DR. ROBERT GLENN
PRESIDENT

COMPLETION
UNIVERSITY REPORT
## Sampling of College Completion Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Sponsor</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Win-Win</td>
<td>Institute for Higher Education Policy (IHEP)</td>
<td>Lumina Foundation for Education and Kresage Foundation</td>
</tr>
<tr>
<td>National Coalition for College Completion (NCCC)</td>
<td>Institute for Higher Education Policy (IHEP)</td>
<td>Lumina Foundation for Education and Bill and Melinda Gates Foundation</td>
</tr>
<tr>
<td>ACE Commission on Education Attainment</td>
<td>American Council on Education (ACE), American Association of Community Colleges (AACC), American Association of State Colleges and Universities (AASCU), Association of American Universities (AAU), Association of Public and Land-grant Universities (APLU) and National Association of Independent Colleges and Universities (NAICU)</td>
<td>Lumina Foundation for Education (Founding Investor) and over 20 funders</td>
</tr>
<tr>
<td>Achieving the Dream</td>
<td></td>
<td>Lumina Foundation for Education (Founding Investor) and over 20 funders</td>
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## SAMPLING OF COLLEGE COMPLETION INITIATIVES

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<thead>
<tr>
<th>Initiative</th>
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<tr>
<td>Adult College Completion Network</td>
<td>Western Interstate Commission for Higher Education (WICHE)</td>
<td>Lumina Foundation for Education</td>
</tr>
<tr>
<td>Boosting College Completion for a New Economy</td>
<td>Education Commission of the States (ECS)</td>
<td>Bill and Melinda Gates Foundation</td>
</tr>
<tr>
<td>College Completion Agenda</td>
<td>College Board with Collaborating Partners National Conference of State Legislatures (NCSL), Excelencia in Education and National Council of La Raza</td>
<td></td>
</tr>
<tr>
<td>College Completion Challenge</td>
<td>American Association of Community Colleges (AACC), Association of Community College Trustees, the Center for Community College Student Engagement, the League for Innovation in the Community College, the National Institute for Staff and Organizational Development and Phi Theta Kappa</td>
<td></td>
</tr>
</tbody>
</table>
COMPLETION AGENDA GOALS

Lumina Foundation Goal
- 60% of adults will have a college credential by 2025.

President Obama Goal
- United States will lead the world with highest proportion of college graduates by 2020.

Tennessee’s “Drive to 55” Goal
- 55% TN citizens will possess a college credential by 2025.

*Postsecondary Trending Now: The State of the Completion Agenda*
Authors: Kristen Vogt Published:pub-date Thursday, December 15, 2016
## COMPLETION CHARACTERISTICS

<table>
<thead>
<tr>
<th>Typical Characteristics</th>
<th>Athens State University Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primarily focused on Bachelor’s Degrees</td>
<td>Primarily delivers Bachelor’s Degrees</td>
</tr>
<tr>
<td>Separately, regionally accredited</td>
<td>Separately, regionally accredited by SACS-COC</td>
</tr>
</tbody>
</table>
## COMPLETION CHARACTERISTICS

<table>
<thead>
<tr>
<th>Typical Characteristics</th>
<th>Athens State University Characteristics</th>
</tr>
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<tr>
<td>Heavily reliant on online instruction</td>
<td>73% of credit hours produced for Fall 2016 was through online instruction (<a href="http://www.athens.edu/online">http://www.athens.edu/online</a>)</td>
</tr>
</tbody>
</table>
| Using prior-learning assessment extensively | Prior-learning assessment (PLA) credit awarded since 2013: 1163 credit hours/82 students (average of 14.18 hours per student)  
Revenue generated to-date $58,100 |
## COMPLETION CHARACTERISTICS

<table>
<thead>
<tr>
<th>Typical Characteristics</th>
<th>Athens State University Characteristics</th>
</tr>
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<tr>
<td>Serving a high proportion (over 75%) of part-time, returning learners among incoming students</td>
<td>Serving approx. 60% of students as part-time learners (highest in State of Alabama)</td>
</tr>
<tr>
<td>Serving a high proportion of (more than half) students aged 25 and older</td>
<td>Serving more than half (58.6%) students aged over 25</td>
</tr>
<tr>
<td>TENNESSEE</td>
<td>ALABAMA</td>
</tr>
<tr>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>37%</td>
<td>52.9% (Ages 18-24)</td>
</tr>
<tr>
<td>estimated current number of Tennesseans with a postsecondary credential</td>
<td>32.3% (Ages 25 and over)</td>
</tr>
<tr>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Governor Haslam’s educational attainment goal</td>
<td>estimated current number of Alabamians with a postsecondary credential</td>
</tr>
<tr>
<td>42nd</td>
<td>46th</td>
</tr>
<tr>
<td>Tennessee’s rank in terms of percent of population with at least an Associate degree</td>
<td>Alabama’s rank in terms of percent of graduates (as of 2010) with at least an Associate degree</td>
</tr>
<tr>
<td><strong>Tennessee’s Goal</strong></td>
<td></td>
</tr>
<tr>
<td>Increase percentage of working adults with some postsecondary degree or credential</td>
<td></td>
</tr>
</tbody>
</table>
TENNESSEE

