Thomas P. Miller and Associates

Building Assets through Knowledge & Innovation

Albany State University

Strategic Plan
2006 - 2011

Prepared by Thomas P. Miller and Associates

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Vision

Albany State University, a public HBCU, will be recognized as a preeminent institution of higher education in the University System of Georgia and in the Southeastern United States.

Core Values

Diversity

We embrace diversity in our student body, faculty, staff and in the curriculum of the University.

Learning Communities

We believe that learning communities create a collegiate environment in which individuals achieve their full academic potential and personal development.

Quality Learning, Teaching, Research and Service

We value quality learning, teaching, research and service as cornerstones of our University experience.

University Culture

We promote integrity, shared governance and open communication as hallmarks of this University's culture.

Accountability

We are committed to good stewardship of the academic, human, physical and fiscal resources of the University.

GOALS and STRATEGIES

Goal 1: Strengthen the Historic Mission

Strengthen the historic mission and role of the University while proactively serving the diverse educational needs of the region and state.

Strategy 1
Promote and preserve the historical and culturally distinctive traditions which define the University as a HBCU.

Strategy 2
Implement an effective enrollment management and marketing program to recruit, retain and graduate students of diverse backgrounds.

Strategy 3
Provide innovative educational programs and services to meet the needs of the University's diverse student population.

Strategy 4
Enhance and maintain the role of the University as a leader in providing quality educational experiences for the academic development of students.

Goal 2: Advance Southwest Georgia

Use the University's intellectual resources to advance the educational, economic, social, and cultural opportunities of the citizens of Southwest Georgia.

Strategy 1
Establish collaborative relationships with other educational institutions, public and private agencies, business and industry, to enhance and expand programs and services for the mutual benefit of the University and the region.

Strategy 2
Expand business and technology collaborations to attract, grow and retain business in the region.

Strategy 3
Provide outstanding public service, life-long learning, technical assistance, and economic development to improve the quality of life in Southwest Georgia.

Strategy 4
Offer a comprehensive array of University programs that advance the educational, economic, social, and cultural opportunities of the region.

Strategy 5
Develop research and educational innovations to address the issues and problems of the region.

Strategy 6
Provide expertise in public policy and strategic planning to advance the development of the region.

Goal 3: Build a Stronger University Community

Build a stronger University community by increasing customer satisfaction, improving human resource development and enhancing organizational capacity.

Customer Service

Strategy 1
Establish Presidential Task Force to develop and implement customer service enhancements.

Strategy 2
Develop and communicate procedures to enhance services to students.

Strategy 3
Train and support faculty mentors skilled in advising incoming and returning students.

Human Resource Development

Strategy 4
Provide professional development opportunities for staff and faculty to remain on the "cutting edge" in their areas.

Strategy 5
Expand student, faculty and staff recognition programs to reward exceptional performance.

Organizational Capacity

Strategy 6
Create and implement effective marketing plans that will propel the institution into a leadership position throughout the region.

Strategy 7
Institute initiatives to build a broad portfolio for the successful growth of the institution.

Strategy 8
Initiate a University Capital Campaign that fosters individual, alumni and corporate giving.

Goal 4: Provide State of the Art Technology

Provide and maintain state of the art technology infrastructure that supports the University's mission and goals.

Components of the Technology Infrastructure include:

- Instructional Support
- Student/Staff Services
- Administrative Services
- Distance/On-line Learning
- Business Processes
- Training Support
- Internal/External Communication

Strategy 1
Provide Information Technology to support services needed in instruction, learning, and research.

Strategy 2
Increase productivity in daily operations for staff, administrative, business processes, and communication.

Strategy 3
Increase the accessibility of wireless communication throughout the campus.

Strategy 4
Provide training and support for students involved in distance learning and on-line courses.

Strategy 5
Monitor the technology infrastructure to ensure adequate support for training, maintenance, and availability of the latest innovations.

ALBANY STATE UNIVERSITY
ACTION PLANS

Goal 1: Strengthen the historic mission and role of the University while proactively serving the diverse educational needs of the region and state.

