

# Strategic Planning Council Minutes

## September 14, 2022

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The Strategic Planning Council met on Wednesday, September 14<sup>th</sup> at 11:00 a.m. in the Athens State Ballroom. Present were Mr. Jamie Adams; Ms. Toni Carter; Ms. Pam Clark, Recorder; Ms. Barbara Ferguson; Dr. Keith Ferguson; Dr. Jameha Gardner; Ms. Jackie Gooch; Mr. Jeff Guenther; Ms. Beth Jenkins; Ms. Belinda Krigel; Dr. Kim LaFevor; Mr. Chris Latham; Mr. Mike McCoy; Dr. Dave Ragsdale; Mr. Derrek Smith; Dr. Timothy Thornton; Dr. Lee Vartanian; Dr. Philip Way; Dr. Catherine Wehlburg; Ms. Jennifer Wolfe; and Dr. Lionel Wright. Dr. Rick Barth; Mr. Ronnie Chronister; Dr. Mike Essary; Ms. Laura Beth Horn; Ms. Sarah McAbee; Mr. Jeff Powers; Mr. Gary Valcana; Ms. Amirah Wasi, SGA President; 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 August minutes and they were unanimously approved on a voice vote. Dr. Way turned the meeting over to Dr. Wehlburg, who presented on “Continuous Improvement” (Attachment 1). The members were divided into five groups. They were asked to answer questions on the handout (Attachment 2) and report out on the last question.

Report out question: “What do we need to do next to make Continuous Quality Improvement (CQI) a part of our culture of improvement?”

### **Academic Affairs – Carter, Gardner, Guenther, Vartanian, Wolfe and Wright**

1. Need to create a culture of greater collaboration - identify important stakeholders and include them.
2. Need to improve empowerment - move from a compliance only mindset to a model that is compliance + aspiration.
3. Need to better align the department’s mission and vision with the strategic plan.
4. Need for data stewards across campus to have a forum to discuss what data needs to be collected and how to collect it.

### **Alumni & Advancement – Ferguson, Gooch and Latham**

1. Need a better understanding of what is required to increase and diversify revenues.
2. Need to know where official data comes from.

### **Community Engagement – Adams, Krigel and LaFevor**

1. Need to determine why we need continuous improvement.
2. Need to determine if the continuous improvement process increases the student experience.
3. Need to determine if the continuous improvement process has a community impact.
4. Need to engage the right constituencies in the continuous improvement process.

### **Financial Affairs – Ferguson and McCoy**

Suggest a presentation on the strategic plan to all faculty and staff.

