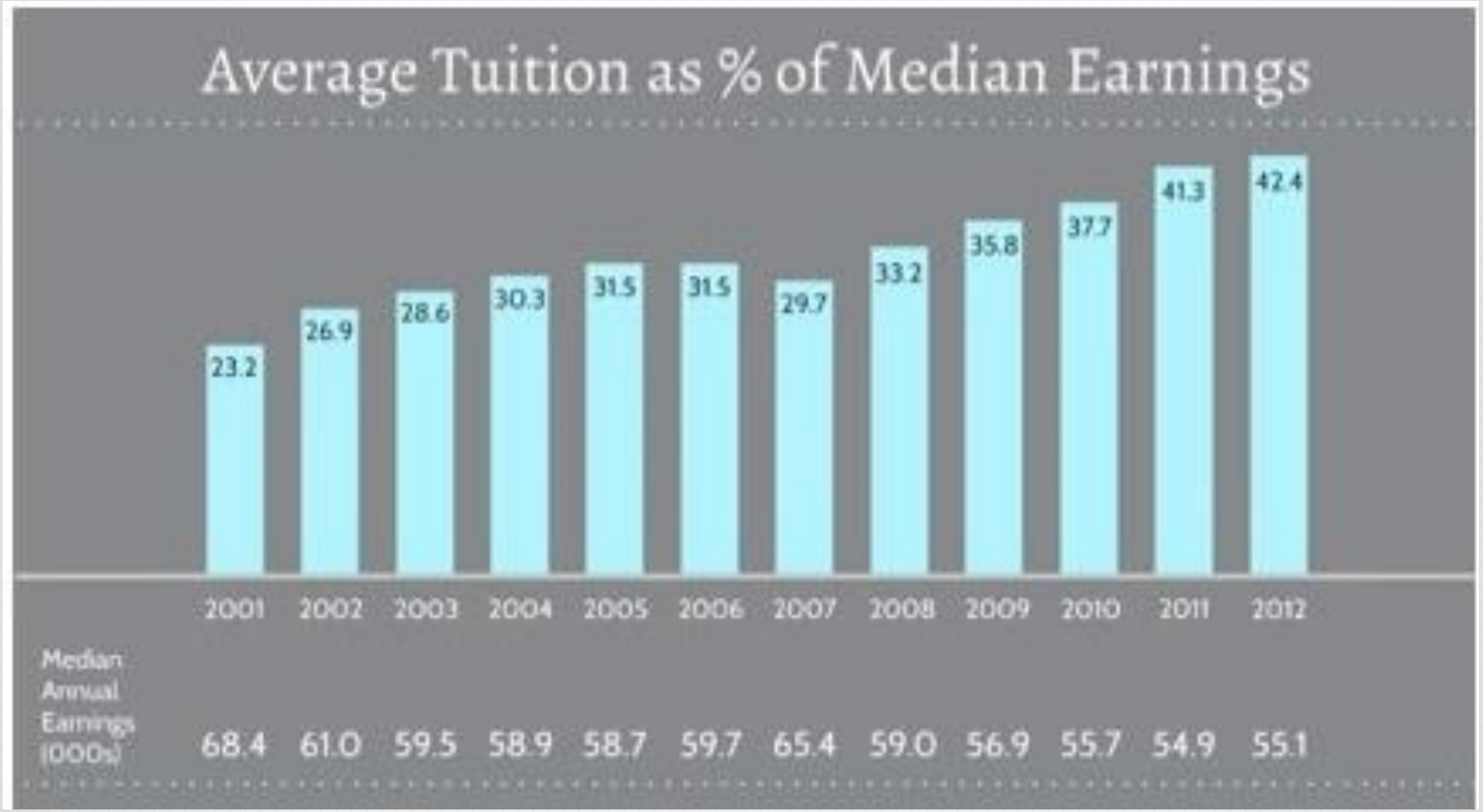




ECONOMIC TRENDS OF INTEREST

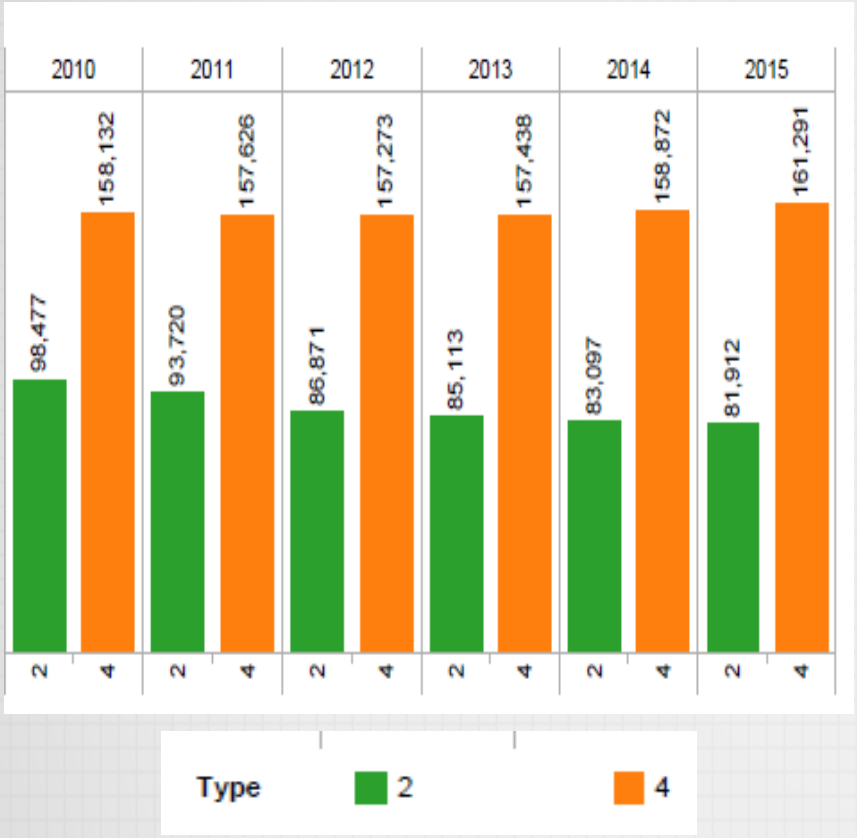


AFFORDABILITY TRENDS



The Washington Post March 8, 2016 "The biggest problem facing higher education, in one chart"

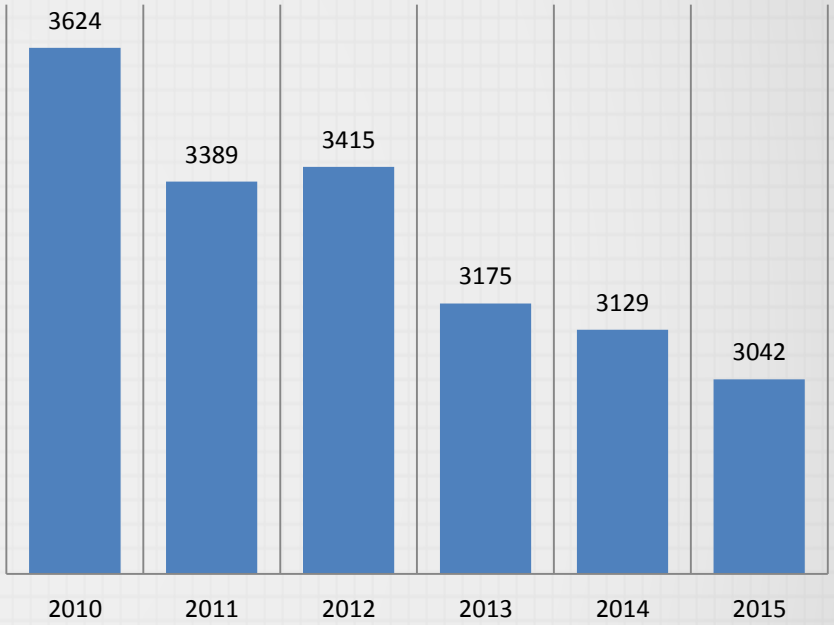
Alabama Public Institutions By Year and Type



ACHE- Alabama Statewide Student Database

-16.8% for the period indicated

Athens State Enrollment by Year



-16.05 % for the period indicated

ENROLLMENT UPDATE

2016 Goals

72,805 Credit Hours
2% growth for Spring, Summer and Fall Combined

74% Retention Fall 2016

Spring 2016 Enrollment-Actual
29,150 Credit Hours
459 New Students
Shortfall 1457 cr hrs 33 students

Summer 2016 Enrollment Goals
14,613 Credit Hours (+488)
265 New Students

Fall 2016 Enrollment Goals
29,042 Credit Hours (+969)
713 New Students

BREAK

SHANE BLACK

University Legal Counsel

OPEN RECORDS LAW

DR. JACKIE SMITH

Assistant Vice President for Academic Affairs

STRATEGIC PLAN

STRATEGIC PLAN REPORT CARD

However beautiful the strategy, you should occasionally look at the results.

Winston Churchill

STRATEGIC PLAN

2008 Dr. Glenn becomes President

2009 Commissions Long-Range Planning Team

2010 Vision 2020 Committee Delivered Plan
- 14 Goals and 81 Tactics

2011 Developed 3-Year Strategic Plan
- "Reaching Toward 2020"

2012 3-Year Strategic Plan Affirmed by the Planning Council, Administrative Council and President

STRATEGIC PLAN

2012 Implemented 3-year Strategic Plan Fall 2012

2013 Report Card for 2012-13 AY
- Presented to Board of Trustees Oct 2013

2014 Report Card for 2013-14 AY
- Presented to Board of Trustees Oct 2014

STRATEGIC PLAN

2015

November 2015 – Strategic Planning Committee began work on next planning document

Identified Need for Comprehensive Overview

STRATEGIC PLAN

Bridge Document – Combine *Vision 2020* Plan and *2012-2015 Reaching Toward 2020* Plan initiatives and progress report

VISION 2020	STATUS	3-YEAR PLAN	STATUS
14 goals and 81 tactics	Progress on each item	Specific Goals and Objectives gleaned from Vision 2020	Report Cards for each Academic Year 2012 through 2015