Strategy 1	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Promote and preserve the historical and culturally distinctive traditions which define the University as a HBCU.	Expand and continue the University's role in providing access to higher education for under prepared students through the implementation of pre-college programs such as the Holley Institute, HBCU-Up and others.	Retain at least 60% of the high school graduates who successfully complete such pre-college programs.	Office of Academic Affairs; Office of Institutional Research/ Title III.	On-going	$400,000
	Strengthen the Center for the Study of the African American Male (CAAM) and other University programs which address needs of underserved students.	Review and improvement of CAAM programs; identification of ASU liaisons in each of the public middle schools and high schools in ASU service areas.	Director and staff of CAAM; Office of Institutional Advancement; Office of Academic Affairs.	On-going	$60,000

	Promote and enhance campus and service area programs and activities which are culturally and historically unique to ASU	Annual campus activities celebrating Black History Month, MLK activities and community service learning projects.	Office of Student Affairs and Student Activities; Director of 1st and 2nd Year Experience; Office of Academic Affairs.	On-going	
	Assume an active role in activities that target the HBCU mission in higher education, i.e., HBCU White House Initiative, Thurgood Marshall Scholarship Program and HBCU Network.	ASU membership and participation on appropriate boards and/or initiatives.	Office of the President, Office of Academic Affairs and Institutional Advancement.	Sept. 2006 and on-going	$15,000

Goal 1: Strengthen the historic mission

Strategy 2	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Implement an effective enrollment management and marketing program to recruit, retain and graduate students of diverse backgrounds.	Coordinate student recruitment efforts with the University's marketing plan to position ASU as the "university of choice."	Ten percent increase in student enrollment annually.	Office of Recruitment and Admissions; Alumni Affairs; Public Information; Office of Academic Affairs.	On-going	$50,000
	Develop an academic advisement program designed to improve the retention and graduation of the University's students.	Timely advancement of 50% of matriculating students annually, consistent with their area of study.	Office of Academic Affairs; Academic Advisement Center; CETLA; Office of Counseling and Career Services.	On-going	
	Institutionalize and expand the freshman experience, sophomore experience, learning communities and other programs to increase student retention.	Improve retention rates by 5% annually.	Office of Student Affairs; Director of 1st and 2nd Year Experience; Office of Academic Affairs.	On-going	$75,000
	Achieve enrollment stability and growth by regularly conducting student satisfaction surveys.	Decrease attrition rates by 5% annually.	Office of Student Affairs; Office of Academic Affairs; Alumni Affairs.	On-going	$5,000

Goal 1: Strengthen the historic mission

Strategy 3	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Provide innovative educational programs and services to meet the needs of the University's diverse student population.	Identify the factors that impede under-served and nontraditional student access to higher education and implement programs to improve access.	Study conducted and appropriate programs developed.	Office of Academic Affairs; Office of Student Affairs; Office of Institutional Advancement.	June 2007 and on-going	$10,000
	Establish a comprehensive student support system to tutor counsel, nurture and assist students in their educational and personal development.	Student feedback; success of students; increased alumni support/ financial support.	Office of Academic Affairs; Offices of Student Affairs; Director of 1st and 2nd Year Experience; Advisement Center; Learning Support Unit.	On-going	
	Acquire additional funded programs to support and enhance learning and teaching in the disciplines.	The number of new programs acquired annually.	Office of Academic Affairs and Offices of Institutional Advancement.	On-going	$15,000
	Develop co-curricula and extra-curricula activities that address the developmental needs of students and support the University's academic programs.	Addition of one new program annually.	Office of Academic Affairs; Office of Student Affairs; Office of Career Development; Alumni Affairs.	On-going	

	Complete a study to redefine the role of the Learning Support Unit in the academic mission of the university.	Reorganized Learning Support Unit.	Office of Academic Affairs; Learning Support Unit.	January 2007 and on-going	

Goal 1: Strengthen the historic mission

Strategy 4	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Enhance and maintain the role of the University as a leader in providing quality educational experiences for the academic development of students.	Implement a rigorous academic review process to maintain quality degree programs that enable students to compete successfully in their fields.	Redevelopment of academic review process.	Office of Academic Affairs; CETLA	June 2007 and on-going	$25,000
	Identify under-graduate and graduate programs of excellence and leverage the programs to achieve national recognition.	Nationally recognized programs.	Office of Academic Affairs.	On-going	
	Maintain and support a strong and diverse faculty and staff.	The number of faculty and staff recruited and retained.	Office of Academic Affairs; Office of Human Resources.	On-going	
	Provide a strong international education for ASU students.	The number of academic courses developed or revised; number of international activities on campus; and the establishment of an Office of International Education.	Office of Academic Affairs; Ron Brown International Trade Center; Office of Student Affairs.	On-going	$60,000

