

# Strategic Planning Council Minutes

## January 23, 2023

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The Strategic Planning Council met on Monday, January 23<sup>rd</sup> at 11:00 a.m. in the Athens State Ballroom. Present were Ms. Toni Carter; Ms. Pam Clark, Recorder; Dr. Mike Essary; Dr. Keith Ferguson; Ms. Jackie Gooch; Mr. Jeff Guenther; Ms. Beth Jenkins; Ms. Belinda Krigel; Dr. Kim LaFavor; Dr. Hugh Long; Ms. Sarah McAbee; Mr. Mike McCoy; Ms. Ashley Miller; Ms. Missy Ming Smith; Mr. Jeff Powers; Dr. Dave Ragsdale; Mr. Derrek Smith; Dr. Timothy Thornton; Mr. Gary Valcana; Dr. Lee Vartanian; Ms. Amirah Wasi, SGA President; Dr. Catherine Wehlburg, Ms. Jennifer Wolfe; and Dr. Lionel Wright. Mr. Jamie Adams, Ms. Barbara Ferguson, Ms. Laura Beth Horn, Mr. Chris Latham, and Ms. Gabrielle Whitney McGraw were absent. Special guest was Mr. Mitchell Bazzel.

Dr. Wehlburg called the meeting to order at 11:00 a.m. and welcomed everyone. Dr. Wehlburg gave a brief summary of the Administrative Council meeting held previously today. She stated the focus of today's session was to discuss how we can reestablish the work of strategic planning and build on conversations from the November meeting.

There were no corrections to the November minutes and they were unanimously approved on a voice vote. She welcomed Ms. Missy Ming Smith as a new council member representing our Board of Trustees.

Dr. Wehlburg turned the meeting over to Mr. Jeff Guenther. He gave a presentation on "Tactics, Metrics and Timelines" (Attachment 1). He gave a brief recap of discussions from the November meeting. The members were divided into four groups. Mr. Guenther asked the members to:

1. Review the priorities for their group from the last meeting and modify if needed.
2. Identify tactics to be used toward achievement.
3. Create a game plan to include the responsible person and data to present at the April Strategic Planning Council meeting.

Copies of Horizon 2030 goals and notes from the November meeting were provided to the members. (Handouts)

## Horizon 2030 Goals

### Goals 1 and 2 - Academic Programs and Quality Teaching and Learning Guenther, Long, Ragsdale, Thornton, Valcana, Vartanian and Wolfe

#### Priorities:

- Relevant academic programs
- Employable skills
- Feedback on course evaluations
- Courses - Quality Matters and active-flex courses

#### Tactics:

- Employer surveys (review for validity)

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- Use Lightcast data (to identify technical and non-technical skills in demand)
- Focus groups for students (idea for future expansion; to complement the GSES)
- Engage faculty members and Faculty Senate in what quality teaching looks like and determine if quality teaching is reflected in course evaluations.

**Plan:** Using the employers surveys, compile summaries from the College of Business and College of Education to present to the Board of Trustees.

### **Goal 3 – Student Services – Recruitment, Retention and Graduation**

**Bazzel, Carter, Jenkins, McAbee, Miller, Smith, Wasi and Wright**

**Priority:** to recruit a diverse student body and support retention

**Tactics:** recruit

**Plan:** will have some realistic headcount goals by semester

### **Goal 4 – Financial Affairs and University Advancement – Resources and Resource Allocation**

**Essary, Ferguson, Gooch, McCoy, Ming Smith and Powers**

**Priorities:**

- State appropriation funding
- Donations and grants
- Human Resources

**Plan:**

- Increase state appropriations:
  - 2024 Target (End of AY): Approximately 11% to \$21,477,702
  - 2027 Target (End of AY): Approximately 15% over 2024 to \$24,699,357
  - 2030 Target (End of AY): Approximately 15% over 2027 to \$28,404,260
- Increase donations and grants:
  - 2024 Target (End of AY): Approximately 5% to \$3,000,000
  - 2027 Target (End of AY): Approximately 5% over 2024 to \$5,000,000
  - 2030 Target (End of AY): Approximately 5% over 2027 to \$7,000,000
- Human Resources:
  - 2024 Target (End of AY): 5% decrease in turnover and develop job satisfaction survey
  - 2027 Target (End of AY): continued 5% turnover decrease and increase in the reported levels of job satisfaction

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- 2030 Target (End of AY): continued 5% turnover decrease and increase in the reported levels of job satisfaction

### **Goal 5 – Community Engagement** **Krigel, LaFevor and Wehlburg**

#### **Priorities:**

- Move pathways to goal 3
- Add:
  - reset and solidify the mission and vision for the Center for Lifelong Learning
  - community partnerships
  - workforce development
- Change Indian relationships to international relationships

**Plan:** Reset the mission and vision for the CLL and report on learning partnerships

Dr. Wehlburg thanked everyone for their input. The Horizon 2030 goal groups will continue to meet during the previously-scheduled Strategic Planning Council dates and times to work on data for the strategic planning report card.

