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.