

ASU 25



STRATEGIC PLAN

▶ *the Standard*



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KEY PERFORMANCE
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A MESSAGE FROM THE PRESIDENT

SETTING A STANDARD OF EXCELLENCE

I am pleased to share with you our 2025 Strategic Plan. It is our new path forward, and focuses on four key guiding principles: transformational student experiences, university-wide resources to support student success, social and economic development, and leadership.

This plan carefully demonstrates Albany State University's (ASU) commitment to preparing our students for professional careers and actively engaging our community through teaching, research, and public service. Although we will have a new guide, we honor and celebrate the accomplishments of our previous strategic plan. Specifically, the nucleus of that plan included consolidating two institutions, increasing access to higher education, and introduction of Momentum Year initiatives. ASU will continue to build on these successes, while also working to continue our efforts in actively engaging our students, employees, alumni, and our community.

Throughout this process we engaged in thorough discussions and collected feedback for each phase of the planning process. These phases included the proposed vision and values, the goals and objectives, and the implementation plan. The feedback was extremely meaningful and reflected the heart, soul and passion of a community whose primary interest is in our beloved University's success as a leader in higher education.

In an effort to encourage participation, our transparency and inclusion efforts included distribution of surveys at each stage of the process, as well as town hall meetings and class presentations. Specifically, thank you to those who participated in this strategic planning process. Some individuals responded to the survey, others participated in town hall sessions, and still others shared their ideas with the committee and me directly.

This plan unites us under the common goal of redefining success in all facets, and ensuring that **Excellence is the Standard!**

Sincerely,

Marion Ross Fedrick
President





“THIS PLAN CAREFULLY DEMONSTRATES THE UNIVERSITY’S COMMITMENT TO PREPARING OUR STUDENTS FOR PROFESSIONAL CAREERS AND ACTIVELY ENGAGING OUR COMMUNITY.”

- President Marion Ross Fedrick

Excellence is the standard.

ABOUT ALBANY STATE UNIVERSITY



Established in 1903, Albany State University is a historically black college and university located in Albany, Georgia.

In 2017, Albany State University consolidated with Darton State College, an access institution, into the new Albany State University. The institution builds upon the HBCU mission to serve an increasingly diverse student population and will continue to serve the access mission, offering workforce related degrees.

With a fall 2020 enrollment of 6,509, Albany State University is the largest Historically Black College in Georgia. All throughout history, Albany State University has been and continues to be dedicated to educating students to become outstanding contributors to society. The University has been a catalyst for change in the Southwest Georgia region. ASU is accredited by the Southern Association of Colleges and Schools Commission on Colleges and more than 50 programs with specialized accreditations. The University awards certificates, transfer associate degrees, career associate degrees, bachelor's, master's and specialist degrees through three colleges: College of Arts and Sciences, College of Professional Studies, and Darton College of Health Professions. The University emphasizes the liberal arts as the foundation of learning by exposing students to humanities, fine arts, social sciences, and natural sciences.