The meeting adjourned at 12:02 p.m.

Respectfully submitted: Pamela D. Clark

Attachment 1: Presentation

Handout 1: Horizon 2030 Strategic Plan

Handout 2: Group Priorities Worksheet



# Tactics, metrics, and timelines

Documenting progress toward Horizon 2030 goals

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# Recap of November 2022 meeting

- The council was broken up into the five groups—one group for each Horizon 2030 goal.
- Group members were asked to work with each Horizon 2030 goal champion to identify their top two or three priorities for the next year.
- Problem 1: Not all champions were present at the November meeting.
- Problem 2: We did not have time to discuss tactics and tactic owners.



# Goals for today's meeting

- With your Horizon 2030 goal champion:
  1. Review the priorities set at the last meeting.
  2. Agree on these priorities or set new priorities.
  3. Identify the tactic(s) that you will use to achieve your group priorities.
- Create a game plan:
  1. Who will be the owner of each priority going forward?
  2. What is your deadline for achieving each priority?
  3. What would “successful progress” look like if you are asked to share an update at the April SPC meeting?



# Wrapping up

- Share results of your group discussions.
- Question for groups:
  - Would you like to use the Ballroom in February and March to meet in your small groups? Or would you prefer to schedule your own meeting times and locations?
- General Q & A

## Horizon 2030 Goals

Athens State University spent much of the 2019-20 academic year reviewing its environment and current position in it and discussing appropriate priorities and strategies for the coming decade. Many lengthy discussions were held in the Strategic Planning Committee and the Administrative Council. Input was also obtained online from stakeholders through the BlackBoard site.

What appears here are enduring university goals, which are unlikely to change very much, together with additional explanations. The choice of strategy is in the hands of the relevant vice-president and his or her leadership team. Suggestions from the strategic planning process have been forwarded. Divisions will develop linked plans for their respective areas. There will also be thematic plans crossing different divisions, such as for diversity, inclusion and equity.

Indicators of success and specific targets will be developed in short order. Annual reports will appear detailing quantitative outcomes, analyses, and strategic adjustments.

- 1. Athens State University will offer relevant, viable, innovative, and high-quality academic programs for lifelong learning including degrees and credit- and non-credit-bearing certificate and badge programs at the baccalaureate, graduate, and post-college continuing education levels.**
  - Programs will be relevant to the needs of employers and the interests of our diverse student body.
  - Programs will be viable in that ACHE minimum completion numbers are met and positive net revenues are accrued.
  - Programs will be innovative in that few neighboring universities offer the programs or they are uniquely designed.
  - Programs will be high-quality in that internal assessment and program reviews show student learning outcomes are being achieved, and external bodies accredit and/or rank programs where available.
  
- 2. Athens State University will provide quality teaching and engaged learning in modalities that respect student preferences regarding time (schedule and degree of synchronicity) and place (on-ground location at the ACA or on the Athens campus vs. online vs. blended).**
  - Quality teaching will meet high standards as defined by faculty, but reflecting national authorities, such as Quality Matters in the online field.
  - Teaching will acknowledge differences in student learning styles and cultural backgrounds.
  - Engaged learning will be a hallmark of the University, occurring through active learning in the virtual or on-ground classroom, and experiential learning in or out of the classroom, such as defined by the QEP.



**3. Athens State University will recruit, retain and graduate a growing high-quality, diverse and successful student body.**

- The growth will offset the forthcoming demographic cliff in the latter half of the decade.
- Quality will rise with the academic credentials of incoming and graduating students.
- Student diversity, encompassing all indicators of difference such as race/ethnicity, gender, disability, age, sexual orientation, and veteran status, will reflect our recruitment sources.
- Student success will be evident in academic achievement and employment or advancement with no gaps between sub-populations.

**4. Athens State University will increase the quantity, quality and diversity of resources and allocate them efficiently on the basis of ROI to support the effective execution of goal-driven strategies.**

- Funding will increase from state appropriations, tuition revenues, donations, and grants so as to fuel the strategic plan.
- Human resources will be sufficient to achieve the university's goals, will engage in professional development, and be satisfied with their peer and supervisory relationships at work.
- Technology, both hardware and software, will support the university in its drive to be efficient and effective in achieving its mission, especially in online education.
- Buildings and grounds will be sufficient and appropriate for the goals to be achieved, will be used efficiently, and deferred maintenance will be minimized.

**5. Athens State University will engage with its outside communities as an “anchor institution” resulting in reciprocal benefits.**

- Economic development will occur through university-sponsored education and participation in community efforts such as to establish an incubator and to attract additional businesses.
- The quality of life, including arts and culture, health, and the environment, will be enhanced through increased programming especially at the ACA, and outreach by internal stakeholders.
- Communities, especially the non-profit sector, will be supported through volunteerism, service learning and capacity-building.
- P-12 education will be enhanced especially through the College of Education developing Professional Development Schools (PDS) partnerships, and student mentoring.
- Community colleges will be served through the creation of pathways to facilitate the seamless transfer of students.

