

EXPERIENCE **AUSTIN PEAY**

2022-2027 STRATEGIC PLAN



**PILLAR 1: ACADEMIC EXPERIENCE**

**GOAL 1:** *APSU will be a premier public regional university known for student-centered teaching excellence and high quality, innovative, and creative scholarship that is responsive to the needs of our diverse community and beyond.*

**Objective 1: Increase high quality instruction and scholarship related to pedagogy.**

	<b>Tactic</b>
<b>1</b>	Increase instructional design capacity (i.e., personnel and funding) for online courses within Distance Education, and increase faculty engagement with Distance Education resources and certifications to include all faculty that teach online.
<b>2</b>	Ensure 100% of online instructors complete APPQMR training.
<b>3</b>	Require orientation for new adjunct faculty and ensure 100% participation.

**Objective 2: Enhance the quality and breadth of faculty scholarship.**

	<b>Tactic</b>
<b>1</b>	Create a formal program for faculty and outside speakers to share pedagogical best practices through the Center for the Advancement of Faculty Excellence (CAFE) sponsored programming.
<b>2</b>	Increase the faculty development and travel budgets to support scholarly production, and re-evaluate the administration of funds to allow for greater flexibility.
<b>3</b>	Redesign the areas within the current system of new faculty mentorship related to scholarship.

**Objective 3: Improve support for diversity and inclusion across the APSU academic community.**

	<b>Tactic</b>
<b>1</b>	Allocate resources to support DEI initiatives within Academic Affairs, specifically supporting at least one special college-level activity/event each year in each college.
<b>2</b>	Encourage the inclusion of multicultural perspectives throughout the curriculum development process, particularly in the general education framework.
<b>3</b>	Develop a diversity and inclusion statement for each college and for Academic Affairs.
<b>4</b>	Develop new and support existing affinity groups for faculty and staff to network and collaborate.
<b>5</b>	Explore additional advertising options to intentionally reach underrepresented populations when hiring.

**GOAL 2:** *APSU will evolve academic offerings to strengthen our emphasis on delivering quality programs that address community and regional needs.*

**Objective 1: Improve the quality of academic programs to exceed state standards and professional accreditation expectations.**

	<b>Tactic</b>
<b>1</b>	Meet THEC program accreditation expectation by securing accreditation for <u>all</u> creditable programs, and provide resources to add a second external reviewer for program review as requested by programs.
<b>2</b>	Continue participation in NC-SARA, and implement APSU Online Quality Fundamentals (AOQF) system review process by Distance Education.
<b>3</b>	Implement a QEP project aimed at improving outcomes in writing and communication for all students, but particularly freshman and for academically at-risk students.

**Objective 2: Align degree programs to better serve the needs of the community and region.**

	<b>Tactic</b>
<b>1</b>	Utilize job and economic need data as one of the multiple metrics to inform our program inventory, establishing and employing a standardized process of business feasibility analysis for new programs.
<b>2</b>	Increase formal agreements with industry and business to serve adult non-traditional students and matriculate graduate students.
<b>3</b>	Increase program-specific alternative delivery course availability.
<b>4</b>	Audit the current menu of graduate programs to align with regional needs and student demand.

**Objective 3: Evolve programs and curricula to reflect best practices in preparing students to contribute professionally, civically, and creatively in their field of choice.**

	<b>Tactic</b>
<b>1</b>	Emphasize communication and writing skill-building through the next QEP.
<b>2</b>	Expand the number of programs engaged in an EMSI Burning Glass review to review all programs in the APSU inventory over time.
<b>3</b>	Increase the use industrial/discipline advisory boards to assist with evolving curricula and programs aligned to workforce needs.

**GOAL 3:** *APSU will optimize our institutional infrastructure to meet the academic needs of our students.*

**Objective 1: Increase the efficient use of educational spaces.**

	<b>Tactic</b>
<b>1</b>	Procure a scheduling software to increase scheduling efficiency.
<b>2</b>	Perform a course caps audit and develop a common procedure to set course caps to improve space and personnel utilization.
<b>3</b>	Expand tutoring to other existing centers to enhance services.
<b>4</b>	Seek funding or space reallocation for a central one-stop Student Success Center location.

