

Strategic Planning Committee Minutes

August 24, 2022

The Strategic Planning Committee met on Wednesday, August 24th at 11:00 a.m. in the Athens State Ballroom. Present were Mr. Jamie Adams; Ms. Pam Clark, Recorder; Dr. Mike Essary; Ms. Barbara Ferguson; Dr. Keith Ferguson; Dr. Jameha Gardner; Mr. Jeff Guenther; Ms. Beth Jenkins; Ms. Belinda Krigel; Mr. Mike McCoy; Dr. Dave Ragsdale; Mr. Derrek Smith; Dr. Timothy Thornton; Mr. Gary Valcana; Dr. Lee Vartanian; Ms. Amirah Wasi, SGA President; Dr. Philip Way; Dr. Catherine Wehlburg, Ms. Jennifer Wolfe; and Dr. Lionel Wright. Dr. Rick Barth, Ms. Toni Carter, Mr. Ronnie Chronister, Ms. Jackie Gooch, Ms. Laura Beth Horn, Dr. Kim LaFevor, Mr. Chris Latham, Ms. Sarah McAbee, Mr. Jeff Powers, and Ms. Gabrielle Whitney McGraw were absent.

Dr. Way called the meeting to order at 11:00 a.m. and welcomed everyone. There were no corrections to the July minutes and they were unanimously approved on a voice vote.

Dr. Way presented on “Revisiting Our Mission” (Attachment 1). The group was divided into four groups for discussions.

What do we do?

Reality Check

- Financial Affairs supports the education of students in the most fiscally responsible manner.
- Affordably prepare and educate.
- Access to in-demand degrees.
- Influencers – productive citizens.
- Increase upward economic mobility through education.
- Provide innovative education to students from our region, state, nation and across the world.
- Educate students.
- Deliver education that is relevant and affordable.
- Provide opportunities.
- Meet students where they are at.
- We offer higher education to non-traditional college students without particular emphasis on North Alabama industries.
- Influence future leaders.
- Contribute to a quality community.
- Create scholarships.
- Take information and share it (scholarship) with students, community and all.
- Affordable
- Transfer
- Rigor
- Shape careers.
- Influence future leaders.

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Aspirations

- What should ASU do? Facilitate educational opportunities for commute – challenged students.
- Curriculum arranged by problems to be solved rather than majors.
- Virtual reality for teaching and learning.
- Multi-generational education.
- Include the first two years of college.
- Define our identity so we and they will know.
- Support in educating and upskilling students and individuals already in the workforce.
- Provide training opportunities with industries and businesses.
- Place based learning.
- Experiential learning – learning by doing.
- Expand active flex classrooms.
- Maximize your unfair advantage.
- Continue to grow and innovate master's programs.

How do we do it?

Reality Check

- Payment, scholarship application – work with students on payment options.
- Work to develop budgets that meet University priorities and provide the most affordable options.
- Through regional partnerships, including close relationships with area community colleges.
- Maintain campus resources to ensure faculty, staff and students have up-to-date and comfortable resources for working and learning.
- Hire – significant employer in our area.
- Ensure compliance with laws.
- Flexible multi-delivery.
- Availability of success coach.
- Counseling services to support students.
- Know, challenge, and inspire others.
- Community engagement.
- Growth of knowledge – anchor institution.
- Create pathways.
- Teaching and learning.

Aspirations

- Campus and/or online – demographics different by college.
- Global education/collaborative – collaborate with partner universities for specific classes or assignments. Some of our students cannot study abroad.

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- Specialized marketing for in-demand academic programs – high schools, community colleges, media. Use Lightcast data).
- Enhance flexibility (MOUs, pathways, active flex tech, etc.).
- Maintaining personalized learning (students feel “seen”).
- Higher emphasis on learning partnerships to assist in student payments.
- Can we move toward portfolio and/or competence-based degree programs?
- Recruit individuals with skillsets to assist in changing instructional needs to meet industry demand.
- Secure additional means of funding to support new programs and demands.
- More internships and experiential learning opportunities.
- How do we do differently? Upgrade and modify current facilities to meet industry needs for training and academics.

For whom do we do it?

Reality Check

- Diverse, yet representative student populations.
- Non-traditional college students.
- Faculty, staff, students and outside constituents.
- Supporting our unique population.
- Working families.
- Non-traditional
- Transfer
- Harness the collective genius of world-class faculty for teaching, research and service.
- Serve full-time students and working adults – “Education for all?”
- Working adults.
- COE – children.
- Community
- State – workforce.
- Students who have a lot going on.

Aspirations

- Students, faculty, staff, business and industry and local community.
- AI
- Chat
- Match transcript to major?
- Success modeling.
- How do we help future students see themselves here?
- Freshmen
- Sophomores
- 11th and 12th grade students.

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- Experiential learning.
- Social activism.

Dr. Way thanked everyone for their input. He will work with Ms. Krigel on soliciting input from other faculty and staff. The meeting adjourned at 12:00 p.m.

Respectfully submitted: Pamela D. Clark

Attachment 1: "Revisiting Our Mission"

Revisiting Our Mission

Strategic Planning Council

August 25, 2022



What is a Mission?

- For an organization, it answers 3 questions:
 - What does it do (including the desired impact)?
 - How does it do it?
 - For whom?



Importance of Mission (SACSCOC)



- Guides the public's perception of the institution.
- Conveys a sense of the institution's uniqueness: qualities, characteristics, and values.
- Reflects a clear understanding of the institution by its governing board, administration, faculty, students, staff, and all constituents.
- Standard 2.1:
 - The institution has a clearly defined, comprehensive, and published mission specific to the institution and appropriate for higher education.
 - The mission addresses teaching and learning and, where applicable, research and public service.

Context

- SACS expects periodic reviews of mission.
- BOT affirms or changes mission each year, generally in January.
- Strategic planning in 2019-20 did not change the mission.
- Are amendments to mission needed in light of:
 - Progress in implementing plan?
 - Aspirations in the near future?



Breakout 1: A Reality Check

- Break out by division: AA, ESS, FA, and Adv.
- Do not look at the current mission! But you are encouraged to bring up the August 12 Convocation slides.
 - Go to the portal under Groups.
 - Click: Faculty and Staff
 - Click: Resources
- From your table's perspective,
 - What does Athens State do (including the desired impact)?
 - How does the university do it?
 - For whom does the university do it?
- Write your group's ideas on yellow post-it notes.
- Nominate someone to report out and affix notes to flip chart.



Breakout 2: Aspirations

- From your table's perspective,
 - What should Athens State do (including the desired impact) that is different from today's reality?
 - How should the university fulfil its current or aspirational mission differently?
 - For whom else should the university do what it does now or might in the future?
- Write your group's ideas on green post-it notes.
- Nominate someone to report out and affix notes to flip chart.



Breakout 3: Divisional Missions

- Does your divisional mission
 - Square with reality?
 - Allow you to work on aspirational matters?
- Nominate someone to report out.



Next Steps

- Use portal or BlackBoard to solicit more input.
- Collate group and individual contributions.
- Draft revised mission statement.
- Run it past SPC for recommendation to Cabinet.
- Send to BOT for consideration.