<b>Horizon 2030 Goal 1: Athens State University will offer relevant, viable, innovative, and high-quality academic programs for lifelong learning including degrees and credit- and non-credit-bearing certificate and badge programs at the baccalaureate, graduate, and post-college continuing education levels.</b>		
<b>Sub-goal that is Priority #1 (REQUIRED):</b> Relevant academic programs - employer survey - online vs. oncampus - student survey		
2024 Target	2027 Target	2030 Target
<b>Sub-goal that is Priority #2 (REQUIRED):</b> Employable Skills - skills that students need - Liberal Arts skills		
2024 Target	2027 Target	2030 Target
<b>Sub-goal that is Priority #3 (OPTIONAL):</b>		
2024 Target	2027 Target	2030 Target

Group members:

Lionel Wright  
 Dave Rapada  
 Tom Carter  
 Hugh Com

Catherine Wehlburg

Survey students (by college) - what do you want?

## Pamela Clark

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**From:** Lee Vartanian  
**Sent:** Thursday, December 1, 2022 3:23 PM  
**To:** Pamela Clark  
**Subject:** Re: Help with SPC

Here you go:

- Shrink down the sentences.
- Are we Alabama citizen based? How do we include our global focus?
- "Level up" – a concise way of describing our value proposition (our students, whether undergrad or graduate, level up through completing our programs)

Lee



**Lee Vartanian, Ph.D.**  
Dean, College of Education

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**From:** Pamela Clark <Pamela.Clark@athens.edu>  
**Date:** Thursday, December 1, 2022 at 3:20 PM  
**To:** Lee Vartanian <Lee.Vartanian@athens.edu>  
**Subject:** Help with SPC

Dr. Vartanian,

In the Strategic Planning meeting yesterday, I wrote the following for the group you were in:

- Shrink down the sentences.
- Are we Alabama citizen based? How do we include our global focus?
- "Leveling off"

Is this correct? Would you like to add anything?

Best regards,

*Pam*

**Pamela Clark**

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**From:** Ashley Miller  
**Sent:** Wednesday, November 30, 2022 3:07 PM  
**To:** Pamela Clark  
**Subject:** Strategic Planning Notes

Pam,

Below are the notes/comments from our group in the Strategic Planning workshop meeting.

Group Members: Derrek, Ashley, Belinda & Jennifer

Goal 3: Athens State University will recruit, retain, and graduate a growing, high-quality, diverse and successful student body.

**Sub-goal that is Priority #1**

Sub-goal 3: Recruit Diverse student body

**Comments/items to consider**

- Sub goal 4 was made when employment/career development reported to Sarah may need to be in a different goal of the strategic plan.
- Sub goal 4 & 2 (graduating high quality students) also could be overlapped with Goal 2. Should use measurements that focus on how academic programs retain, persist, and graduate students. Set a standard for the academic programs to help improve retention and graduate rate. to provide.
- Sub goal 1 & 2 we want to be cautious that we don't set standards too selective to limit our student population even more with the demographic cliff coming.
- For goal 3 the metrics fall into functions of student services.

Thanks,  
Ashley



**Ashley Miller**  
Director of Admissions

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**Horizon 2030 Goal 4: Athens State University will increase the quantity, quality and diversity of resources and allocate them efficiently on the basis of ROI to support the effective execution of goal-driven strategies.**

→ **Sub-goal that is Priority #1 (REQUIRED):**  
 Increased funding from state appropriations, including special appropriations to minimize tuition increases

End of AY	2024 Target	2027 Target	2030 Target
	≈ 10%	≈ 10% over 2024	≈ 10% over 2027

→ **Sub-goal that is Priority #2 (REQUIRED):**  
 Increased funding from donations and grants

End of AY	2024 Target	2027 Target	2030 Target
	≈ 5% increase	≈ 5% over 2024	≈ 5% 2027

**Sub-goal that is Priority #3 (OPTIONAL):**  
~~Human~~ Highly qualified human resources will be sufficient to achieve Univ. goals & will be satisfied with peer + supervisory relationships.

2024 Target	2027 Target	2030 Target
5% decrease turnover and develop job satisfaction survey	Continued 5% turnover decrease increased job satisfaction reported	Continued 5% turnover decrease increased job satisfaction reported

Group members:

Jonathan Craft  
 Barbara Ferguson  
 Rachel O'Sullivan

**Horizon 2030 Goal 5: Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.**

Sub-goal that is Priority #1 (REQUIRED):

Community college pathways for transfers

2024 Target	2027 Target	2030 Target
Double # pathway agreements	All CCs have agreements	

Sub-goal that is Priority #2 (REQUIRED):

Econ. development - operationalize incubator on square AND offer management development programs

2024 Target	2027 Target	2030 Target
Incubator full; agreements with corporate etc		

Sub-goal that is Priority #3 (OPTIONAL):

Indian relationships - regional agreement; student pipeline

2024 Target	2027 Target	2030 Target
3 pathway programs # non-credit programs creation of consortium		

Group members: