

Draft Strategic Plan 2010-2015

Austin Peay State University

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Key Priority: Access

Improving opportunities for more Tennesseans to earn post-secondary credentials is a primary area of focus for the Tennessee Board of Regents System. Serving the needs of individual Tennesseans who wish to develop their professional skills and enrich their lives is also significant. Vital to those efforts will be addressing barrier issues such as affordability, preparedness and technology, as well as issues related to increasing participation levels of traditionally underserved populations.

Anticipating high demand for post-secondary education, the TBR and its institutions will address capacity issues by promoting internal and external partnerships, using technology effectively, and optimizing the unique characteristics of its three types of institutions (universities, community colleges, and technology centers).

Access Goals (TBR)

1. The TBR System and its institutions will use technology to increase participation in post-secondary education and workforce development.
2. In order to increase access at all levels, the TBR System and its institutions will develop a methodology to utilize access and diversity resources to implement best practices for increasing participation levels of traditionally underserved populations.

Measures (TBR)

1. Unduplicated headcount by term of distance education enrollment.
2. Development of institutional plans that incorporate a system-wide methodology to promote participation of underserved populations.

The student population at Austin Peay is far from the traditional picture of 18-21 first time full time freshmen. Indeed APSU has amongst the highest proportions of students in non-traditional, adult and part-time categories among the universities in the TBR system. To meet the needs of our students we have long taken serious issues of access and course availability in a variety of formats. Consequently APSU has developed a substantial online presence. While we see this presence maturing and growing with the institution, we feel that the the present scale of our online program is in keeping with the university's mission. We will however explore the increased use of technologies in hybrid and redesigned course delivery methods.

Austin Peay has had a long presence at Fort Campbell. Recently we were able to enhance our facilities on base with addition of our own building. In keeping with our commitment to taking educational opportunities to the surrounding region and promote participation of underserved populations we have recently begun offering programs in Dickson in partnership with Nashville State CC, and will shortly be beginning programs at the new education Center in Springfield in partnership with Volunteer State CC. These two new sites together with Fort Campbell and future partnerships will play integral parts in our institutional plans to serve the region over the next 5 years.

Institutional Strategic Goals (APSU)

- As Austin Peay University grows over the next 5 years the unduplicated headcount and student credit hour production in online and distance education courses will grow in proportion with the overall university unduplicated headcount and student credit hours.
- As Austin Peay State University grows over the next 5 years the enrollment at sites other than main campus will increase by 4% annually.
- APSU will Develop an institutional plan that incorporates a system-wide methodology to promote participation of underserved populations.

Key Priority: Student Success

Increasing the number of citizens with diplomas, certificates, and degrees is a critical area of focus for the TBR System. Fostering greater success of students to persist and complete credentials and degrees enhances the viability of academic programs, the growth of existing businesses and the ability to attract new high paying industries to the state. Measures of student success can be improved by continuing to work with Tennessee high schools through P-16 agreements and dual credit and dual enrollment programs; increasing student success in the areas of developmental studies, e-learning, and the Teaching Quality Initiative; fostering student engagement and persistence through effective support services, co-curricular activities, and faculty-guided research and mentoring; and optimizing new technologies to enhance teaching, research, service and learning.

Student Success Goals (TBR)

1. The TBR System and its institutions will enhance student persistence to the completion of the post-secondary credential or degree.
2. The TBR System and its institutions will increase the number of students who complete a post-secondary credential, including diplomas, certificates, undergraduate and graduate degrees.

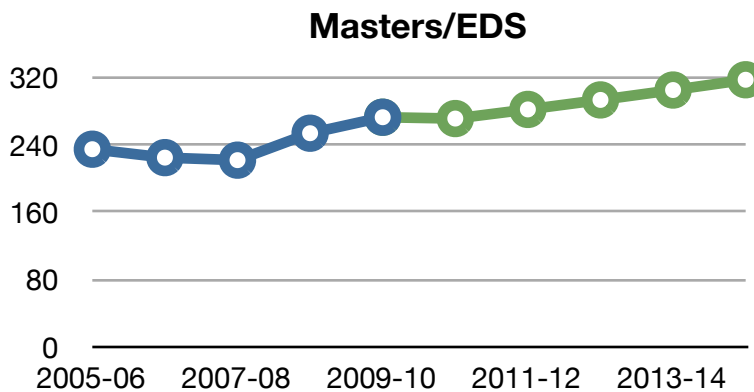
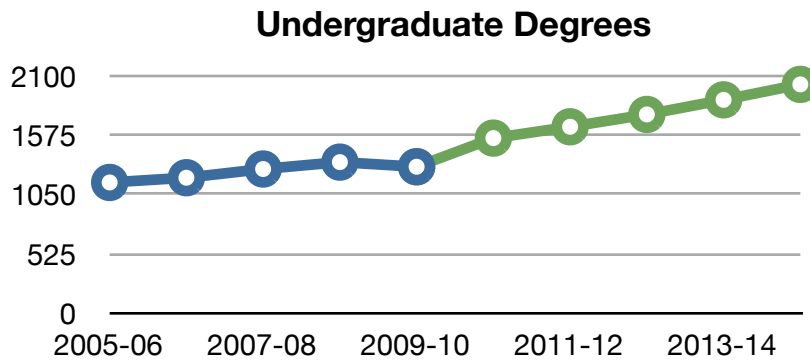
Measures (TBR)