**Objective 2: Align organizational structures across the university.**

	<b>Tactic</b>
<b>1</b>	Examine opportunities for academic reorganization regarding colleges, departments, schools, and programs.
<b>2</b>	Reevaluate and reallocate university GAA lines to meet the needs of departments across the university.

**Objective 3: Increase the variety and flexibility of academic offerings across terms, instructional sites, times of day, and modalities to improve educational accessibility.**

	<b>Tactic</b>
<b>1</b>	Align Clarksville Campus and Fort Campbell Center terms and calendars to create a system of parts of term, and develop new parts of terms to expand course availability.
<b>2</b>	Ensure in-seat class options are available through August registrations. Improve utilization of enrollment trends to forecast section needs.
<b>3</b>	Develop additional high-performing students' programs (in addition to Honors and PELP).

**Objective 4: Monitor and assess our social, physical, and financial environment to identify and address threats to institutional sustainability.**

	<b>Tactic</b>
<b>1</b>	SLT members will periodically engage in environmental scanning to identify and address threats to institutional sustainability.



## PILLAR 2: STUDENT EXPERIENCE

**GOAL 1:** *APSU will afford each student the opportunity to have interactions and experiences by cultivating an inclusive community.*

**Objective 1: Support all student populations through a variety of resources, programming, and spaces.**

	Tactic
1	Make campus more accessible and accommodating to all students by increasing signage and creating additional support spaces.
2	Integrate Student Success Coaches into the different student centers and student spaces across campus to assist in the retention of students.
3	Provide ongoing training to students and the campus community on diversity, equity, and inclusion initiatives.

**Objective 2: Foster meaningful opportunities and experiences for student engagement and exploration.**

	Tactic
1	Provide leadership opportunities for students beyond the classroom (academic research, conference attendance, internships, study abroad, service learning, outside employment, etc.).
2	Create and Implement the Leadership APSU program to educate students on the operations and structure of the institution and the role it plays in the Middle Tennessee Region.

**Objective 3: Provide more dynamic programs and events that celebrate and unite our diverse community and instill a sense of belonging for all Governors.**

	<b>Tactic</b>
<b>1</b>	Provide an intentional “on-boarding” of students at the beginning of each semester.
<b>2</b>	Implement cultural and identity celebrations (Pride, Heritage Months, etc.).
<b>3</b>	Establish an E-Sports arena on campus.

**GOAL 2:** *APSU will ensure that all students are equipped to pursue their educational and career goals in an empowering environment.*

**Objective 1: Develop, implement and track a robust strategic enrollment plan to support higher education initiatives including the Tennessee Drive to 55.**

	<b>Tactic</b>
<b>1</b>	Implement Enrollment Management Plan to achieve enrollment goals, retention and persistence goals, and increases in the graduation rate as detailed in the Academic Master Plan Objectives.
<b>2</b>	Activate and engage an Enrollment Taskforce each year in the spring to evaluate enrollment past actions and develop future plans for the next enrollment cycle.

**Objective 2: Strengthen University collaboration to foster awareness of and access to student support resources.**

	<b>Tactic</b>
<b>1</b>	Create one web page that lists student support resources with links, locations, and contact information.
<b>2</b>	Create a Student Success Advisory board with cross-divisional representation to review, assess, and improve student support resources.

**Objective 3:** Increase the number of students academically engaged beyond the classroom.

	<b>Tactic</b>
<b>1</b>	Develop and expand opportunities and resources for every student to engage in High-Impact Practices (HIPs) and/or co-curricular activities.
<b>2</b>	Increase paid internship and student employment opportunities through Career Services.
<b>3</b>	Expand co-curricular opportunities within credit-bearing programs (e.g., academic expansion of service learning activity).
<b>4</b>	Develop formalized Study Away programs.

**Objective 4:** Improve the quality, consistency, and accessibility of our student support resources.

	<b>Tactic</b>
<b>1</b>	Reorganize and coalesce student success and learning resources into one cohesive college within Academic Affairs.
<b>2</b>	Strategically deploy physical student success services and resources in proportion to student needs.
<b>3</b>	Overhaul the 4-year planning tool.

**Objective 5:** Actively engage students to become self-advocates for their educational and career goals.

	<b>Tactic</b>
<b>1</b>	Develop communication strategies between professional advisors and departmental advisors.
<b>2</b>	Provide for and assist with marketing Tutor.com as a student resource.