Established in
1903 by

DR. JOSEPH
WINTHROP
HOLLEY

Fall 2020
Enrollment

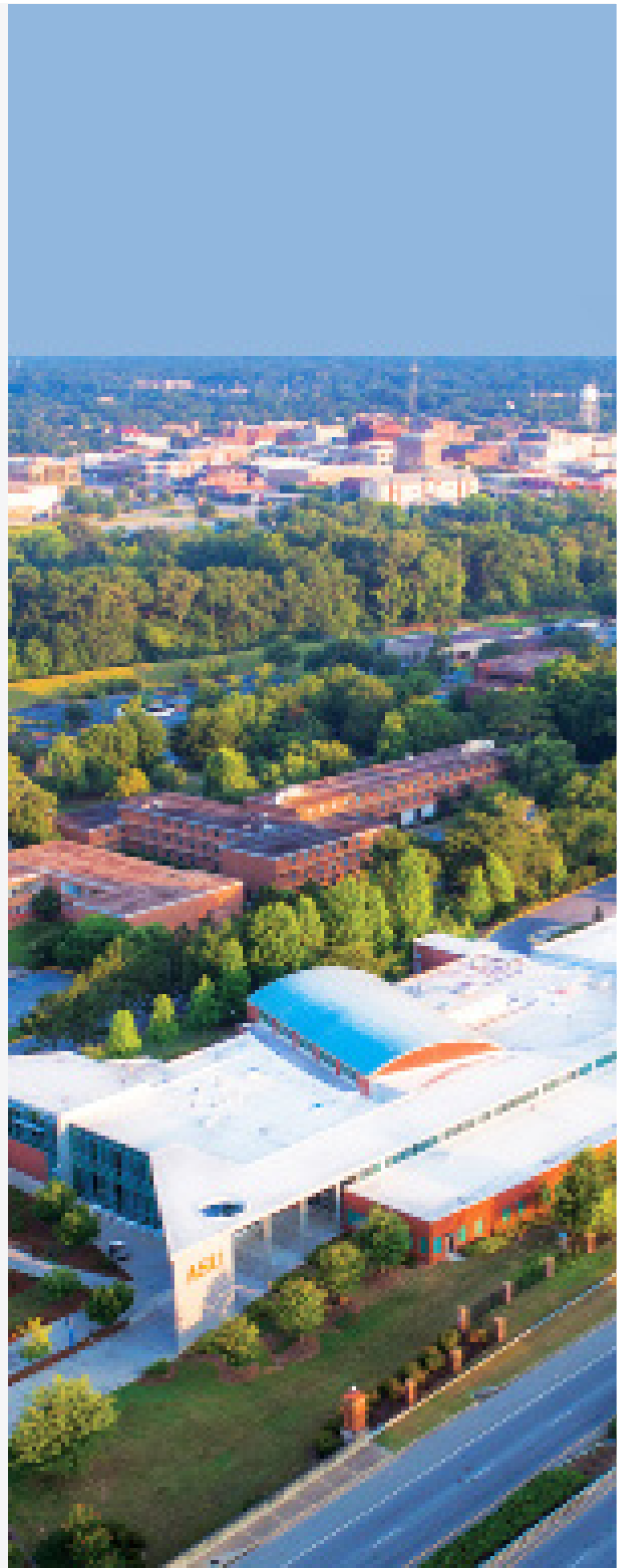
6,509

OUR MISSION

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.

OUR VISION

Albany State University will excel as a social and economic change agent by providing innovative programs, transformational student experiences and varied academic pathways, resulting in students prepared for professional careers and service.



ALBANY STATE UNIVERSITY
BY THE NUMBERS



1903

FOUNDED BY JOSEPH
WINTHROP HOLLEY

1943

BECAME A FOUR-YEAR
INSTITUTION

1996

Received
University
Status

FALL 2020 >>>>

6,102
Undergraduates

407
Graduate Students



● ●
4,438
FULL-TIME
STUDENTS



● ●
2,093
PART-TIME
STUDENTS

OUR CORE VALUES



EXCELLENCE

We achieve outcomes of the highest quality, hold ourselves accountable to the highest standard and are committed to continuous improvement in University programs and services.



DIVERSITY

We are an inclusive campus that celebrates the value of every individual and builds opportunities to capitalize on these differences.



RESPECT

We are directed by tenets of ethics, treating others with courteous regard, and being civil in our interactions.



COMMUNITY

We strive to build community and value a global mindset.



TEAMWORK

We seek partnerships within the University and the community. We practice a supportive spirit that results in the implementation of plans, actions and shared results.



LEARNING

We cultivate a practice of global pedagogies in a learning environment.

STRATEGIC GOALS AND OBJECTIVES

Albany State University will increase student completion rates through transformational student experiences.

GOAL 1

STUDENT ACCESS AND SUCCESS

OBJECTIVE 1.1

Increase enrollment through targeted recruitment efforts and ensure long-term stability of the university.



OBJECTIVE 1.2

Expand and strengthen academic programming and services that address specific needs of students.

OBJECTIVE 1.3

Expand and strengthen co-curricular and student support services programs to foster a healthy environment for students to facilitate positive post-graduate outcomes.



OBJECTIVE 1.4

Enhance its collegiate environment to facilitate students to persist and achieve their goals of transfer, degree and certificate completion.



Albany State University will increase and sustain university-wide resources to support and advance student success and institutional priorities.

GOAL 2

INSTITUTIONAL SUSTAINABILITY AND RESPONSIBLE STEWARDSHIP



OBJECTIVE 2.1

Ensure affordability for students by containing costs and optimizing efficiency across the institution.



