

Strategic Planning Committee Meeting

September 22, 2020

The Strategic Planning Committee met on Tuesday, September 22th at 9:00 a.m. in the Athens State Ballroom. Present were Ms. Pam Clark, Recorder; Dr. Joe Delap; Dr. Keith Ferguson; Ms. Jackie Gooch; Mr. Jeff Guenther; Dr. Diann Hammon; Ms. Belinda Krigel; Mr. Chris Latham; Ms. Sarah McAbee; Mr. Mike McCoy; Ms. Nancy Morgan (Claxton proxy); Mr. Derrek Smith; Dr. Jackie Smith; Dr. Darlene Turner-White; Ms. Debra Vaughn and Dr. Philip Way. Mr. Jamie Adams, Ms. DeAnne Boseck, Mr. Ronnie Chronister, Ms. Laura Beth Horn, and Mr. Rylan Pendleton (SGA President) were absent.

Dr. Way called the meeting to order at 9:00 a.m. and welcomed everyone. Dr. Way asked for any amendments or a motion to approve the July minutes. Dr. Delap made a motion to approve the minutes and Dr. Ferguson seconded. The minutes were approved on a voice vote.

Dr. Way invited Mr. Guenther to the podium to present "From Vision 2020 to Horizon 2030: Reflections and Suggestions for Moving Forward."

Background: Phase I

- ▶ Vision 2020 planning began in 2009
- ▶ Committee was comprised of 27 voting members
 - ▶ Faculty, staff, student, alumni, community organization, and University Foundation representatives
- ▶ The resulting, comprehensive report outlined 14 goals and 81 tactics
- ▶ For the 2012-2015 Strategic Plan, the list was distilled to three main goals with 24 embedded objectives

Background: Phase II

- ▶ The 2016-2020 Strategic Plan was known as Phase II
- ▶ The Phase II Strategic Plan was expanded to four goals and 17 objectives
- ▶ To evaluate all elements of the Phase II Strategic Plan, 78 performance indicators and 268 separate metrics were identified across all campus units
- ▶ The bridge document that linked Phase I goals and metrics to Phase II goals and metrics was 24 pages!

Phase I Goals

- ▶ Athens State University will increase its recognition as the institution of choice for students with life experience, transfer students, especially from community colleges, and working students who seek a step into success
- ▶ Athens State University will enhance its fiscal strength and effective planning process
- ▶ Athens State University will continue to strengthen its governance, partnerships and work with communities

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Phase II Goals

- ▶ Athens State University will increase its recognition as the institution of choice for a culturally diverse traditional and non-traditional student population
- ▶ Through a variety of innovative course delivery methods, Athens State will provide market-driven learning opportunities that offer a robust array of adult degree, liberal arts, education and business programs designed to meet the professional and personal needs of both students and employers
- ▶ Athens State University will enhance its fiscal strength and effective planning process
- ▶ Athens State University will continue to strengthen its governance, partnerships and work with communities

Assessment of Strategic Plan Goals

- ▶ Each year, a Strategic Plan Report Card was completed and submitted to the Board of Trustees for review
- ▶ Data for the Strategic Plan Report Cards came from multiple sources:
 - ▶ Academic program AARs
 - ▶ Administrative program AARs
 - ▶ Student Achievement Reports
 - ▶ University Fact Book
- ▶ Not all data were quantitative

Distilling the Strategic Plans: Five Themes

- ▶ Enrollment
- ▶ Educational programs
- ▶ Financial stability
- ▶ Partnerships and collaboration
- ▶ Student engagement

How Did We Do?

Enrollment

- ▶ Increase enrollment headcounts: Partially met
 - ▶ Headcounts increased in three out of six years reviewed; however the targets of 4% annual growth (2012-2015) and 1% annual growth (2016-2018) were not realized
 - ▶ Goal of 4,000 student headcount by 2015 was achieved

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- ▶ Increase diversity: Partially met
 - ▶ Our Hispanic student population did increase, but we did not meet our 5% target
- ▶ Fall-to-spring persistence: Partially met
 - ▶ Persistence goals achieved four out of six years reviewed
- ▶ Fall-to-fall retention: Partially met
 - ▶ Retention goals as listed in the Strategic Plan were only met three out of the six years reviewed