1. Progression rate - number of full and part time students who complete or enroll in a subsequent term
2. Number of students completing post-secondary credentials annually

In 2000 APSU adopted a QEP that would focus on student success and persistence. Since then, through a variety of initiatives the institution has made significant progress in its retention rate. Over the next 5 years, while continuing to work with freshmen, the institution will also focus on moving students effectively through their degree programs to graduation.

Institutional Strategic Goals (APSU)

- The proportion of freshmen who pass the 24hr benchmark each year will increase from the present 3 year average of 54% to 59%.
- The 3 year average proportion of sophomores who pass the 48hr benchmark each year will remain above 81%
- The 3 year average proportion of juniors who pass the 72hr benchmark each year will remain above 80%.
- The number of associates/bachelors degrees conferred annually will grow from the present 3 year average of 1304 to 2000 by 2015.
- The number of masters/EDS degrees conferred annually will grow from the present 3 year average of 250 to 300 by 2015.



Key Priority: Quality

Improving access and completion rates in higher education can improve the lives of Tennesseans only to the degree that students acquire and retain knowledge, skills and abilities they need to become productive employees and responsible citizens. System institutions will address pressing local and global needs by engaging in research, creative work and public service that advance knowledge and create new opportunities. To achieve excellence in all areas of our collective mission, we must provide high quality academic programs, faculty, services and facilities.

Quality Goals (TBR)

1. The TBR System and its institutions will monitor and improve the effectiveness of their educational programs.
2. The TBR System and its institutions will monitor and improve the quality of their mission-specific research and creative activities and public service.

Measures (TBR)

1. Licensure and certification pass rates and student performance on national subject exams
2. Annual reports on measures of the TBR General Education outcomes
3. Number of third-party grants, contracts, agreements and partnerships to advance research, creative activity, and/or public service

The growth that APSU has experienced as both the fastest growing undergraduate and graduate programs in the state provide a strategic opportunity for the university to enhance its programmatic offerings. Whilst using national comparators to ensure the continuing quality of present programs, Austin Peay will also seek opportunities to add new programs both at the undergraduate and graduate level in which the university can make a national level contribution.

Austin Peay is adopting a new emphasis on faculty research and creative activity. We believe that these activities enhance the academic life of the institution and strengthen the educational experience for our students.

Institutional Strategic Goals (APSU)

- APSU's mean score on national subject exams will increase from the 3 year average of 96.7% of the National mean to 101% of the National Mean.
- In Educational and Nursing licensure APSU will maintain a 3 year average pass rate of 98%.
- The number of third-party grants will increase from the 3 year average of 45 to 75 by 2015.

Key Priority: Resourcefulness & Efficiency

The major sources of revenue for TBR institutions are state appropriations and student tuition and fees. With the financial pressures facing Tennessee, increases in state funding over the next five years are unlikely. On the other hand, increases in student tuition and fees are possible; however, if increases in tuition and fees are not accompanied by increases in alternate revenue enhancements coupled with effective deployment of resources, the ability of TBR institutions to sustain quality and access for all students may be limited.

As a result, achieving our vision will require additional financial resources that can be provided through:

- An increase in administrative, instructional, and operational efficiencies;
- An emphasis on private fund-raising to support achievement of institutional missions;
- Development of financial support from external sources, such as federal, state, and local governments, foundations, and corporations.
- A major point of focus must be to identify financial resources that can be used for need-based aid for students who cannot afford the rising cost but are not eligible for achievement-based financial aid. Decisions leading to increasing tuition must include addressing the basic financial needs of these students.

Resourcefulness and Efficiency Goals (TBR)

1. The TBR System and its institutions will address fiscal constraints through multiple approaches such as the prudent management of resources, development of other sources of support, and the pursuit of entrepreneurial initiatives.
2. The TBR System and its institutions will achieve greater efficiency through such means as developing and adopting best practices, pursuing collaboration among institutions to achieve savings through elimination of unnecessary duplication and removing obstacles to competitiveness.

Measures (TBR)

1. Total amount of funds raised through sources other than state appropriations and students tuition and fees.
2. Development of institutional plans that promote efficiencies.

Institutional Strategic Goals (APSU)

- The total funds raised from external sources will increase from the 3 year average of \$4.5M to \$8M by 2015.
- APSU will develop an institutional plan to promote efficiencies.

