



*Vision 2020:  
The Alabama State University  
Transformation Plan*

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*Adopted by the Board of Trustees on 7/25/09*



***Vision***

***Theme***

***Mission***

***Goals***

***Objectives***

## **The Vision**

In order for a University to effectively fulfill its purpose, it must pursue a vision, and that vision must be sufficiently bold to shape the institution for decades to come. Thus is the vision of Alabama State University. Utilizing carefully husbanded human and monetary resources, the entire ASU constituency will contribute to the transformation of the University into an institution unlike the one that currently exists. Our vision is that by 2020, ASU will be transformed into a Level VI Southern Association on Colleges and Schools, Commission on Colleges (SACS COC) classified institution, offering doctoral degrees in four or more major academic or professional disciplines. In realizing its mission, ASU will become one of the premiere comprehensive and diverse institutions of higher education in the State of Alabama through achieving excellence in teaching, research and public service.

## **Introduction**

Over the past 142 years, various social and historical changes have transformed Alabama State University into a broad, multicultural center of learning of which the primary purpose is to develop leadership, knowledge and service for a complex technological society. Recently, this transformation has gained a new momentum.

After decades of intentional limitations to the mission of Alabama State University and its operations by state policies and low funding, a group of alumni and others sued the State of Alabama in 1981, alleging purposeful discrimination and mission denial. This suit resulted in a case before the United States District Court for the Northern District of Alabama, *Knight vs. Alabama*, which was heard by United States District Judge Harold J. Murphy. In a decree that was handed down August 1, 1995, and amended on September 26, 1995, Judge Murphy ordered a major change in the support of Alabama State University by the State of Alabama.

The 1995 decrees for the first time opened ASU's mission to facilitate the provision of educational opportunities for black students in all fields of human knowledge and for the development of bold new programs and activities. As part of his wisdom, Judge Murphy reasoned that a rich future for Alabama State University should be based not only upon annual state appropriations that rested upon the whims of the Legislature, but upon vested and endowed resources as well.

Accordingly, the decree provided for a Trust for Educational Excellence which required the State of Alabama to provide \$1 million a year for an endowment at Alabama State University for 15 years and to match dollar for dollar up to \$1 million for any year in which the University raised that sum of money during the same 15-year period. The decree also provided an earmarked diversity scholarship fund of \$1 million per year to permit the University to recruit non-black students and a special funding agreement for new undergraduate and graduate degree programs, including two doctoral degrees. The judge also ordered that Alabama provide the facilities in which to conduct the research and teaching that the new programs would require.

This plan is based upon a strategic planning process that started 15 years ago and seeks to build upon the platform constructed as a result of *Knight vs. State*. The long-term "key strategic directions" or goals and short-term underlying "implementing objectives" described later in this strategic plan define two aspects of the University's basic strategy. First, they indicate the relationship between ASU and its present competitive external environment. Second, they establish the broad parameters within which the University will make major decisions and chart a course of progress toward the vision of becoming a highly competitive Category VI University by the year 2020.

This new round of strategic planning gives a full University-wide focus on the emerging strategic issues and opportunities as the year 2020 approaches. The direction Alabama State University is taking at this point in its development mandates that planning efforts become more formal, integrated and explicit so that the University can move to the forefront of innovation and educational change.

All of the University's goals are important, yet a fundamental issue facing ASU is the one of securing its vital niche in the higher education structure of Alabama by enhancing the high quality of instruction provided to learners.

The University's administration realizes that it must develop and implement even more effective strategies to capitalize on the many opportunities available in the diverse markets it serves, not only in Alabama, but also across the South and the nation.

The Alabama State University Board of Trustees and administration are solidly committed to the strategic planning process, as are members of the faculty and staff to its implementation. The University's leadership is committed to cooperation and working hard to assist the University in building the academic programs, facilities and culture of learning that will be required

to provide for its students an education appropriate to cope with the challenges and realities of the 21st century.

