

EXPERIENCE AUSTIN PEAY

2022-2027 STRATEGIC PLAN



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From the President

You might not realize it, but Austin Peay State University's front gates are an architectural marvel. Every day, dozens of students pass through that brick entrance, hurrying to experience a life-changing opportunity, and their faces reveal an unconscious optimism as if they're stepping through a portal into a bright and promising future. That feeling comes from the fact that our front gates don't have a door or some other obstruction. Austin Peay and the experiences we provide are always open to them, and this fact reminds me of Ralph Waldo Emerson's

famous quote, "Be an opener of doors."

But Austin Peay, while beautiful, remains a project continually under construction. As stewards of this institution's legacy, we must continue building upon our successes and renovating old modes of thinking. In August 2021, I challenged this University community to make student success – the student experience – the foundation of what we're creating here so that it will infuse all areas of this campus.

Now, we're ready to begin work on creating a better, stronger university, and this strategic plan is the blueprint we'll follow over the coming years. More than 65 members of the campus community came together to develop this plan, and the architecture of our success depends upon the stability of four main pillars – the Academic Experience, the Student Experience, the Employee Experience and the Community Experience. These pillars will raise this University to new heights for its 100th anniversary in 2027, and on our centennial, we will celebrate our status as the region's premier public university.

As we build this future, I'll continue looking through my office window at the University's front entrance. It's one of the most photographed spots on campus, particularly for graduating students. Dressed in their regalia, they pose for senior photos to share with their friends and families. They stand a little taller, shaped by the experiences they've had here. You also can see the pride in their faces, knowing that as this University's reputation continues to grow atop those four pillars, the door will always remain open to them.

With this new plan, those open doors will let them experience change, community and compassion. They'll walk through our gates because the life they want begins at Austin Peay.

Dr. Mike Licari
APSU President

2021-2022 Strategic Planning Process

In the summer of 2021, Dannelle Whiteside, vice president for Legal Affairs and Organizational Strategy, formed the University Strategic Planning Committee. Members were chosen from across campus, and several sub-committees were established to oversee the plan's different pillars. The initial committee included:

- **Dannelle Whiteside**, Strategic Planning Committee chair, vice president for Legal Affairs and Organizational Strategy
- **Dr. Emily Lean**, Strategic Planning Committee co-chair, Harper-Bourne Chair of Excellence/associate dean of the College of Business
- **Kito Aruh**, SGA president (2021-2022)
- **Dr. Prentice Chandler**, dean of the Eriksson College of Education
- **Victor Felts**, associate dean of students and director of Student Life and Engagement
- **Jordan Harmon**, senior associate athletics director
- **Tom Hutchins**, executive director, Physical Plant
- **Dr. Nancy KingSanders**, vice provost, Student Achievement
- **Dr. Marsha Lyle-Gonga**, chair of the Department of Political Science and Public Management
- **Dr. Kristine Nakutis**, executive director, Austin Peay Center at Fort Campbell
- **Dr. Lorneth Peters**, director of the Tennessee Small Business Development Center
- **Nikki Peterson**, director of Alumni Relations
- **Dr. Jane Semler**, faculty senate president (2021-2022)
- **Jerica Swiger**, staff senate president (2021-2022)

Ex-Officio Members:

- APSU Senior Leadership Team
- **Dr. Kathrine Bailey**, director of Strategic Initiatives
- **Dr. Tucker Brown**, interim senior vice provost and associate vice president for Academic Affairs
- **Dr. Andrew Luna**, executive director of Decision Support and Institutional Research
- **Dr. William Rayburn**, process advisor
- **LaNeca Williams**, chief diversity officer

Strategic Plan Key Terms

- **Pillars** are the metaphorical beams that support a plan and help an organization reach the vision it aspires to achieve. Plans typically have

three to five pillars, each centered around a specific theme, that provide the foundation for the plan's future success.

- **Goals** are the aspirational endpoint that a plan seeks to achieve. They set the tone and direction a plan must follow to be successful.
- **Objectives** are the measurable steps one must take to achieve a plan's goals.
- **Tactics** are the strategic approaches used to accomplish an objective.

Building the Planning Team

In the Fall of 2021, the Strategic Planning Committee revised the University's Mission and Vision statements and developed Austin Peay's first Values Statement. In December, the APSU Board of Trustees unanimously approved the new statements. The process allowed the University community to explore important philosophical questions about Austin Peay's purpose, goals and direction.

During the Spring 2022 semester, the Strategic Planning Committee focused on aligning the University strategic plan with the revised APSU Mission, Vision and Values statements. That process, which included gathering feedback from the APSU community, was completed in May 2022, and the revised plan was presented to the APSU Board of Trustees that June.