Educational Programs

- ▶ DL section offerings: Met
 - ▶ The number of DL sections increased across all years
- ▶ Implement new programs: Met
 - ▶ The number of new majors, minors, concentrations, and options exceeded the target across all six reporting years
- ▶ Nationally-recognized programs: Met
 - ▶ ABET, ACBSP, and NCATE accreditations granted
- ▶ Course quality: Met
 - ▶ Quality Matters participation has increased each year since its launch during AY 2013-14
- ▶ Faculty qualifications: Met
 - ▶ The number of faculty members with a terminal degree increased 3.9% between AY 2012-13 and AY 2015-16

Financial Stability

- ▶ Capital campaign: Met
 - ▶ Positive trends reported via the 2012-2015 SPRCs
- ▶ Operational funds and reserves: Partially met
 - ▶ Operational funds: Annual increase target was met two of four years
 - ▶ Reserve funds: Target met or exceeded across all years
- ▶ Grant funding: Not met
 - ▶ Grant writer resigned during AY 2012-13
 - ▶ Since the last SPRC was submitted, we are on track to meet the original goals

Partnerships and Collaboration

- ▶ Create autonomous BOT and Policy Library: Met
- ▶ Establish community college transfer agreements: Met
 - ▶ Target was met across all four years of reporting

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- ▶ Expand K-12 recruiting with community college partners: Met
 - ▶ Target was met in both years reported
- ▶ Internal collaboration: Met
 - ▶ Increases in cross-college programs and interdisciplinary research reported in 2017 and 2018 report cards
- ▶ CLL programing: Partially met
 - ▶ Increased attendance and registration in three of four years

Student Engagement

- ▶ Extracurricular activities: Met
 - ▶ The number of activities increased from 2013 to 2016
 - ▶ Students' reported level of campus activity involvement increased 3.2% between AY 2015-16 and AY 2017-18
 - ▶ SGA increased ownership of programming
- ▶ Alumni donations and membership: Partially met
 - ▶ Target was met in two of the three years reported

Suggestions for moving forward

What should we consider when forming Horizon 2030 objectives and targets?

Guiding Quotes

- ▶ "Assessment...can be defined as the systematic collection of information..., using the time, knowledge, expertise, and resources available, in order to inform decisions about how to improve..." –Barbara Walvoord
 - ▶ **Prioritize** and **simplify**
- ▶ "Assessment is about failure. Fail often. Fail fast. Fail **forward**." –Marilee Bresciani Ludvik
 - ▶ What would we like to **improve**?

Questions to Ponder

- ▶ How can we ensure longitudinal tracking of strategic plan goals?
 - ▶ Watermark Insights Planning and Self-Study
 - ▶ Unit-level outcomes can be mapped to strategic plan goals
- ▶ Which strategic plan goals naturally align with the mission of my college, department or program?
- ▶ What data are meaningful?
- ▶ What data can we capture and regularly review?

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Mr. Guenther opened the floor for questions and comments.

1. Dr. Delap asked if Watermark Insights will have a limited number of users/licenses or will it be broadly available? Mr. Guenther stated anyone with an Athens.edu email address can be granted access to Watermark.
2. Dr. Way asked where our progress will be published? He stated we will get an intranet eventually and asked if our progress is something we can publish there. Mr. Guenther stated the Strategic Planning Committee and university leaders could decide. The Strategic Plan Report Cards are currently available to the public on the website and show our plans for improvement.
3. Dr. Smith made a request to include the Key Student Completion Indicator reported to SACS in the next strategic plan. We are a unique institution and chose the IPEDS eight-year graduation rate as our key performance indicator. SACS expects the IPEDS eight-year graduation rate to be part of the assessment process.

Dr. Way introduced the draft of the Horizon 2030 Goals (handout) and asked for any questions or comments. Dr. Smith asked how the goals will be measured. Dr. Way stated each department should create measures for the goals. No further remarks or questions were presented. Dr. Way thanked everyone for their attendance and comments.

The meeting adjourned at 9:54 a.m.

Respectfully submitted: Pamela D. Clark

Handout given at meeting: Horizon 2030 Goals (Draft 9/22/20)

Horizon 2030 Goals (Draft 9/22/20)

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.