### **University Theme**

*The Renaissance: Building a Culture of Learning.* The Transformation of Alabama State University through Excellence in Teaching, Research, Service and a Diverse Population

### **Mission Statement**

Alabama State University is a student-centered, nurturing, comprehensive and diverse public historically black University committed to achieving excellence in teaching, research and public service. The University fulfills its mission through fostering critical thought, artistic creativity, professional competence and responsible citizenship in its students; by adding to the body of knowledge to enhance the quality of life through research and discovery; and by helping to advance the state and nation through thoughtful public service. Offering baccalaureate through doctorate degrees, the University maintains a scholarly and creative faculty, state-of-the-art facilities, and a living atmosphere in which all members of the campus community can work and learn in pleasant and rewarding surroundings. Consistent with its assurance that race, gender nor economic status inhibits intelligence, creativity or achievement, ASU offers a bridge to success for those who commit to pursuing the building blocks of development, focus, persistence and reward.

### **Core Values**

1. Alabama State University continues to pursue excellence in teaching, research, student services and public service while creating an environment conducive to teaching and learning.
2. Alabama State University demonstrates a strong commitment to integrity by holding all faculty, staff and students accountable to the policies and procedures of the University, and to general expectations of decent and civil conduct.
3. Alabama State University will continue to support an environment that respects people with open communication and the free exchange of ideas, while nurturing a diverse community.
4. Alabama State University has a commitment to research, service and the contribution of new knowledge that focuses upon solving problems that affect local, state, national and international communities.

### **Institutional Goals**

Alabama State University has established eight enduring institutional goals for this strategic operating period:

1. To organize the University in such a manner as to provide sufficient and appropriate leadership, management and oversight to achieve its mission and goals;
2. To ensure the academic integrity of the University;
3. To ensure the fiscal integrity of the University;
4. To enhance the public's perception of the University in order to increase external support;
5. To develop and maintain the physical campus so that the University is a productive, pleasant place to work, study and live;
6. To ensure that the University responds to all of its constituents;
7. To improve programs and services that will contribute to the

- development of wholesome student life; and
8. To foster continuous improvement of daily operations to become a world-class institution of higher learning.

### **Institutional Objectives**

The University utilizes a framework of institutional goals, objectives and assessments to align its multiple activities in pursuit of its mission and role and to assure a unified approach to the needs and requirements of its main customers. Responsibility for implementing and evaluating the objectives and sub-objectives is assigned both organizationally and functionally, with full recognition that many programs cut across more than one function. The seven institutional goals are enduring, but adjustable for changing conditions. Such an allowance permits the University's students and employees to understand and appreciate the comprehensiveness of the University and how their various efforts and activities can contribute to the betterment of ASU.

**GOAL I: TO ORGANIZE THE UNIVERSITY IN SUCH A MANNER AS TO PROVIDE SUFFICIENT AND APPROPRIATE LEADERSHIP, MANAGEMENT AND OVERSIGHT TO ACHIEVE ITS MISSION AND GOALS**

#### **Objective A: Create an Office of Provost**

- Implement the reorganization of the College of Arts and Sciences into the College of Science, Mathematics and Technology and the College of Liberal Arts and Social Sciences
- Appoint a dean of the College of Visual and Performing Arts
- Develop and staff an integrated Enrollment Management Program to improve the University's capacity to admit, retain and longitudinally track its students and graduates
- Develop and staff an Office of Research and Sponsored Programs Function to improve the University's grants and contracts procurement, technology transfer and intellectual property capacities

- Develop an Office of Academic Assessment, Planning and Evaluation to re-engineer and systematize the University's academic effectiveness approach
- Fill all newly authorized positions
- Establish a scholarship program among the colleges and schools for continuing students
- Develop a program to decrease the use of adjunct instructors

**Objective B: Create an Office of Executive Vice President**

- Oversee the conversion to a new information and data management system and ensure its timely and full implementation
- Develop a highly effective development program to increase the level of individual and corporate gifts
- Develop and maintain a consistent marketing and branding program that has a positive impact on the University's image, enrollment and funding opportunities
- Increase and enhance the level of University programming provided to increase alumni and community engagement
- Develop a strategic plan for athletics with emphasis on increasing revenue streams, athletic programs' fan base and community engagement
- Implementation of zero-based budgeting for the University to tie budget requests to unit goals and objectives
- Provide support for University construction projects and maintenance of current facilities
- Complete the reorganization of the Office of the Executive Vice President and units within the area in order to ensure accountability and the use of best practices
- Fill all newly authorized positions