Mission, Vision, and Values Development Timeline

- **May 24, 2021** - Call for Strategic Planning Committee nominations
- **June 22, 2021** - Committee formed
- **Aug. 24, 2021** - Committee hosts inaugural meeting
- **Oct. 20-Nov. 10, 2021** - Rough draft of new mission, vision and value statements presented to APSU community through a series of Town Halls.
- **Nov. 18, 2021** - Senior Leadership Team approved final draft of statements
- **Nov. 24, 2021** - APSU President Mike Licari approved statements
- **Dec. 3, 2021** - APSU Board of Trustees approved statements

Strategic Plan Development Timeline

- **January 2022** - Strategic Planning Committee and subcommittees develop proposed pillars, goals and objectives for the plan
- **April 5- April 14, 2022** - Strategic plan rough draft presented to APSU community through a series of Town Halls
- **May 25, 2022** - APSU Senior Leadership Team approved final draft of plan
- **May 26, 2022** - APSU President Mike Licari approved plan
- **June 10, 2022** - APSU Board of Trustees approved Experience Austin Peay Strategic Plan

Our Mission

Austin Peay State University is a mission-driven, community-minded institution that provides transformational experiences through innovative, creative, and scholarly activities. We welcome and inspire an inclusive community of learners to make a positive impact regionally and globally.

Our Vision

We will be the region's university of choice for those seeking to improve their lives. We will achieve this vision through student-centered teaching, unique developmental opportunities, and our focus on innovative research and public service.



Our Values

We are a collaborative community that values personal growth and life-long engagement through the promotion of integrity and academic excellence.

ACADEMIC EXCELLENCE

By providing meaningful and practical learning opportunities with highly qualified and dedicated faculty and staff.

INTEGRITY

By maintaining an honest, fair, and credible environment.

COMMUNITY

By fostering learning in an environment where all are welcomed and valued.

PERSONAL GROWTH

By providing the knowledge, tools and resources for all Governors to reach their full potential.

LIFE-LONG ENGAGEMENT

By providing services, programs and experiences that promote loyalty, pride and mutual support.

COLLABORATION

Collaboration by enriching our local, regional and global communities through value-added programs, strategic partnerships, and meaningful service.

EXPERIENCE CHANGE.

EXPERIENCE COMMUNITY.

EXPERIENCE COMPASSION.

**THE LIFE YOU WANT
BEGINS AT AUSTIN PEAY.**

In December 2021, the Austin Peay State University Office of Public Relations and Marketing began developing a new University tagline to align APSU's marketing and communication efforts with the institution's new Mission, Vision and Value statements. Those statements will help encapsulate the University's new strategic plan. The new taglines will represent that plan to the wider community, providing a shorthand of what Austin Peay is and where it's going.

In developing the tagline, the Public Relations and Marketing staff examined how the new Mission, Vision and Value statements set Austin Peay apart from its competitors. During this analysis, the words "opportunities" and "experiences" arose multiple times. The team chose "experiences" - a more active term - as the anchor for a two-tiered tagline featuring a headline and a subheading. The headline incorporated the repetition of the word "experience" - Experience Change. Experience Community. Experience Compassion.

THE THREE Cs

Change.

The tagline's first call to action involves "change," which speaks to an incoming student's desire to experience personal growth and be change

agents in the world. Using market research provided by the Nashville-based MP&F Strategic Communications, the PR and Marketing staff examined how potential students want to be better people and pursue careers that matter. Their desires align perfectly with Austin Peay’s new mission that challenges students to “make a positive impact regionally and globally.”

Community.

The second call to action – “Experience Community – addresses the potential student’s desire to find a campus home where they’ll receive “personalized and one-on-one support.” The MP&F research also found that community, which equates to safety and security, was also a priority for the parents of these students. Austin Peay’s new mission touts its “community-minded” and “collaborative” environment. Austin Peay will provide students with that community – both in the classroom and through personal connections with peers and professors – while also preparing them to join a global community once they graduate.

Compassion.

The third call to action – and possibly the most important word in the tagline – is for “compassion.” MP&F focus groups found that students “are motivated most by the opportunities to meet new people who look and think differently from them.” This demand is supplied by Austin Peay’s new mission to “inspire an inclusive community of learners to make a positive impact regionally and globally.” Compassion is also inherent in the University’s new values, which prioritize “public service,” “integrity,” and “personal growth.”

These experiences from the tagline’s headline – “Experience Change, Experience Community, Experience Compassion” – speak directly and succinctly to what Austin Peay offers, what sets it apart from other schools, and what potential students are looking for.