	Expand opportunities for experiential learning by establishing an office to coordinate and promote undergraduate research across disciplines.	Creation and operation of an Office of Undergraduate Research.	Office of Academic Affairs; CETLA	June 2007 and on-going	$60,000
	Re-establish the Center for Teaching and Learning as a focal program to enhance faculty productivity and experiential learning.	Reorganized Center for Teaching and Learning and number of activities generated.	Office of Academic Affairs; Learning Support; CETLA.	August 2007 and on-going	$100,000

Goal 2: Use the University's intellectual resources to advance the educational, economic, social, and cultural opportunities of the citizens of Southwest Georgia.

Strategy 1	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Establish collaborative relationships with other educational institutions, public and private agencies, business and industry, to enhance and expand programs and services for the mutual benefit of the University and the region.	Form collaborative relationships with USG institutions and technical colleges, in our service area.	Development of memoranda of understanding for seamless education with local colleges. Implementation of programs of mutual interests.	President, VPAA, Academic Deans and Chairs	Fall 2006 –	$200,000 per year
	Form collaborative relationships with the Marine Corps Logistics Base, business and industry.	Participation and memberships in local business and industry organizations. Provision of consulting and other services to businesses and industries.	VPAA, Deans and Chairs, and faculty	Fall 2006 –	$2,000/year (membership fees)
	Expanded programs, including continuing education, to meet the needs of citizens in Southwest Georgia.	Evaluation of existing degree programs and offering of degree and non-degree programs of need for citizens, including online programs.	President, VPAA, Academic Deans and Chairs, and faculty	Fall 2006 –	$350,000 per year

	Serve as a depository of data and dissemination of applied research	Creation and maintenance of data bases for data from various governmental and other agencies. Publication of applied research to address human conditions in SW GA.	President, VPAA, Librarian, Academic Deans and Chairs, and faculty	Fall 2006 –	$100,000 per year

Goal 2: Advance Southwest Georgia

Strategy 2	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Expand business and technology collaborations to attract, grow and retain business in the region.	Provide financial support for Center for Small Business & Entrepreneurship.	Operation of Center for Small Business & Entrepreneurship with a full-time Director and staff members.	President, VPAA, Academic Deans and Chairs	Fall 2006 –	$150,000 per year
	Coordinate the activities of the ETTC to provide technology support for the above centers.	Provision of technology support to Center for Small Business & Entrepreneurship by ETTC.	VPAA, ETTC and Small Business & Entrepreneurship Directors	Fall 2006 –	No cost

Goal 2: Advance Southwest Georgia

Strategy 3	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Provide outstanding public service, life-long learning, technical assistance, and economic development to improve the quality of life in Southwest Georgia.	Reconstitute the Division of Continuing Education as an independent unit and an expanded scope (with a Director and staff) reporting directly to the VPAA.	Operation of an independent Division of Continuing Education	President & VPAA	Fall 2006	No cost
	Establish year-round continuing education courses, workforce development workshops and seminars, certificate programs, etc.	Offering of year-round continuing education courses, workforce development workshops and seminars, certificate programs, etc.	Division of Continuing Education Director	Fall 2006	No cost

Goal 2: Advance Southwest Georgia

Strategy 4	Action Plan What needs to happen?	Assessment How will we know something has happened?	Responsibility Who will be responsible?	Timeline By when will it happen?	Budget How much will it cost?
Offer a comprehensive array of University programs that advance the educational, economic, social, and cultural opportunities of the region.	Conduct viability studies to determine need for programs such as healthcare sciences, economic development, supply chain management, human disabilities, and engineering technology.	Three new programs will be identified annually.	Institutional Research with assistance from Colleges	Fall 2006	$10,000
	Plan, develop, and implement new programs in thematic areas	Three new proposals will be submitted.	Discipline specific Departments	Spring 2007	No cost
	Monitor the needs of government and industry and develop new graduate programs to meet those needs.	At least one program implemented.	Discipline specific departments	On-going	$60,000
	Review existing programs to identify new approaches, formats, and sites to deliver programs to new markets.	All programs will be reviewed and duplication of services eliminated.	Institutional Research and Colleges	On-going	