# PILLAR 3: EMPLOYEE EXPERIENCE

**GOAL 1:** *APSU will empower employees to meet their learning and development objectives.*

**Objective 1:** Provide opportunities to enable employees to flourish in or advance their personal and professional development through best practices.

	Tactic
1	Create a professional development library that benefits as many positions as possible.
2	Mentorship Group Creation.
3	Leadership Succession Planning Programs.

**Objective 2:** Equip campus leaders with training and support to thrive in their roles while advancing the mission of APSU.

	Tactic
1	Create leadership training in-house for the benefit of employees.
2	Seek grants to assist with funding for professional and leadership development.
3	Develop incentive plans for the completion of professional development.

**GOAL 2:** *APSU will support a campus culture where all employees can grow and flourish.*

**Objective 1:** Create a culture of flexibility in response to the evolving workforce to strengthen employee retention and personal well-being while maintaining the vibrancy of the APSU campus.

	Tactic
1	Enact collecting and reviewing measures to ensure there is no loss of quality service in alternative work arrangements.

**Objective 2:** Attract, hire, and retain high quality faculty and staff to include underrepresented populations.

	Tactic
1	Create a culture of networking to invite contacts to apply for job openings at APSU.
2	Add employment recruitment to enrollment recruitment tours for graduate student, professional conferences, and job fairs.
3	Build employee Resource Groups for employees to receive peer support, guidance, and mentorship.
4	Encourage and create culture of participation by employees in social community service projects.

**Objective 3:** Operationalize collaboration and teamwork across units, divisions, and colleges to foster a problem-solving culture.

	Tactic
1	Develop employees to promote decision making at every level.
2	Promote service mentality amongst all employees for problem solving.
3	Create a common meeting hour(s) for greatest level of involvement throughout the university in shared governance.

**GOAL 3:** *APSU will cultivate a culture of connectedness in which employees intentionally engage with students to enrich the campus experience and influence student success.*

**Objective 1: Actively support students by attending University events.**

	<b>Tactic</b>
<b>1</b>	Create a culture that encourages employee attendance at University events.
<b>2</b>	Create an interactive “master calendar” of University events.

**Objective 2: Build awareness of the impact our work has on the APSU Mission and in the lives of our students.**

	<b>Tactic</b>
<b>1</b>	Gathering, using, and providing information from students on impact from faculty and staff members while at APSU for brand awareness
<b>2</b>	Using the information or stories of employees and alums to market or encourage the recruitment of future GOVS.



## PILLAR 4: COMMUNITY EXPERIENCE

**GOAL 1:** *APSU will develop and enhance mutually beneficial community partnerships.*

**Objective 1: Create partnerships and engage with businesses, local government, donors, and alumni.**

	<b>Tactics</b>
<b>1</b>	Identify professional development and continuing education needs of regional businesses, nonprofits, and government entities and analyze the feasibility of university faculty or staff providing the PD and CE through continuing education or for-credit avenues.
<b>2</b>	Expand engagement via speaker series/open houses etc.

**Objective 2: Connect the university with corporate advisers, increase prospects for new revenues and expand experiential learning opportunities for students.**

	<b>Tactics</b>
<b>1</b>	Expand experiential learning opportunities to be available to more students by identifying and removing barriers (i.e. corporate sponsorships to lessen financial barriers to participation or implementation; financial resources or partnerships that can provide personnel needed to oversee opportunities; technical assistance to assist faculty and staff who want to begin or expand experiential learning

	opportunities but do not have experience with or knowledge of best practices/resources to be successful).
<b>2</b>	Identify alumni, donors, friends of the university and other individuals with relevant subject matter expertise who can serve as corporate advisers for programs across the university and provide connections to new experiential learning opportunities for students.
<b>3</b>	

**Objective 3: Develop a sustainable model that links service-learning courses, service opportunities, internships, and volunteer efforts to community organizations.**

	<b>Tactics</b>
<b>1</b>	Working with faculty and other university personnel who oversee strong internship programs in their academic areas, identify general best practices of internships and develop a mechanism for sharing those best practices with other university personnel.
<b>2</b>	Seek campus-wide input from faculty, staff, and administrators to develop a master list of existing service-learning courses, service opportunities, internships, and volunteer opportunities. Develop mechanisms to share this inventory with campus and community constituents and leverage existing opportunities and relationships to identify new opportunities and collaborations.