**Objective C: Develop an organizational chart for the University**

- See Appendix A

## **GOAL II: TO ENSURE THE ACADEMIC INTEGRITY OF THE UNIVERSITY**

### **Objective A: Develop and nurture Centers of Excellence in each school and college.**

- Organize and align the core operating criteria required to designate existing and new instructional, research and service initiatives as Centers of Excellence
- Procure funding sources to support designated Center of Excellence operations
- Ensure promotion and visibility of the accomplishments and contributions of Centers of Excellence to advance the educational mission of the University

### **Objective B: Produce higher quality outcomes in all academic programs, managerial functions and other support programs.**

- Develop an Office of Academic Planning, Assessment and Evaluation to establish and monitor a systematic and cyclical academic effectiveness program throughout the academic operations of the University
- Systematically measure and improve the achievements of students' educational outcomes at the course and curricular levels
- Implement a system of high quality administrative effectiveness and efficiency, including a system of evaluation of all cost center units, academic programs and community services through internal and external assessments
- Develop and implement a systematic approach to reduce the use of adjunct instructors
- Maximize the use of educational technology in achieving excellence in all academic program areas by enhancing computer laboratories and providing the infrastructure to infuse the use of technology throughout the teaching and learning process
- Provide access to personal computers for each faculty member for use in all phases of instruction and research
- Strengthen, expand and improve the Library and Learning Resources Center, its staffing, facilities, elections and services so as to provide high-quality information services in various print, non-print and automated formats that support the mission of the University and are responsive to the needs of the academic community

- Develop a structured professional development program that will result in increased expectations among faculty in the professoriate to contribute to the advancement of their respective disciplines by engaging in meritorious scholarly activities
- Redesign the faculty assessment and salary compensation systems to include a merit component in order to provide incentives for exemplary instruction, research, professional development and advancement of the University's educational mission
- Encourage faculty members, particularly in the critical areas of instructional methodology, first-year matriculation and developmental studies, to conduct controlled educational experiments for the purpose of producing new knowledge pertaining to improving delivery in these areas, and publication of findings in learned journals at the state, regional and national levels
- Seek additional opportunities for students to be involved in the accomplishment of University goals and objectives in ways that take advantage of their knowledge and ability in specific disciplines of study and that afford them practical real-time expertise in their fields
- Encourage the growth of new programs, including a doctoral degree program in history, archival management, library science, etc.
- Review current academic programs for their viability and plan for new degree programs to ensure academic integrity
- Develop co-curricular and out-of-class activities that strengthen students' learning beyond the classroom by participation in service-learning, internships, co-op programs, workshops and seminars
- Enhance and strengthen the Living Learning Communities for maximum participation by faculty and students

**Objective C: Maintain existing accreditations and strengthen all academic programs**

- Maintain reaffirmation of accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools
- Maintain the accreditation of the Social Work Program
- Maintain the accreditation of the various programs in music and implement a program of strengthening all elements of the College of Visual and Performing Arts
- Reaffirm accreditation of and further strengthen the Teacher Education Programs

- Continue improvements required to maintain the accreditation of the College of Business Administration and seek to gain accreditation from the American Assembly of Collegiate Schools of Business (AACSB)

**Objective D: Develop and implement a new comprehensive plan to significantly expand and strengthen the Library and Learning Resources Center**

- Systematically and significantly increase the professional staff of the library
- Improve the scope and quality of the information and of the services provided for faculty, staff and students
- Significantly expand the library collections in support of the University's growing teaching, research and public service mission
- Expand the collection, archiving and preservation of the historical/heritage materials and endeavors of the University, and the larger community for research and public service
- Support and maintain a robust technological infrastructure that is effective in the delivery of multimedia library services and resources in support of teaching and learning activities

**Objective E: Ensure a successful transitional matriculation experience for entering students**

- Maintain and improve support for recruitment efforts
- Attain a first-year student retention rate of 66 percent for each entering class
- Strengthen the effectiveness of academic advisement and personal counseling services in order to assist students in adjusting to the college environment and enhance their likelihood to persist and progress academically
- Maintain a developmental class size of 25 or fewer students