969,000 Tennesseans with some College, no degree

200,000 records of former students with 50% of credits to a degree since 2007

Records of students that had earned degrees elsewhere removed

Records with contact information available

50,000 RECORDS

ALABAMA

Alabama Census Data for 2015

711,180 Alabamians with some College, no degree
Sent file to the National Student Clearinghouse
- 385 students
- 12 eventually awarded degree at Athens State University
- 92 awarded degrees by later schools
- 25 suspended at Athens State University
- 68 on probation at Athens State University
- 188 stop outs in good standing
LAST YEAR ATTENDED

• 277 attended 2007-08
• 24 attended 2008-09
• 27 attended 2009-10
• 11 attended 2010-11
• 7 attended 2011-12
• 9 attended 2012-13
• 12 attended 2013-14
• 7 attended 2014-15
• 11 attended 2015-16
Primarily Bachelors (one Master’s)

Completely online

Aligns with prior-learning/alternative approach model by means of
  - Adult Degree Completion;
  - Portfolio/ Technical Credit;
  - Professional Certificate offerings; and
  - Curricula designed around certification

Has a high proportion of part-time, returning, and non-traditional age students
To gain and maintain a competitive edge in an international higher education market, our online programs must exhibit and sustain excellence (be strategic about our investments).

The standard for excellence in online education is Quality Matters (a sound investment).

Athens State University’s venture into Quality Matters and ADP has just begun (a modest investment thus far).
<table>
<thead>
<tr>
<th>QUALITY MATTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nationally-recognized, peer-reviewed industry standard for quality assurance in online course design</td>
</tr>
<tr>
<td>Provides a national benchmark for quality in online course development and maintenance</td>
</tr>
<tr>
<td>Adopted by over 1000 member institutions</td>
</tr>
<tr>
<td>Peer Reviewers in each College will position Athens State University to set ourselves apart as a state leader in baccalaureate completion</td>
</tr>
</tbody>
</table>
QM AND ADP TO-DATE

- Currently have 2 courses (MG 390 and MG 349) that are QM certified – both in the College of Business

- 5 courses are ready to go - one in College of Business, two in College of Education, two in College of Arts and Sciences

- 2 programs in the College of Business (HRM and Accounting) already have goals to make all their courses QM certified

- The cost to submit a course for review and certification is $1,000 = external cost

- Currently have an unfilled Advisor position in Adult Degree Program = need to fund again
# Proposed Budget for Completion College Initiative

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>QM Submission/Certification Fee</td>
<td>$1,000 per course</td>
</tr>
<tr>
<td>QM Course Redesign Completion Stipend</td>
<td>$1,800 ($1,200 for alternate/equivalent)</td>
</tr>
<tr>
<td>Completion Travel Fund for Faculty</td>
<td>$1,500/person</td>
</tr>
<tr>
<td>Instructional Design Professional</td>
<td>$60,000/annually</td>
</tr>
<tr>
<td>Instructional Design Support Staff</td>
<td>$35,000/annually</td>
</tr>
<tr>
<td>ADP Advisor (previously existing; now vacant)</td>
<td>$50,000/annually</td>
</tr>
<tr>
<td>Direct Costs</td>
<td>$43,000/annually ($4,300/per course X 10)</td>
</tr>
<tr>
<td>Indirect Costs (Personnel)</td>
<td>$145,000/annually</td>
</tr>
<tr>
<td>Program Cost</td>
<td>$188,000/annually</td>
</tr>
</tbody>
</table>

Direct Costs include the cost of QM submission/certification fees for each course.

Indirect Costs (Personnel) include the stipend for QM course redesign completion and travel support for faculty.

Program Cost includes the annual salary for instructional design professionals, support staff, and an advisor.
Where will this take us?

Short-term
Position Athens State University as the state’s recognized and designated Completion College by increasing online offerings and adult-degree program capacity

Medium-term
Bring all course work online

Long-term
Cultivate “Lifetime of Learning” relationship with students (David Wright, Education Strategist), sustained by online offerings at multiple college/credential levels
MARKETING PLAN

- Identify qualified stop-outs for the past 10 Yrs.
- Send data to National Student Clearinghouse

- Anticipated pool of 4000 students*
- Approximately 2000 in good standing*

- Utilize Banner Data for identity
- Update contact information through Advancement Services office

- Direct Mail campaign to 2000 students in Spring 2017
- Follow-up phone calls in Summer 2017

*Extrapolated from 2007-08 data
DR. KEITH FERGUSON
VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
CAPITAL CAMPAIGN
“Do you cherish Athens College, with its classic columns, its stately, century old oaks, its ivied walls and its green hedge rows?

It is not the Athens College of yesterday, nor the Athens College of today, for which I am concerned. It is the Athens College of tomorrow. We must endow Athens College.”