OBJECTIVE 2.2

Implement best practices that strengthen programs and services to address the learning needs of students.



OBJECTIVE 2.3

Expand the University resource base by cultivating new avenues of funding and pursuing opportunities to enhance existing resources.

OBJECTIVE 2.4

Forecast student population trends to better predict future enrollment.



OBJECTIVE 2.5

Create University master facilities plan.



OBJECTIVE 2.6

Maintain a safe, secure and inclusive campus.



Albany State University will continue to build cultural and economic partnerships with the local, state, national, and global community.

GOAL 3

PARTNERSHIP AND ECONOMIC COMPETITIVENESS

OBJECTIVE 3.1

Build relationships with targeted community organizations to assist with entrepreneurship and service opportunities.



OBJECTIVE 3.2

Engage regional health career partners to identify and assist in reducing prevalent health challenges in Southwest Georgia.

OBJECTIVE 3.3

Create opportunities for engagement with alumni.



OBJECTIVE 3.4

Expand ASU's brand and prominence in the community through cultivation of effective partnerships and collaboration with business, industry, education, governmental, and service organizations.

OBJECTIVE 3.5

Increase competitive grant funding.



OBJECTIVE 3.6

Increase cultural engagement opportunities for faculty and staff.

OBJECTIVE 3.7

Assess the strength of graduates' skills needed to be competitive in the workforce for the Southwest Georgia market, the state, as well as nationally.

Albany State University will develop innovative, versatile and culturally responsive leaders.

GOAL 4

LEADERSHIP DEVELOPMENT AND EMPLOYEE ENGAGEMENT

OBJECTIVE 4.1

Development and retention of qualified administrators and staff by providing professional development opportunities that promote excellence in pursuit of transformational leadership; enhance student experience and learning.

OBJECTIVE 4.2

Provide professional development opportunities for faculty that expand on their understanding of transformative leadership, teaching, research and public service.



OBJECTIVE 4.3

Promote student leadership and development opportunities.

OBJECTIVE 4.4

Identify and develop campus-wide performance expectations that support an emerging and innovative institution of higher education. These expectations will support first class engagement with all constituents, especially our student body.

OBJECTIVE 4.5

Continually evaluate how we are performing based on identified performance expectations, student, alumni, peer and community feedback.



OBJECTIVE 4.6

Promote a standard of excellence.

MEASURING PROGRESS ON THE UNIVERSITY STRATEGIC PLAN

An important aspect of strategic planning involves the measurement of progress toward excellence. Key performance indicators (KPI) have been identified to monitor progress toward meeting our goals. KPIs drive decisions that are strategic. Progress updates to the University community will occur at least annually.

GOAL 1

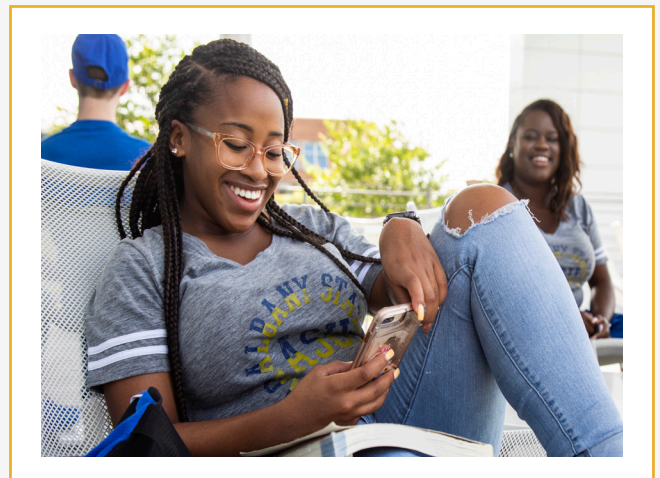
STUDENT ACCESS AND SUCCESS

- Total Fall Enrollment (Headcount)
- Fall-to-Fall Retention
- Three-Year Graduation Rate
- Six-Year Graduation Rate
- Undergraduate Degrees Awarded
- Graduate Degrees Awarded
- Transfer Rate
- Satisfaction with Education Experience

GOAL 2

INSTITUTIONAL SUSTAINABILITY AND RESPONSIBLE STEWARDSHIP

- Affordability
- Annual Scholarships
- Number of Recommendations from Master Plan that are Implemented



MEASURING PROGRESS ON THE UNIVERSITY STRATEGIC PLAN

GOAL 3

PARTNERSHIP AND ECONOMIC COMPETITIVENESS

- Number of Partnerships
- Endowment Value
- Alumni Participation Rate
- Alumni Giving Rate
- Economic Impact
- Job Placement Rate

GOAL 4

LEADERSHIP DEVELOPMENT AND EMPLOYEE ENGAGEMENT

- Employee Satisfaction
- Coaching and Development Rate
- Employee Effectiveness Rate

Excellence is the standard.