**Objective F: Expand non-degree continuing education programs in keeping with the interest expressed by potential enrollees throughout the community**

- Further enhance procurement of external funding sources to supplement the functions of the Division of Continuing Education
- Identify additional opportunities to provide certification and training programs to serve the skills needs of industries in the state and region

- Expand the online visibility and promotions of the functions of the Division of Continuing Education

**Objective G: Promote faculty, staff and student involvement in generating financial support for research, service-learning and public service projects**

- Provide continuous grantsmanship training opportunities for faculty, staff and students through the Office of Research and Sponsored Programs
- Provide assistance in the grant-application process through the functions of the Office of Research and Sponsored Programs
- Maintain dedicated and equipped physical workspaces for faculty for research and creative use and retreat, specifically dedicated to individual and group sessions in grantsmanship, planning and interfacing with the Office of Research and Sponsored Programs
- Provide opportunities for faculty, staff and advanced students to attend state, regional and national technical grant-writing workshops
- Integrate the functions of the designated Centers of Excellence with accelerated external funding procurement
- Increase the number of proposals for funding generated by the faculty for the sponsorship of research and training grants
- Ensure that the deans of schools and colleges, and department chairpersons promote, advocate and support faculty research and experimentation in order to improve instructional outcomes and to increase the number of scholarly publications by Alabama State University faculty members

**Objective H: Ensure a teaching-learning process that reflects new realities of assessing and assimilating information and varied learning styles of students**

- Support the faculty in developing new instructional modes to respond to changing learning context, ensuring that appropriate information technologies support new teaching-learning partnerships and global education
- Continue to establish technologically advanced classrooms to replace traditional blackboard venues and implement contemporary electronic academic platforms to support the commitment to a new teaching and learning environment, including various distance learning media
- Support a program to assist the faculty in developing instructional strategies and methods, including expertise in the use of information technologies

- Maintain professionally staffed and equipped learning resource centers that are readily accessible to students and provide effective learning support to students needing various forms of academic assistance
- Continue to develop a high-quality Honors Program wherein students of high merit are encouraged to aspire to college teaching and research by serving and being trained to be student teaching assistants, mentors, tutors and counselors

**Objective I: Continue the implementation of improvements in the Office of Records and Registration**

<p><b>GOAL III: ENSURE THE FISCAL INTEGRITY OF THE UNIVERSITY</b></p>
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**Objective A: To provide managerial leadership to perpetuate the fiscal integrity of the University**

- Review, revise, publish and enforce a comprehensive financial policies and procedures manual
- Ensure that all expenditures by the University are made in accordance with established University policies and procedures and applicable state and federal regulations
- Improve and strengthen existing systems of internal financial controls to ensure that all funds (those collected or due for collection by the University) are received on a timely basis, accurately posted and otherwise accounted for
- Maintain a system for payment of students' fees and promissory notes on the basis of a fixed schedule in which final payment dates are certain and the consequences of non-payment are known and automatic
- Improve the scope and quality of the financial and other services provided for faculty, staff and students
- Ensure, in general, that the overall management of funds always meets the highest standards of sound management and accounting principles

**Objective B: To develop investment policies and procedures that will result in return on investments of the Endowment Portfolio to support academic programs and projects**

- To implement prudent investment policies which will result in minimizing risk and increasing returns on the various investment portfolios

**Objective C: To develop a system of reports that will inform senior administrators, members of the Board of Trustees and other required entities of the financial condition of the University**

- To have conducted the various compliance and financial audits to ascertain that the University remains in compliance with state and federal regulations, and to further ascertain that the assets of the University are properly accounted for and consistent with good internal controls

**Objective D: The primary goal of the Budget Office of Alabama State University is to provide leadership and direction in shaping the University's budget in a manner that is in keeping with the mission of the University**

- Implement a system of high quality administrative effectiveness and efficiency, including a system for the evaluation of each cost center unit
- Make every reasonable effort to provide cost center unit budgets that remain fixed in total for the fiscal year, barring financial exigencies, and provide clear and enforced policies for administering the same