Mary Norman Moore McCoy
President, Athens College
Speech to Board of Trustees, October 1926
OVERVIEW

“ATHENS FOREVER”
OBJECTIVES

Excel in the fulfillment of its mission

Provide the best possible learning environment for its students

Support specific programs, projects, and priorities that advance the University’s strategic plan

Strengthen the economic, social, and cultural development of North Alabama
Annual Homecoming Event
Homecoming 2020 will serve as the public kick-off for the campaign

Donor Recognition
Scholarship donor events
Special ceremonies specific to naming opportunities and other significant gifts

Presidential Dinners and Receptions
President Glenn will host small dinners and receptions both on and off campus to recognize principal donors and campaign volunteers
IN PROGRESS

- Identification of current and future needs that correspond with Strategic and Facilities Master Plans
- Updating and upgrading of existing donor databases (to include a database scrub and wealth screening)
- Form a capital campaign committee comprised of internal and external stakeholders
VISION

- Minimum of $20 million in campaign commitments
- Increase the endowment by $7 million
- Create 150 new student scholarships
Athens State University

Total Gifts: 5,334+

Donors Needed

Dollars Needed

1
$2M
$2.0M

38
$500K, $200K, $100K
$7.0M

295
$50K, $25K, $20K, $10K
$6.7M

5000+
$1,000
$4.9M

$20M+ Dollars
“The only thing worse than being blind is having sight but no vision.”

Helen Keller
DR. ROBERT GLENN

President
## SPRING 2017 ENROLLMENT

As of January 16, 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Credit Hours</td>
<td>27,170</td>
</tr>
<tr>
<td>Total Headcount</td>
<td>2,938</td>
</tr>
<tr>
<td>Graduate Headcount</td>
<td>40</td>
</tr>
<tr>
<td>Undergraduate new students enrolled</td>
<td>427</td>
</tr>
<tr>
<td>Graduate new Students enrolled</td>
<td>5</td>
</tr>
</tbody>
</table>
The annual economic impact of Athens State University to North Alabama:
$89.18 million and 503 jobs

The 9th best graduation starting salary in the State
The 8th best income ten years after graduation

The University’s annual return on investment (ROI) to the State is $7.62 for every revenue dollar received by Athens State University or a total ROI of 8.62

Athens State University designated as an “Alabama 20-30 Club” and one of the best colleges ROIs among academic institutions in Alabama, with the lowest tuition

Full report may be accessed at http://www.athens.edu/pdfs/about/economic-impact.pdf?30255e
ANNOUNCEMENTS

Statement of Economic Interests
Due April 28, 2017

www.ethics.alabama.gov

Please send confirmation of completion to Jackie Gooch
ANNOUNCEMENTS

2017 National Conference on Trusteeship

April 2-4, 2017

Hilton Anatole
Dallas, Texas
ANNOUNCEMENTS

ALUMNI AWARDS CEREMONY

Saturday, April 8, 2017
6:00 pm
Ballroom

VISIT WWW.ATHENS.EDU/ALUMNI/AWARDS FOR MORE INFORMATION
ANNOUNCEMENTS

BOARD OF TRUSTEE RETREAT AND MEETING
APRIL 21, 2017

8:00 AM – 12:00 Noon  Board Retreat
                             Topics:
                             Campus Climate, Inclusion & Civility
                             Capital Campaign

12:00 Noon – 1:00 pm   Working Lunch
1:15 pm – 2:15 pm      Board Committee Meetings
2:30 pm                 Board Meeting
ANNOUNCEMENTS

HANDOUTS

- Campus Climate, Inclusion, and Civility (BOTs only)
- Emergency Student Assistance Fund
- Budget Sheet
- Adult Degree Completion Report
- Student Enrollment Fact Sheets
1:15 pm

Academic Affairs

Sandridge Student Center Conference Room

Dr. Mark Heinrich
Cathy Dickens (ex-officio)
  Clint Shelton
  Crystal Brown
  Nate Mitchell
  Dr. Lisa Rich
Dr. James Gadberry
  Dr. Mark Gale
  Dr. Joe Delap
  Dr. Vic Wilson
Mr. Ronnie Smith
Dr. Jeanne Payne
Tina Hooks (Recorder)
BOT COMMITTEES

1:15 pm

Enrollment /Student Affairs

Sanders Hall Conference Room

Maxine Randolph
Cathy Dickens (ex-officio)
Dr. Sandra Sims-deGraffenried
Macke Mauldin
Dr. Bruce Thomas
Felicia Mucci
Sarah McAbee
Guy McClure, Sr.
Paula Watkins
Kim Braden, Recorder
BOT COMMITTEES

1:15 pm

Finance and Facilities

Waters Hall Conference Room

Ronnie Chronister
Cathy Dickens (ex-officio)
Tazewell Shepard
Senator Arthur Orr
Dr. Tina Sloan
Steve Clark
Mike McCoy
Keshia Neerhof
Trisha Black
Barbara Ferguson, Recorder