**GOAL 2:** *APSU will increase community involvement by offering robust and unique programming.*

**Objective 1: Increase community engagement experiences for students, faculty, staff, and alumni.**

	<b>Tactics</b>
<b>1</b>	Sponsor a Day of service for faculty, staff, and students and alumni for the benefit of local and surrounding communities.
<b>2</b>	Partner with local chambers of commerce and community groups to host events and experiences that are beneficial to students, faculty, staff, and alumni.
<b>3</b>	Award service grants to pay for professional development on a competitive basis.

**Objective 2: Provide and promote experiences that connect our community with Austin Peay.**

	<b>Tactics</b>
<b>1</b>	Create a leadership exchange program exposing leaders in the community to Austin Peay.
<b>2</b>	Foster community engagement through a series of opportunities where we open campus to the public.
<b>3</b>	Expand continuing education credits/audit classes.

**Objective 3: Promote and expand formalized relationships with government, education, business, industry, and non-profit entities.**

	<b>Tactics</b>
<b>1</b>	Create a leadership exchange program exposing leaders in the community to Austin Peay.
<b>2</b>	Offer professional development for local businesses and nonprofits.
<b>3</b>	Collect data on existing partnerships and promote them.

**Objective 4: Increase support to Fort Campbell and other military-related communities through innovative programming and research partnerships.**

	<b>Tactics</b>
<b>1</b>	Collaborate with Fort Campbell leaders in development of and participation in speaker events and implementing programs for the Institute for National Security and Military Studies.
<b>2</b>	Form strategic partnerships with key stakeholders like Blanchfield Community Hospital, the Intrepid Spirit Clinic, Eaglewerks, and the Department of Defense Schools to place students in internships and clinicals and engage in government research and development.
<b>3</b>	Leverage University Athletics to provide opportunities that create community engagement with Fort Campbell and other military communities.

**Objective 5: Maintain a successful NCAA Division 1 Athletics program that strengthens campus and community involvement.**

<b>Tactics</b>	
<b>1</b>	Implement the Department of Athletics' Strategic Plan to leverage the energy and vitality of the athletics program as a means to enhance campus engagement and encourage admissions.
<b>2</b>	Utilize APSU Athletics to enhance brand awareness in the community, as well as engage and strengthen local and regional partnerships.

**GOAL 3:** *APSU will create a Gov-for-Life atmosphere that promotes sustained student and alumni engagement.*

**Objective 1: Expand regional and global networks and mentoring opportunities for our students and alumni.**

<b>Tactics</b>	
<b>1</b>	Leverage a digital diploma or digital alumni card to support Alumni connection and ensure accurate program data/contact information.
<b>2</b>	Expand alumni/donor mentorship program to focus on post-graduate employment.
<b>3</b>	Increase the use of regional University events to connect with alumni outside of the Clarksville community.

**Objective 2: Strengthen our alumni engagement and participation.**

<b>Tactics</b>	
<b>1</b>	Establish alumni chapters where we have the largest footprint.
<b>2</b>	Utilize the alumni board for student recruitment and retention.
<b>3</b>	Use the alumni center as a gathering place for events and as a place where alumni feel comfortable visiting.

## Wildly Important Goals\* for Year 1

<p><b>Wildly Important Goals (WIGs):</b> <i>Goals so important that if they are not achieved, the success of the organization would be affected. Objectives and tactics of WIGs take priority for implementation and budgeting.</i></p>	
<p><b>PILLAR 2</b></p>	<p><b>GOAL 2:</b> <i>APSU will ensure that all students are equipped to pursue their educational and career goals in an empowering environment.</i></p>
<p><b>PILLAR 4</b></p>	<p><b>GOAL 2:</b> <i>APSU will increase community involvement by offering robust and unique programming.</i></p>
<p><b>PILLAR 3</b></p>	<p><b>GOAL 2:</b> <i>APSU will support a campus culture where all employees can grow and flourish.</i></p>

\*Designated by SLT at its August 10, 2022 retreat