Goal 2: Advance Southwest Georgia

Strategy 5	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Develop research and educational innovations to address the issues and problems of the region.	Establish contact with regional Chambers of Commerce, Small Business Development Centers, school systems, and other agencies for area need.	Regular quarterly meetings of representatives of these entities will be held.	Division of Continuing Education, Colleges and Centers housed in Colleges	Fall 2006	$5,000
	Create programs, courses, and/or training workshops as needed.	At least one new program developed annually.	Continuing Education and Colleges	Spring 2007	$60,000
	Provide incentives for faculty to get more involved in patent development and to pursue research partnerships with corporations, government agencies, nonprofits, schools and other organizations.	Incentive strategy will be announced to ASU community.	Academic Affairs	Fall 2006	$60,000

Goal 2: Advance Southwest Georgia

Strategy 6	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Provide expertise in public policy and strategic planning to advance the development of region.	Create marketing strategies to attract organizations needing assistance.	Information circulated throughout region	Public Information and area specific departments.	Fall 2006	No cost
	Provide workshops / training sessions on and off campus.	Quarterly workshops held.	Area specific departments.	On-going	No cost
	Serve on regional economic development committees.	ASU personnel will be members of local and regional committees.	Institutional Research and College of Business	Annually	No cost
	Provide economic data and analysis to regional leaders	Economic Data will be circulated throughout region.	Institutional Research and College of Business	On-going	No cost
	Develop networking events for alumni key to regional economic development.	Annual meetings will be planned.	Alumni Affairs and Colleges	Annually	No cost
	Expand collaborative agreements with government agencies to solve public problems and establish ASU as the “source of choice” for objective, research-based, non-political analyses and assistance.	ASU personnel will respond to public problems in news media.	Public Information and area specific departments	On-going	No cost

Goal 3: Build a stronger Albany State University community by increasing customer satisfaction, improving human resource development and enhancing organizational capacity.

Strategy 1	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Establish Presidential Task Force to develop and implement customer service enhancements.	Task Force appointed.	Information released to media	President or designee	Fall 2006	No cost
	Task Force develops survey instrument.	Document completed	Task Force and Office of Institutional Research (IR)	On-going	No cost
	Survey administered	Areas of strengths and weaknesses identified	Task Force members and IR	On-going	No cost
	Data used to enhance customer satisfaction at ASU	Significant increase in areas of strengths	Task Force and IR	On-going	No cost

Goal 3: Build a Stronger University Community

Strategy 2	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Develop and communicate procedures to enhance services to students.	Work sessions implemented to formulate up-to-date advising, registration, housing, financial aid and parking publications.	Publications created	Office of Academic Affairs, Office of Student Affairs and Office of Information Technology	Spring 2007	$50,000
	Website prepared that incorporates up-to-date advising, registration, housing, financial aid and parking procedures.	Website tested.	Office of Information Technology, Office of Student Affairs and Office of Information Technology	Spring 2007	$50,000
	Disseminate publications/website to University stakeholders.	Effectiveness assessed utilizing paper and online surveys	Institutional Research	On-going	No cost

Goal 3: Build a Stronger University Community

Strategy 3	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Train and support faculty mentors skilled in advising incoming and returning students.	Training Team identified.	Guidelines are reviewed and revised for distribution.	VP Academic Affairs, Registrar, Deans, Chairpersons, Information Technology	Fall 2006	No cost
	Training Team establishes Faculty Mentor expectations.	Guidelines distributed.	Academic Affairs, Registrar, Faculty, Deans, Chairpersons	On-going	No cost
	Training sessions established.	Faculty Mentors are identified for participation in training sessions.	Chairpersons, Deans, Academic Affairs, Registrar, Information Technology	On-going	No cost
	Satisfaction survey is administered.	Survey distributed to campus constituents.	Academic Affairs, Registrar, Info. Tech., Institutional Research	On-going	No cost

Goal 3: Build a Stronger University Community

Strategy 4	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Provide professional development opportunities for staff and faculty to remain on the "cutting edge" in their areas.	Encourage faculty and staff to collaborate on cross-functional teams.	Teams will be identified and officially sanctioned each semester.	University Vice Presidents	On-going	No cost
	Encourage faculty participation in training activities and professional associations.	Training and professional association opportunities will be publicized. Assessments made to determine level of success.	Vice President for Academic Affairs	On-going	$150,000
	Encourage the pursuit of funding opportunities from sources that do not affect institutional funds.	List of external funding opportunities will be provided. Number of applications submitted will be quantified and rate of success determined.	Associate Vice President for Research and Sponsored Programs	On-going	No cost