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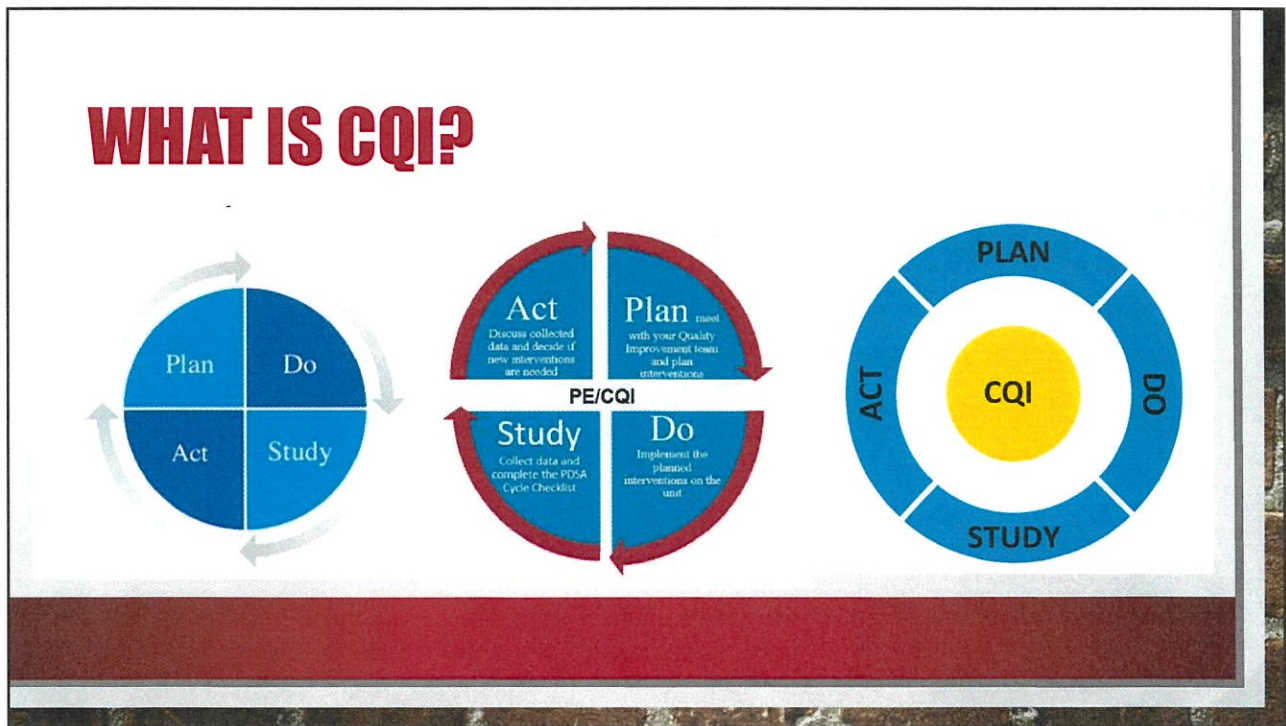
### Student Affairs & Enrollment – Jenkins, Smith, Thornton and Way

1. Market and explain continuous improvement.
2. Develop expertise on how to continuously improvement.

Dr. Wehlburg thanked everyone for their input. Dr. Way stated the goal is to get each area to focus on one process that can be improved this year. He thanked everyone for their time. The meeting adjourned at 12:05 p.m.

Respectfully submitted: Pamela D. Clark

Attachment 1: “Continuous Improvement” Presentation  
Attachment 2: Handout - Spreadsheet of Strategic Goals  
Attachment 3: Handout – Questions



## WHY IS IT IMPORTANT?

**WHY?**

## HORIZON 2030

- **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.**
- **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).**
- **3. ATHENS STATE UNIVERSITY WILL RECRUIT, RETAIN, AND GRADUATE A GROWING HIGH-QUALITY, DIVERSE AND SUCCESSFUL STUDENT BODY.**
- **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.**
- **5. ATHENS STATE UNIVERSITY WILL ENGAGE WITH ITS OUTSIDE COMMUNITIES AS AN "ANCHOR INSTITUTION" RESULTING IN RECIPROCAL BENEFITS.**

## **QUESTIONS TO CONSIDER....**

- **WHAT DOES MY AREA NEED TO BETTER UNDERSTAND DATA COLLECTED FOR THE STRATEGIC PLAN?**
- **HOW CAN WE HELP THOSE IN MY AREA FOCUS ON HOW WE COLLECT, ANALYZE, AND DISCUSS DATA THAT ARE COLLECTED TO MAKE SURE THAT WE ARE IMPROVING?**
- **WHAT ARE THE BARRIERS TO USING THE DATA THAT WE ARE COLLECTING FOR STRATEGIC PLANNING?**
- **WHAT DO WE NEED TO DO NEXT TO MAKE CQI A PART OF OUR CULTURE OF IMPROVEMENT?**

## **WHAT NEXT?**



	A	B	C	D
1	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.	VPAA	Labor market analytics
2	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.	VPAA	Number of new student applications, by program
3	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.	VPAA	Advisory board feedback
4	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 viable in that ACHE minimum completion numbers are met and positive net revenues are accrued.	VPAA	Program review: ACHE Program Vitality seven-year averages
5	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 viable in that ACHE minimum completion numbers are met and positive net revenues are accrued.	VPAA	Program review: Annual credit hour production trends
6	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 innovative in that few neighboring universities offer the programs or they are uniquely designed.	VPAA	Program review: Completions to regional job postings ratios