Experience Change. Experience Community. Experience Compassion.

The life you want begins at Austin Peay.

This phrasing helps capture the core of Austin Peay and lays out an exciting and ambitious path for the future of the University.

A photograph of a classical building's clock tower, likely a university building, with a rainbow prism effect overlaid on the sky. The tower is white with a clock face and a small spire on top. The sky is blue with white clouds, and the rainbow prism effect creates a spectrum of colors across the upper portion of the image.

Pillar 1: The 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.

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

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

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.

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

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

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.

Objective 2: Align organizational structures 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.

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



Pillar 2: The 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.
- Objective 2: Foster meaningful opportunities and experiences for student engagement and exploration.
- Objective 3: Provide more dynamic programs and events that celebrate and unite our diverse community and instill a sense of belonging for all Governors.

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.
- Objective 2: Strengthen University collaboration to foster awareness of and access to student support resources.
- Objective 3: Increase the number of students academically engaged beyond the classroom.
- Objective 4: Improve the quality, consistency, and accessibility of our student support resources.
- Objective 5: Actively engage students to become self-advocates for their educational and career goals.





Pillar 3: The 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.

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

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.

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

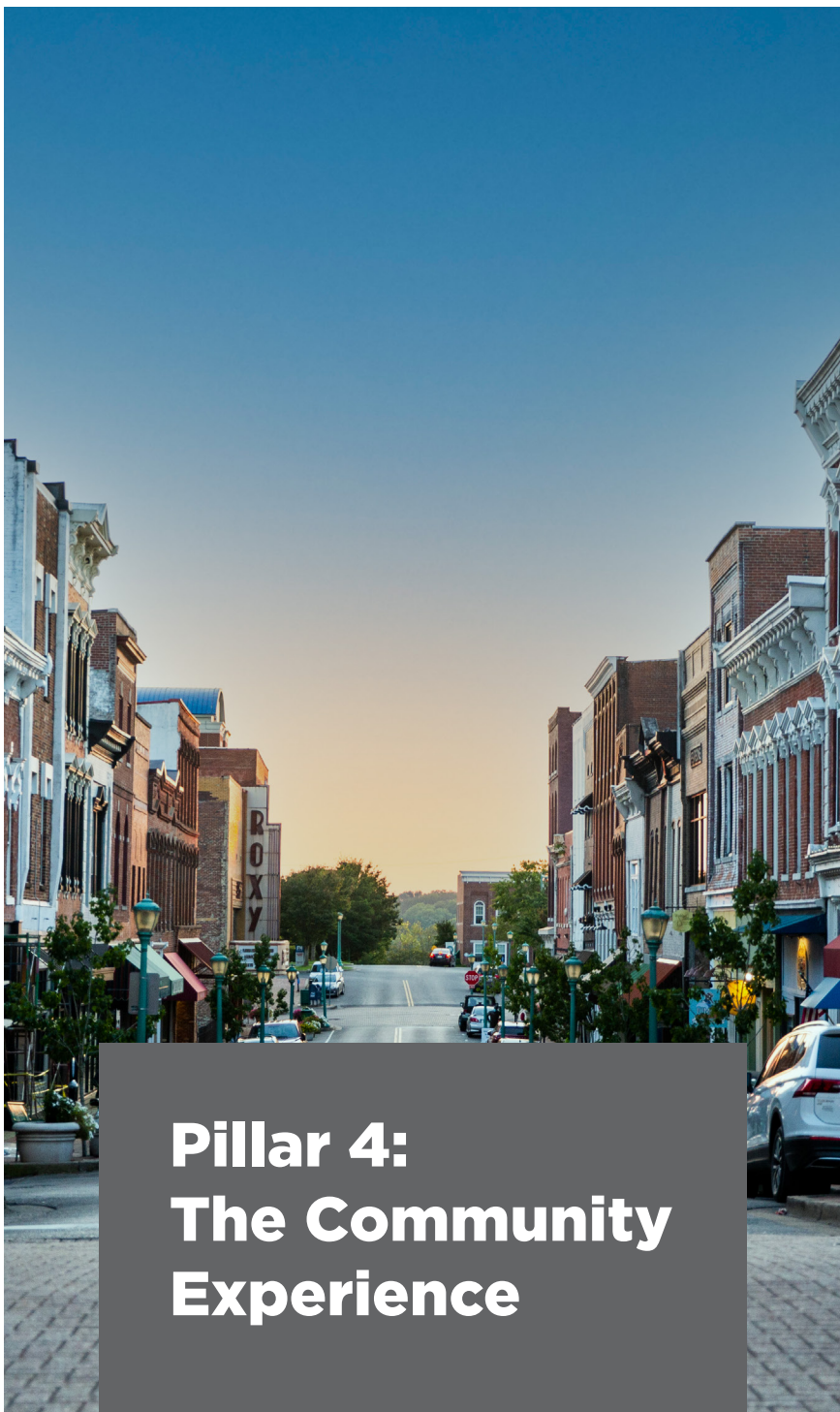
Objective 3: Operationalize collaboration and teamwork across units, divisions, and colleges to foster a problem-solving culture.