STRATEGIC PLAN

2016

Report Card for 2014-15 AY

- Presented to Board of Trustees April 2016

Next Strategic Plan will take us to 2020

NEXT STEPS……

- Review Bridge document with attention to gaps
- Provide feedback on those areas (continue, modify, discontinue, etc.)
- Gather input from stakeholders through focus groups, surveys, meetings, etc.
- Strategic Planning Committee will develop 4-year *Reaching Toward 2020* Strategic Plan

MR. MIKE MCCOY

Vice President for Financial Affairs

SALARY SCHEDULES/STUDY

ATHENS STATE UNIVERSITY COMPENSATION ANALYSIS USING CUPA-HR SALARY DATA

Purpose of the Analysis

* to evaluate pay for current employees using peer institutional data
* to ensure that all employees are paid equitably
* to retain current employees and recruit and hire faculty and staff for new positions and vacancies

Four CUPA-HR Surveys

- Faculty
- Non-Exempt Employees
- Professionals
- Administrators

COMPENSATION COMMITTEE

The Compensation Committee members are as follows:

- **College of Arts and Sciences** – Susan Owen
- **College of Business** – Mike Essary, current PO, Faculty Senate
- **College of Education** – Wade Myhan
- **Presiding Officer, Faculty Senate** – Robby White (former)
- **Presiding Officer, Staff** – Steve Clark, Damon Lares (former)
- **Associate Registrar/Systems Manager** – Greg Holliday
- **Human Resources Director** – Suzanne Sims
- **Dean, College of Business** – Kim LeFevor
- **Provost** – Ron Ingle
- **Vice President for Finance** – Mike McCoy, Chair

CUPA-HR SALARY ANALYSIS

- Initial CUPA-HR salary analysis was done Spring 2013
- Current analysis using 14-15 survey data is being rolled out Spring 2016
- Peer institutions were increased from 20 to 23 and three of the original were dropped due to lack of participation
- Committee recommended to the Cabinet the following:
  - Use the 50th percentile of peer salary data to benchmark
  - Remove the requirement that faculty members have a doctorate to be eligible for full adjustment
  - Continue the requirement that employee must have worked at Athens State for 4 years in current position to be eligible

SURVEY RESULTS

- 41 employees were below the 50% (including 28 faculty members)
- Using the criteria of 4 years of service at Athens State, 20 of the 41 were eligible for a salary adjustment
- The President and Cabinet targeted April 1, 2016 as the effective date for adjustments
- Total dollar amount for adjustments per year are as follows with a maximum per year adjustment of $10,000 per employee:
    - FY2016 - $127,447.50
    - FY2017 - $ 56,584.00
    - FY2018 - $ 14,044.00

TUITION RATES

TUITION AND FEES

- Using ACHE published data for undergraduate tuition plus required fees for a load of 30 hours, Athens State is the lowest tuition in the state by $2,450 for Public four-year institutions.

- Using the same source of data for the period 2004-2016, Athens State's tuition and required fees have increase 62% while the next lowest increase over that span was 102%

TUITION RATES

2015-16 Tuition & Fees

Tuition and Fees per credit hour	Instate	Out of State
Regular Tuition-Undergraduate	184	368
Regular Tuition-Graduate	325	500
Distance Learning Rate-Undergraduate	264	264
Distance Learning Rate-Graduate	325	325
Special Building Fee	6	6
Facilities Renewal Fee	9	9
Technology Fee	9	9
Bond Reserve Fee	1	1
Other Student Fees		
Application/Transfer Fee	30	30
Student Fee (per semester)	25	25
Late Fee *	35	35
Lab Fee (as specified per course)	53	53
Auditing Fee per hour	½ of applicable tuition rate	½ of applicable tuition rate
Blended Course Fee	50	50
Teaching Internship Fee	180	180
Graduation Fee	50	50
Returned Check Fee	30	30

* Late registration/late payment

CREDIT HOUR PRODUCTION AND ENROLLMENT

Fall 2014	Fall 2015
Enrollment	Enrollment
3129	3042

	Fall 2014		Fall 2015	
Method of Delivery	Crd Hrs	# Students	Crd Hrs	# Students
Distance Learning(Online)	18176	2595	16639	2426
Blended	2368	679	3851	938
Traditional(includes Trad.Hybrid)	9213	1486	8092	1372

	Fall 2014	Fall 2015
Students taking	Enrollment	Enrollment
all DL classes	1643	1670
at least 1 DL class	2752	2696
no DL classes	377	346

TUITION STRATEGY

- The goal of the University is to bring the distance learning tuition rate of $264 per credit hour more in line with the traditional tuition rate of $184 per credit hour.

- Reasons:
  - Equity among students
  - Competition with other institutions
  - Recommended by consultant

COURSE OF ACTION

- The Board will be asked to authorize the Executive Committee to adjust tuition rates with a net effect of no greater than 5% pending further analysis.

- The Budget process for the 2016-2017 fiscal year begins at the end of April and will be finished prior to the June 6th Cabinet meeting.

GENERAL DISCUSSION