	A	B	C	D
7	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 innovative in that few neighboring universities offer the programs or they are uniquely designed.	VPAA	Competitive landscape analysis using Emsi or IPEDS data
8	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 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.	VPAA	Annual AARs
9	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 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.	VPAA	Number of programs that are ranked
10	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 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.	VPAA	Employment data from the GFS, disaggregated by program.
11	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).	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.	VPAA	Two-year course rotation

	A	B	C	D
12	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.	VPAA	Number of QM-certified courses
13	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.	VPAA	FCE: Teaching effectiveness questions
14	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).	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.	VPAA	Programs that offer at least one EL option
15	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).	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.	VPAA	EL project outcomes 3, 4, and 5
16	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Growth implies offsetting the forthcoming demographic cliff.	VPESS	Undergraduate-level new student enrollment
17	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Growth implies offsetting the forthcoming demographic cliff.	VPESS	Graduate-level new student enrollment
18	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	High-quality refers to the academic credentials of incoming and graduating students.	VPESS	Entering student transfer GPA



	A	B	C	D
19	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Diversity encompasses all indicators of difference--race/ethnicity, gender, disability, age, sexual orientation, veteran status, etc.	VPESS	African-American student population
20	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Diversity encompasses all indicators of difference--race/ethnicity, gender, disability, age, sexual orientation, veteran status, etc.	VPESS	Hispanic student population
21	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPESS	Fall-to-Fall retention (Y1)
22	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPESS	Fall-to-Fall retention (Y2)
23	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPESS	Fall-to-Fall retention (Y3)
24	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPESS	Fall-to-Spring persistence

	A	B	C	D
25	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPESS	Four-year graduation rate
26	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPESS	Eight-year graduation rate (IPEDS Outcome Measure)
27	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPESS	Six-year graduation rate for underrepresented minority students
28	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPAA	Undergraduate alumni one-year employment rate (EOR)
29	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPAA	Undergraduate alumni employment or graduate program attendance rate as reported via the Graduate Follow-Up Survey.
30	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPAA	Undergraduate alumni in-state salary rates: One-year post completion (EOR)

	A	B	C	D
31	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Success means academic achievement and employment or advancement with closing gaps between sub-populations of degree seeking students.	VPAA	Undergraduate alumni in-state salary rates: Five-years post completion (EOR)
32	3. Athens State University will recruit, retain, and graduate a growing high-quality, diverse and successful student body.	Professional program candidates will achieve licensure/certification.	VPAA	Licensure/certification rates, by program
33	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.	VPFA	Annual increase in state appropriations
34	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.	VPUA	Annual private and corporate fundraising totals
35	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.	VPUA	Public and private grant application submissions
36	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.	Increase tuition and fee revenue through the addition of new programs and third-party partnerships and the implementation of new badges and certificates.	VPFA	Tuition and fee revenue (total)
37	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.	Increase tuition and fee revenue based on CPI so that prices are competitive, both grad and undergrad, while maintaining high value compared to our peers.	VPFA	Tuition and fee increases (annual change)

	A	B	C	D
38	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.	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.	VPFA	Compensation and benefits review
39	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.	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.	VPFA	CUPA and BLS survey review
40	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.	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.	VPFA	Employee salaries
41	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.	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.	VPFA	Professional development offerings
42	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.	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.	VPFA	HR job satisfaction survey

	A	B	C	D
43	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.	Buildings and grounds will be sufficient and appropriate for the goals to be achieved, will be used efficiently, and deferred maintenance will be minimized.	VPFA	Classroom upgrades to meet instructional demand and enhance academic delivery
44	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.	Address skills gap.	CIO	Annual employee performance reviews
45	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.	Develop flex work periods to address holiday and weekend work requirements.	CIO	ITS job satisfaction survey
46	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.	Develop resources to build/implement/maintain and support a robust technology infrastructure and associated services.	CIO	Network service uptime log
47	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.	Develop resources to build/implement/maintain and support a robust technology infrastructure and associated services.	CIO	LMS uptime service log
48	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.	Develop resources to build/implement/maintain and support a robust technology infrastructure and associated services.	CIO	Telephone uptime service log
49	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.	Develop resources to build/implement/maintain and support a robust technology infrastructure and associated services.	CIO	User satisfaction survey