Goal 3: Build a Stronger University Community

Strategy 5	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Expand student, faculty and staff recognition programs to reward exceptional performance.	Invite guest speakers to programs to highlight the importance of such activities.	Identify and maintain list of participants. Survey audience to assess overall value.	College Deans	On-going	$100,000
	Create relationships between colleagues at other institutions by encouraging their involvement and participation in the recognition events.	Maintain record that details number of participants catalog by event.	College Chairs	On-going	No cost

Goal 3: Build a Stronger University Community

Strategy 6	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Create and implement effective marketing plans that will propel the institution into a leadership position throughout the region.	Institute a marketing plan that profiles the strengths and successes of the institution in recruiting, educating and graduating a diverse student population.	Internal and external assessments completed to determine effectiveness of the marketing program.	President and Vice President of Institutional Advancement	On-going	$100,000
	Identify individuals to canvas local, regional, state and national locations to promote University's attributes.	External evaluator hired to assess effectiveness of effort.	President and Vice President of Institutional Advancement	On-going	$50,000 Annually

Goal 3: Build a Stronger University Community

Strategy 7	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Institute initiatives to build a broad portfolio for the successful growth of the institution.	Cultivate current contributor relationships and establish new contributors through aggressive campaigns.	Utilize Office of Institutional Advancement to provide list of current and potential contributors. Comparisons will be made between levels of giving before and after implementation of new campaigns to determine effectiveness.	President and Vice President of Institutional Advancement	On-going	$50,000 Annually
	Utilize faculty, staff and student success stories to acquire funding support.	Surveys designed and implemented to ascertain effectiveness of success stories' utilization.	President and Vice President of Institutional Advancement	On-going	No cost
	Establish a list of institutional priorities and institute campaigns to raise funds to support these initiatives.	List of priorities developed and individuals will be selected to acquire funding for these initiatives. Level of success of efforts to fund the targeted priorities will determine effectiveness of campaigns.	President and Cabinet	On-going	$25,000

Goal 3: Build a Stronger University Community

Strategy 8	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Initiate a University Capital Campaign that fosters individual, alumni, and corporate giving.	Implement a feasibility study with an external fund-raising consultant.	Consultant hired to complete task. Success of effort will be judged successful if significant increases in all categories occur.	President	Open	$25,000
	Establish goals for expanding endowments for student scholarships.	Goals developed and implemented.	President and Vice President of Institutional Advancement	On-going	No cost
	Increase alumni giving by establishing funding raising initiatives that target graduates and their parents.	Initiatives developed and implemented. Correlation made between increases in level of giving to funding raising campaign.	Vice President of Institutional Advancement and Office of Alumni Affairs	On-going	$25,000
	Utilize the ASU web site as a source of information for corporate contributions that reflects institutional accomplishments and funding priorities.	Develop and implement web site. Compare level of giving before and after campaign initiated to assess effectiveness.	Vice President for Institutional Advancement	On-going	No cost

Goal 4: Provide and maintain state of the art technology infrastructure that will support the University's mission and goals.

Strategy 1	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Provide Information Technology to support services needed in instruction, learning, and research.	Establish a centralized location for an Instruction, Learning and Research Center that supports training on state of art equipment and the latest software.	The Instruction, learning, and Research Center is available for training on the latest software and equipment. A director of the center is identified.	Chief Information Officer (CIO)	Fall 2007	$250,000 yearly ongoing
	Design Instructional classrooms and labs to encourage learning in a technological environment.	All classrooms and labs are available with smart board, platform, projector, teacher's workstation, software, and etc. Guidelines are distributed on the use of technology in the classrooms and labs.	CIO	Spring 2007-Fall 2007	$100,000

Goal 4: Provide State of the Art Technology

Strategy 2	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Increase productivity in daily operations for staff, administrative, business processes, and communication.	Implement a Portal System to assist the University in managing data and improving organizational efficiency.	Training will be available for administrators and staff.	CIO	Spring 2007	$35,000
	Establish a data network to support internal and external communication.	Faculty, staff, students, and administrators will be able to access the server from outside the campus.	CIO, Facility Management	Spring 2007	$15,000

Goal 4: Provide State of the Art Technology

Strategy 3	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Increase the accessibility of wireless communication throughout the campus.	Provide technological capability to access wireless communication from any location on campus.	Wireless Communication will be accessed from any location on campus.	CIO	Fall 2006	$7,000