**GOAL IV: ENHANCE THE PUBLIC'S PERCEPTION OF THE UNIVERSITY AND THUS INCREASE EXTERNAL SUPPORT**

**Objective A: To create and promote an effective development program.**

**Objective B: To expand and promote the University's instruction, public service and cultural services to permit the institution to more effectively serve its constituents' needs**

- Continue to develop the business and technology functions of the Center for Leadership and Public Policy into a recognized viable facility for computer technology training, distance-learning and delivery of skilled enhancement programs to low-income, welfare-to-work mothers and to residents of the Black Belt counties
- Continue and expand The Bridge Builders Program
- Establish a Saturday Leadership Conversation Program

- Promote and expand the mission of the National Center for the Study of Civil Rights and African-American Culture
- Expand and enhance the Student Leadership Institute
- Establish a Volunteerism Program where all student must complete at least 50 hours of community service before graduating
- Establish an international student exchange program
- Enhance the national student exchange program
- Increase diversity programming

**Objective C: Position Alabama State University as the University uniquely suited to meet the needs of potential enrollees**

- Conduct quantitative and qualitative marketing research
- Assure that each broadcast, print and computer-based advertisement, as well as each printed or online marketing/promotional publication produced and distributed by the University, supports racial and ethnic diversity
- Gain additional alumni and other constituent support for University recruitment and fundraising through the development of a quarterly alumni magazine, an annual sourcebook for distribution to the media, an alumni Web site and other news media publications, and new and updated multicolor formats for *ASU Today* and various recruiting materials
- Refine and clearly communicate the scope and expectations of the Office of Alumni Affairs

**Objective D: Strengthen the planning, management and evaluation system which promotes and monitors progress toward achievement of institutional effectiveness**

- Implement a system of high quality administrative effectiveness and efficiency, including a system for evaluation of each cost center unit
- Improve delivery of institutional research and system services
- Provide for more public recognition of academic achievement
- Improve the University's public image through all avenues as a means of generating interest in the institution by potential enrollees and donors
- Expand internal and external funding for programs of research

**Objective E: Continue to improve the overall socioeconomic status of the citizens of Alabama and its neighbors through the Center for Leadership and Public Policy and the National Center for the Study of Civil Rights**

**and African-American Culture, by promoting greater cooperation and improving communication between academia and the community, and through expanded public service**

**GOAL V: MAINTAIN THE PHYSICAL CAMPUS SO THAT THE UNIVERSITY IS A PLEASANT PLACE TO WORK, STUDY AND LIVE**

**Objective A: Develop the political will required to build the consensus and to secure the funding to construct a football stadium on the campus**

- Recommend to the Board of Trustees that it commit publicly to support and help lead the project
- Develop commitment form student, faculty and staff to support the stadium project
- Develop commitment of alumni to support the stadium construction project through their financial support
- Secure commitment of city, county and state governmental agencies to support a stadium project
- Plan and develop the size, cost and location of stadium in keeping with the Master Plan

**Objective B: Implement a system of high quality administrative effectiveness and efficiency, including a system for evaluation of each cost center unit**

- Improve delivery of management and information system services
- Ensure safety and security of campus personnel and property
- Develop a comprehensive and integrated LAN system that permits real-time access for all units to campus and off-campus information

**Objective C: Improve the quality of information services and support of management decision-making**

- Expand and improve delivery of administrative and academic computing services
- Increase University support of general campus maintenance

**Objective D: Ensure that the physical facilities and infrastructure of the University are adequate to support all programs, activities and services**

- Implement the University Facilities Master Plan
- Renovate and add new space to the Levi Watkins Learning Resources Center
- Develop temporary library space and library storage space
- Construct a student services center
- Construct a football practice complex
- Synthesize the existing football practice field
- Develop football/soccer practice fields
- Design and build a baseball field
- Renovate the Nat King Cole House
- Renovate Friendship Manor
- Continued campus landscaping enhancement
- Renovate and reconstruct Council Hall as an administrative facility
- Develop campus gateways on Hall Street and Carter Hill Road
- Construct new residence halls for students
- Complete renovations of George Card and Bessie Benson Halls
- Renovate the Abernathy Home
- Complete construction of and occupy Ralph David Abernathy Education Building
- Complete construction of parking lots
- Formally dedicate the Life Sciences Building
- Formally dedicate the Ralph David Abernathy Education Building
- Plan for space and expansion of the National Center for the Study of Civil Rights and African-American Culture

