

## Vision Statement

Albany State University will be a world-class comprehensive university and a powerful catalyst for the economic growth and development of Southwest Georgia. ASU will be recognized for its innovative and creative delivery of excellent educational programs, broad-based community engagement and public service, and creative scholarship and applied research, all of which enrich the lives of the diverse constituencies served by the University.

## Mission Statement

Albany State University, a proud member institution of the University System of Georgia, elevates its community and region by offering a broad array of graduate, baccalaureate, associate, and certificate programs at its main campuses in Albany as well as at strategically-placed branch sites and online. Committed to excellence in teaching and learning, the University prepares students to be effective contributors to a globally diverse society, where knowledge and technology create opportunities for personal and professional success. ASU respects and builds on the historical roots of its institutional predecessors with its commitment to access and a strong liberal arts heritage that respects diversity in all its forms and gives all students the foundation they need to succeed. Through creative scholarship, research, and public service, the University's faculty, staff, students, and administrators form strategic alliances internally and externally to promote community and economic development, resulting in an improved quality of life for the citizens of southwest Georgia and beyond.

## Guiding Principles

### **Aspire to Excellence**

Albany State University will aspire toward excellence in teaching and learning, thus becoming the first-choice institution for students from southwest Georgia and garnering recognition as a premier southern regional university.

### **Embrace Diversity**

As a historically black institution and led by a highly-diverse faculty and staff, Albany State University will embrace diversity in all its forms – including age, gender identity, race and ethnicity, country of origin, religion, ability level, sexual orientation, and veteran status – and seek to foster a similar acceptance and celebration of that diversity.

### **Expand Access to Higher Education**

As an access institution, Albany State University will promote student success for all by welcoming students from varying levels of academic preparation, keeping costs low, offering flexible class times and instructional modalities, and pairing high student expectations with exceptional mentoring, advising, and tutoring.

### **Elevate Historically Underserved Populations**

Albany State University will recognize and address the many challenges that face African Americans and other students of color, adult learners, first generation students, students from low socioeconomic

backgrounds, and others from underserved populations, and form strong partnerships with K-12, government agencies, and community outreach organizations to increase access and success rates.

### **Promote Economic Development**

As part of its commitment to teaching and learning, Albany State University will promote economic development in Albany and throughout southwest Georgia by engaging in applied research, aligning its resources in support of identified needs, developing and enhancing academic programs to meet evolving needs, forming broad strategic partnerships, supplying a trained workforce, and fostering a sense of entrepreneurship.

## Goals and Objectives

**Goal One: Realize the Power of Better Together** – Integrate programs, policies, procedures, and cultural traditions in ways that build synergistically on the strengths of Albany State University (ASU) and Darton State College (DSC) to ensure a smooth and seamless institutional consolidation, out of which we emerge as more efficient, effective, and successful institution.

1. Evidence of a successful Consolidation Prospectus, consolidation approval from SACSCOC, and official consolidation in January 2017.
2. Evidence that the initial consolidated ASU and DSC payrolls were operational and accurate in January 2017 and remained accurate at the start of the new fiscal year (July 2017) and academic year (August 2017).
3. Evidence that the initial consolidated operating budget for FY 2017-18 for the consolidated institution was successfully and accurately prepared and approved in June 2017.
4. Evidence that federal financial aid accounts for DSC and ASU were successfully merged for the consolidated institution in time for smooth and seamless distributions of student aid at the start-up of Fall Semester.
5. Evidence of a smooth and seamless registration process
6. Evidence of a seamless and accurate consolidation of DSC and ASU student records in Banner for the consolidated institution.
7. Evidence of a turnaround in fall enrollment trends with an increase for Fall 2017.
8. Evidence of an improved financial condition for the consolidated institution in FY 2017-18 over FY 2016-17.
9. Evidence from FY 2016-17 financial aid audits of improved management of federal student aid administration.
10. Evidence from FY 2016-17 institutional audits of sound financial management.
11. Evidence of the consolidated institution's continuing compliance with SACSCOC requirements in the Report of the Substantive Change Committee in fall 2017.

**Goal Two: Aspire to Excellence** – in teaching and learning, thus becoming the first-choice institution for students from southwest Georgia and garnering recognition as a premier southern regional university.

1. Evidence of educational program quality as reflected in visiting review committee reports and national re-accreditations.
2. Evidence of high passing rates of ASU graduates on their licensing and certification exams.
3. Evidence in admission records of ASU's first-choice status by prospective students as compared to the previous years' data.
4. Evidence of ASU awards and public recognitions received for academic excellence.

**Goal Three: Embrace Diversity** – As a historically black institution and led by a highly-diverse faculty and staff, Albany State University will embrace diversity in all its forms – including age, gender identity, race and ethnicity, country of origin, religion, ability level, sexual orientation, and veteran status – and seek to foster a similar acceptance and celebration of that diversity.

1. Evidence of increased diversity in the student body and employees of ASU.
2. Evidence of positive attitudes toward student and employee diversity from campus surveys.
3. Evidence of institutional recognitions, awards, and celebrations involving diversity in the campus and local communities.

**Goal Four: Expand Access to Higher Education** – As an access institution, Albany State University will promote student success for all by welcoming students from varying levels of academic preparation, keeping costs low, offering flexible class times and instructional modalities, and pairing high student expectations with exceptional mentoring, advising, and tutoring.

1. Evidence of increased enrollment compared to previous academic terms of students in different categories of academic preparation.
2. Evidence of efforts made to keep the costs of attending ASU low compared to peer institutions in other states.
3. Evidence of expanded online course and program offerings and other means of providing flexible class times.
4. Evidence of improvements made in mentoring, advising, and tutoring services.

**Goal Five: Elevate Historically Underserved Populations** – Albany State University will recognize and address the many challenges that face African Americans and other students of color, adult learners, first generation students, students from low socioeconomic backgrounds, and others from underserved populations, and form strong partnerships with K-12, government agencies, and community outreach organizations to increase access and success rates.

1. Evidence of improved retention and graduation rates for all ASU students, also applicable to the different historically underserved populations.
2. Evidence of new and improved services provided at ASU specifically aimed at supporting the success of historically underserved populations.
3. Evidence of institutional partnerships with K-12, government agencies, and community outreach organization to increase access and success rates of historically underserved populations.

**Goal Six: Promote Economic Development** – As part of its commitment to teaching and learning, Albany State University will promote economic development in Albany and throughout southwest Georgia by engaging in applied research, aligning its resources in support of identified needs, developing and enhancing academic programs to meet evolving needs, forming broad strategic partnerships, supplying a trained workforce, and fostering a sense of entrepreneurship.

1. Evidence of increases in grants and contracts received by ASU to support research and development.
2. Evidence of educational program development and expansion that addresses workforce shortages and training demands in the community and its different industries.
3. Evidence of partnerships with entities in the community or region that are aimed at promoting economic development.
4. Evidence of expanded educational programs to foster entrepreneurship and business start-ups.
5. Evidence of other alignments of institutional programs and resources in support of identified community needs or interests.

**Goal Seven: Attract and Retain Talented Personnel** – Recruit and sustain a highly talented and expert team of faculty, staff, and administrators who collaborate effectively and efficiently with each other to achieve the vision, mission and strategic goals of the university.

1. Identify, recruit, and retain highly qualified personnel for positions.