Goal 4: Provide State of the Art Technology

Strategy 4	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Provide training and support for students involved in distance learning and on-line courses.	Establish a centralized location for distance learning, on-line learning services, and continuing education.	The Learning, On-line Learning services and Continuing Education Center will be available for training. A director will be identified.	Administrators	Spring 2007	Increase student technology fee by $25,000 and $125,000 On-going

Goal 4: Provide State of the Art Technology

Strategy 5	**Action Plan** **What needs to happen?**	**Assessment** **How will we know something has happened?**	**Responsibility** **Who will be responsible?**	**Timeline** **By when will it happen?**	**Budget** **How much will it cost?**
Monitor the technology infrastructure to ensure adequate support for training, maintenance, and availability of the latest innovation.	Create a committee to monitor the technology infrastructure.	Committee will develop a plan to ensure that all technology will be maintained and updated.	Administrators	Fall 2006 On-going	No Cost On-going

Articulation of the Strategic Goals

University System of Georgia
and
Albany State University

University System of Georgia 2002-2007 Strategic Plan	Albany State University 2006 – 2011 Strategic Plan
Goal 1: Educate graduates who are intellectually and ethically informed individuals with well-defined skills and knowledge who are capable leaders, creative thinkers, and contributing citizens.	**Goal 1:** Strengthen the historic mission and role of the University while proactively serving the diverse educational needs of the region and state.
Goal 2: Expand participation by increasing access, enhancing diversity, improving service to nontraditional students, expanding use of distance education, advancing public library usage, and marketing the advantages of postsecondary education.	**Goal 1:** Strengthen the historic mission and role of the University while proactively serving the diverse educational needs of the region and state. **Goal 3:** Build a stronger University community by increasing customer satisfaction, improving human resource development and enhancing organizational capacity. **Goal 4:** Provide and maintain state of the art technology infrastructure that supports the University's mission and goals.
Goal 3: Increase academic productivity through improved recruitment, increased retention, accelerated graduation, expanded credit generation, augmented continuing education opportunities, and current technology.	**Goal 1:** Strengthen the historic mission and role of the University while proactively serving the diverse educational needs of the region and state. **Goal 2:** Advance Southwest Georgia by using the University's intellectual resources to advance the educational, economic, social, and cultural opportunities of the citizens of Southwest Georgia. **Goal 4:** Provide and maintain state of the art technology infrastructure that supports the University's mission and goals.
Goal 4: Emphasize the recruitment, hiring, and retention of the best possible faculty, staff, and administration.	**Goal 3:** Build a stronger University community by increasing customer satisfaction, improving human resource development and enhancing organizational capacity. **Goal 4:** Provide and maintain state of the art technology infrastructure that supports the University's mission and goals.

University System of Georgia 2002-2007 Strategic Plan	Albany State University 2006 – 2011 Strategic Plan
Goal 5: Help accelerate Georgia's economic development by providing needed graduates, offering appropriate academic programs, and marketing of the System and its institutions.	**Goal 2:** Advance Southwest Georgia by using the University's intellectual resources to advance the educational, economic, social, and cultural opportunities of the citizens of Southwest Georgia. **Goal 3:** Build a stronger University community by increasing customer satisfaction, improving human resource development and enhancing organizational capacity.
Goal 6: Seek the most efficient, effective and technologically sound business and service practices, and regularly compare ourselves to national peers.	**Goal 3:** Build a stronger University community by increasing customer satisfaction, improving human resource development and enhancing organizational capacity. **Goal 4:** Provide and maintain state of the art technology infrastructure that supports the University's mission and goals.
Goal 7: Provide and maintain superior facilities, funded by innovative mechanisms that shorten the time that elapses between approval and use.	
Goal 8: Assure coordination, where appropriate, between University System of Georgia policy and practices, and those of the Department of Education and the Department of Technical and Adult Education.	**Goal 1:** Strengthen the historic mission and role of the University while proactively serving the diverse educational needs of the region and state. **Goal 2:** Advance Southwest Georgia by using the University's intellectual resources to advance the educational, economic, social, and cultural opportunities of the citizens of Southwest Georgia.
Goal 9: Increase, diversify, and strategically allocate resources.	**Goal 3:** Build a stronger University community by increasing customer satisfaction, improving human resource development and enhancing organizational capacity.