**GOAL VI: ENSURE THAT THE UNIVERSITY RESPONDS TO ALL OF ITS CONSTITUENTS**

**Objective A: Provide the resources and leadership for improving the productivity of faculty, administrative and support staff personnel**

- Implement the Office of Perpetual Training and Protocol

**Objective B: Improve the quality of customer service for all students, faculty and staff**

- Provide customer-service training for all students, faculty and staff
- Disseminate the president's vision of quality customer service
- Implement a system to recognize individuals who have provided exceptional customer service

**Objective C: Improve and maintain the competitiveness of salaries and fringe benefits for the University's faculty and staff**

- Implement programs to attract, develop and retain quality faculty and staff and build diversity in the University
- Implement a performance management program to link pay to performance
- Implement a system to evaluate the compensation and fringe benefits programs annually

**Objective D: Include representatives of various constituent groups in the University's planning and evaluation processes**

<p><b>GOAL VII: IMPROVE THE ACTIVITIES AND SERVICES THAT WILL CONTRIBUTE TO THE DEVELOPMENT OF A WHOLESOME STUDENT LIFE PROGRAM</b></p>
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**Objective A: Produce great outcomes in student services, managerial functions and other support programs**

- Implement a system of high-quality administrative effectiveness and efficiency to ensure that the official student handbook is revised, published and distributed each fall semester
- Systematically conduct evaluations of student services and student community services through internal and external surveys and assessments
- Increase support and effectiveness of student life programs
- Increase support and effectiveness of student career planning and placement
- Improve the quality of and participation in campus student activities through the collection and utilization of the best ideas of students, faculty and staff

- Strengthen student input in the daily operations of the University through their representation on University committees
- Provide effective residential life programs and activities
- Enhance the cultural and intellectual environment by increasing student and faculty participation in the expansion of the scope of such activities as the Lyceum Series and other extracurricular activities
- Increase and emphasize the University's programs and activities on diversity in the student body and throughout the University

**Objective B: Develop and maintain career development programs**

- Increase the number of exploratory experiences, inclusive of internships, externships, cooperative education, part-time and summer work opportunities
- Increase student opportunities to network and interact with representatives from various hiring sectors

**Objective C: Develop and maintain a comprehensive recreational and intercollegiate sports program to support student life and alumni activities**

- Ensure that the intercollegiate sports programs operate fully within the rules and ethical expectations of the University, the Southwestern Athletic Conference and the National Collegiate Athletic Association
- Increase the support for and effectiveness of the intramural sports program
- Provide additional space and equipment for student intramural activities
- Increase the effectiveness of the intercollegiate sports program
- Provide new athletic facilities for recreational and athletics programming

**Objective D: Support the expansion and development of the intercollegiate sports program**

- Increase the support and funding for the intercollegiate sports program
- Examine/develop options for establishing a modern, well-located University stadium

**Objective E: Establish benchmarks for meeting Title IX issues in participation, funding, compensation and scholarship opportunities**

- Provide more opportunities for females to obtain coaching and administrative roles in the intramural and intercollegiate sports programs

- Increase the number of sports, activities and opportunities for females in the intramural and intercollegiate sports programs

**Objective F: To increase student involvement in local, national and international programs and opportunities**

- Expand and enhance the Student Leadership Institute
- Establish a Volunteerism Program where all students must complete at least 50 hours of community service before graduating
- Establish an international student exchange program
- Enhance the National Student Exchange Program

**Objective G: Enhance the Intramural and Recreation Program for students wishing to participate in non-competitive sports**

**Objective H: Provide effective means to communicate departmental policies and procedures to all athletic staff and student athletes**

**Objective I: To participate in community outreach projects to enhance the relationship of the Athletic Department with its stakeholders**

**Objective J: Maintain a supportive and nurturing environment for the academic development of all Alabama State University student athletes**