STRATEGIC PLANNING COMMITTEES

Marion Ross Fedrick, President

PRESIDENT'S CABINET

Mr. A.L. Fleming, Special Assistant to the President and Vice President, Institutional Advancement

Ms. Kenyatta Johnson, Vice President, Enrollment Management and Student Success

Dr. Terry Lindsay, Vice President, Student Affairs

Mr. Shawn McGee, Vice President, Administration and Fiscal Affairs

Dr. Kelly McMurray, Vice President, Institutional Effectiveness

Dr. Angela Peters, Provost/Vice President, Academic Affairs

Dr. Wendy Wilson, Chief of Staff and Vice President, University Relations

Mr. Joel Wright, Chief Legal Affairs Officer

STRATEGIC PLANNING COMMITTEE

Dr. Hema Mason, Committee Co-Chair, Chair, Social Sciences

Mr. A.L. Fleming, Committee Co-Chair, Special Assistant to the President and Vice President, Institutional Advancement

Ms. Kelley Castro, Program Director, Radiologic Science

Ms. Donisha Gray, 2018-2019 President, Student Activities Advisory Board

Ms. Kenyatta M. Johnson, Vice President for Enrollment Management and Student Success

Mr. William Johnson, President, National Alumni Association (2018-2020)

Dr. Ulf Kirchdorfer, Professor, English

Mr. Shawn McGee, Vice President, Administration and Fiscal Affairs

Dr. Dorene Medlin, Director, Center for Faculty Excellence and Associate Professor, Middle Grades Education Science

Dr. Alfonso Moises, Associate Professor, English, Modern Languages and Mass Communication

Dr. Indranath Mukhopadhyay, Associate Professor, Physics

Dr. Peter Ngwafu, Director, Master of Public Administration Program and Professor, Public Administration

Dr. Nneka Osakwe, Director, International Education and Professor, English

Ms. Diamond Perry, 2018-2019 President, Student Government Association

Dr. Sandra Washington, Associate Professor, School of Business

Dr. Wendy Wilson, Chief of Staff and Vice President, University Relations

STRATEGIC PLANNING IMPLEMENTATION COMMITTEE

Dr. Sarah Brinson, Dean, Darton College of Health Professions

Ms. Kelley Castro, Assistant Professor, Health Sciences

Mrs. Leslie Charles, Staff Council Chair

Dr. Hema Davis, Chair, Social Sciences

Mr. Tony Duckworth, Executive Director, Athletics

Mr. Gregory Elder, Chief of Police

Mr. A.L. Fleming, Special Assistant to the President and Vice President, Institutional Advancement

Dr. Marcia Hood, Chair, Visual and Performing Arts

Dr. Terry Lindsay, Vice President, Student Affairs

Mr. Frank Malinowski, Registrar

Mr. Shawn McGee, Vice President, Administration and Fiscal Affairs

Dr. LaVerne McLaughlin, Director, Library Services

Dr. Kelly McMurray, Vice President, Institutional Effectiveness

Mr. Corey Morgan, Assistant Director, Recruitment

Dr. Charles Ochie, Director, Graduate Programs

Dr. Chinenye Ofodile, Chair, Department of Mathematics, Computer Science, and Physics

Dr. Angela Peters, Provost/Vice President, Academic Affairs

Dr. Earnell Seay, Chair, School of Business

Dr. Seo Seong, Chair, Natural Sciences

Dr. Takeshia Thomas, National Alumni President (2020-2022)

Ms. Bridgette Wilder, Chief Human Resource Officer

Dr. John Williams, Associate Professor, Biological Sciences

Dr. Wendy Wilson, Chief of Staff and Vice President, University Relations