	A	B	C	D
50	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.	Develop resources to build/implement/maintain and support a robust technology infrastructure and associated services.	CIO	Academic resources related work orders
51	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.	Develop resources to build/implement/maintain and support a robust technology infrastructure and associated services.	CIO	Desktop related work orders
52	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.	Improve network security	CIO	Network activity logs
53	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.	Ensure required up-time	CIO	ERP uptime service log
54	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.	Use business process analysis (BPA) to ensure efficient/effective business and academic management processes.	CIO	Functional area processes and workflows review
55	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.	Use business process analysis (BPA) to ensure efficient/effective business and academic management processes.	CIO	Annual IT projects inventory
56	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.	Ensure optimal academic resources.	CIO	Faculty and staff desktop computer inventory
57	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.	Ensure optimal academic resources.	CIO	LMS uptime service log

	A	B	C	D
58	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.	VPCCR	LaunchBox Economic Data
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61	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.	VPCCR	Operations spending impact
62	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.	VPCCR	Student spending impact

	A	B	C	D
63	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.	VPCCR	Alumni spending impact
64	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.	VPCCR	CLL workforce and business development programs
65	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	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.	VPCCR	ACA events inventory
66	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	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.	VPCCR	ACA partnerships inventory
67	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	Communities, especially the non-profit sector, will be supported through volunteerism, service learning, and capacity-building.	VPCCR	Carnegie engaged-campus activities, both learning- and public service-focused, as tracked in Collaboratory.

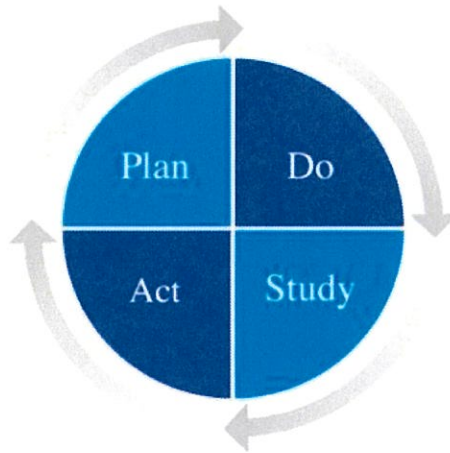


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68	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	P-12 education will be enhanced especially through the College of Education developing Professional Development Schools (PDS) partnerships, and student mentoring.	VPCCR	P-12 mentoring log
69	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	P-12 education will be enhanced especially through the College of Education developing Professional Development Schools (PDS) partnerships, and student mentoring.	VPCCR	P-12 campus visitors log
70	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	Community colleges will be served through the creation of pathways to facilitate the seamless transfer of students.	VPCCR	College pathway partnerships inventory: Number of pathway partnerships
71	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	Community colleges will be served through the creation of pathways to facilitate the seamless transfer of students.	VPCCR	College pathway partnerships inventory: Number of students admitted through pathways
72	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	Community colleges will be served through the creation of pathways to facilitate the seamless transfer of students.		College pathway partnerships inventory: Number of students attending pathway institutions (pipeline metric)
73	5. Athens State University will engage with its outside communities as an "anchor institution" resulting in reciprocal benefits.	Community colleges will be served through the creation of pathways to facilitate the seamless transfer of students.	VPCCR	Roster of Drake State students engaged in ATSU activities

## Strategic Planning Council

Continuous Quality Improvement – September 14, 2022

Four Phase Model – Plan-Do-Study-Act



- What does my area need to better understand data collected for the strategic plan?
- How can we help those in my area focus on how we collect, analyze, and discuss data that are collected to make sure that we are improving?
- What are the barriers to using the data that we are collecting for strategic planning?
- ***What do we need to do next to make CQI a part of our culture of improvement?***