**Objective K: To fulfill all NCAA requirements during the inaugural probationary period**

<p><b>Goal VIII: CONTINUOUS IMPROVEMENT OF DAILY OPERATIONS (CIDO) TO BECOME A WORLD-CLASS INSTITUTION OF HIGHER LEARNING</b></p>
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**Objective A: To assure that each operating unit establishes a CIDO core values operating philosophy that reflects the University's expectations of accuracy, timeliness and professional interactions with internal and external constituencies**

- Development of unit policy guidelines that delineate operating functions
- Development of unit process maps to assure conduct of accurate, timely and consistent operating transactions
- Incorporate evaluation of the CIDO core values operating philosophy into each unit's annual assessment process

**Objective B: To enhance professional expertise in and responsibility for unit-specific, divisional and institutional operating processes and policies.**

- Infuse proficiency in unit operating processes into the institutional performance evaluation framework
- Assure periodic and effective process training opportunities for unit employees

**Effectiveness**

When the foregoing goals and objectives have been achieved, Alabama State University must be able to assess and evaluate the changes that have occurred and see that it has been transformed. The following are a few descriptions of how Alabama State University must appear by 2020 if it accomplishes its mission.

1. ASU will be a fully student-centered institution with a co-curricular program that creates a total environment for individual, intellectual, moral and spiritual growth and which prepares each graduate for a successful personal and professional life of ongoing lifelong learning.
2. ASU will have an enrollment management program that is highly effective from recruitment through graduation. The program will ensure stability for undergraduate and graduate enrollments with the appropriate mix of student characteristics. It will be exemplary among colleges and universities in the opportunities it provides for students throughout the nation and in its placement record for graduates.
3. ASU will systematically evaluate the effectiveness of its academic enterprise, assuring accountability, use of best pedagogical practices and certification of the quality of its educational programs.
4. ASU will have a highly effective research and sponsored programs operation that significantly accelerates the University's ability to procure extramural funding from state, federal and international

sources, as well as to produce and own transferable and marketable intellectual property.

5. ASU will provide a wide variety of strong academic options based on a cross-disciplinary and more interdisciplinary philosophy of teaching and learning. Its curriculum will be characterized by select, top-quality, nationally recognized doctoral, master's, baccalaureate and first professional degree programs.
6. ASU will retain a highly trained and scholarly faculty base, who will reflect the University's competitive instructional and research capacities.
7. ASU will maintain a top quality, technologically robust library function.
8. ASU will be distinguished among institutions as a leader in innovative, state-of-the-art teaching and learning environments and education delivery modes.
9. ASU will offer substantially expanded continuing education, outreach and evening programs which utilize information technology and other institutional resources to serve community, regional, state and national clients.
10. ASU will establish effective networks and partnerships with schools, public agencies, local governments and businesses statewide to improve the quality of community life in Montgomery and neighboring communities, and to also strengthen its cooperative/consortia relationships with other higher education institutions in the region so as to maximize career opportunities for students and graduates.
11. ASU will have state-of-the-art information technology resources and services to support teaching and learning, research, administrative services and outreach activities to meet the needs of its regional, state and national constituencies.

12. ASU will benefit from a mature promotion and advancement operation incorporating:
  - a. Sophisticated prospect and donor research, cultivation and recognition programs;
  - b. Strong alumni relations programs;
  - c. A planned giving and other programs to generate financial support for mission, commitments to students, instruction, research and commitment to service.
13. ASU will achieve financial stability through comprehensive, long-term capital and operational financial planning, based on strategic priorities and supported by diversified and maximized revenue streams coupled with cost containment.
14. ASU will be competitive in attracting and retaining highly qualified faculty, administrators, and technical and paraprofessional staff.
15. ASU's human resources policies and operating protocols will ensure professionally well-trained, motivated and productive workforce that is committed to collaborative, cross-functional quality improvements in all services and that is sensitive to the needs and interests of the students and other stakeholders.
16. ASU's culture will continue to evolve toward one of traditional pride, highly respected presence and expectation of excellence throughout every aspect of the University's function.
17. ASU will have an expanded campus, a well-maintained physical plant, including state-of-the-art equipment and technological infrastructure, and a sufficient array of attractive, functional facilities essential to every aspect of its mission and role.
18. ASU's cross-cutting institutional operating processes will be executed with consistency, accuracy, timeliness and professional representation.