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.

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



Pillar 4: The 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.
- Objective 2: Connect the university with corporate advisers, increase prospects for new revenues and expand experiential learning opportunities for students.
- Objective 3: Develop a sustainable model that links service learning courses, service opportunities, internships, and volunteer efforts to community organizations.

Goal 2:

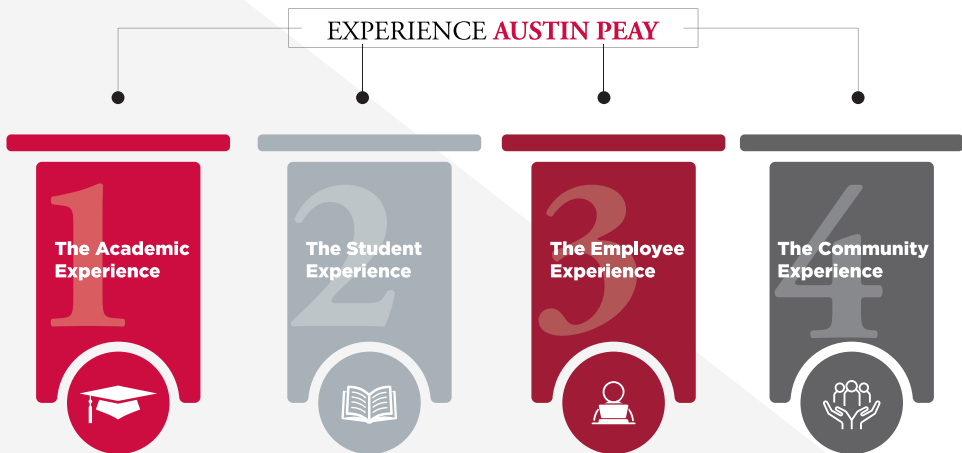
APSU will increase community involvement by offering robust and unique programming.

- Objective 1: Increase community engagement experiences for students, faculty, staff, and alumni.
- Objective 2: Provide and promote experiences that connect our community with Austin Peay.
- Objective 3: Promote and expand formalized relationships with government, education, business, industry, and non-profit entities.
- Objective 4: Increase support to Fort Campbell and other military-related communities through innovative programming and research partnerships.
- Objective 5: Maintain a successful NCAA Division 1 Athletics program that strengthens campus and community involvement.

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



Strategic Plan Assessment

The Strategic Planning Team will establish a subcommittee to inform the creation of the University Strategic Plan Dashboard. The sub-committee will also serve as the reviewing body for goal and objective achievement annually for the life of the strategic plan. A structure has been established that will support the Strategic Plan through alignment of the annual Institutional Effectiveness Process (IEP) with the annual budget process.

The Institutional Effectiveness Process

The strategic planning process is supported, in part, by the annual Institutional Effectiveness Process (IEP). The IEP is focused on assessment of outcomes selected by, and relevant to, departments and units. The process involves the collection and analysis of relevant data, specific to departments and units, in order to make improvements to department and unit functions and services, as well as to improve student learning and success. It is expected that the department and unit outcomes align with one or more of the Austin Peay State University strategic plan goals. In addition, the annual IEP provides an opportunity for departments and units to submit budget requests that will enhance the department's ability to make improvements to its functions and services, and/or to student learning and the student learning environment.

The Budget Advisory Task Force

The Budget Advisory Task Force is an advisory body to the president. The task force is knowledgeable of the University budgeting process and has a comprehensive understanding of the resource issues facing the University and the context in which budget decisions are made relative to the University's strategic plan. The task force also reviews and provides input into the budget process, as appropriate, and facilitates communication of the University's operating budget that is transparent and informative. The task force provides input on the framework of the University's strategic plan and provides input on budget priorities for resource allocation or reallocation.

Dashboard Measurements

The University will create a dashboard to measure its progress in accomplishing its goals. This dashboard will consist of multiple data fields that depict a broad view of the University, as well as key indicators of success. The Strategic Planning Committee and the assessment sub-committee will work with various stakeholder groups to determine the best key performance indicators (KPI) to display and share through the strategic planning website.

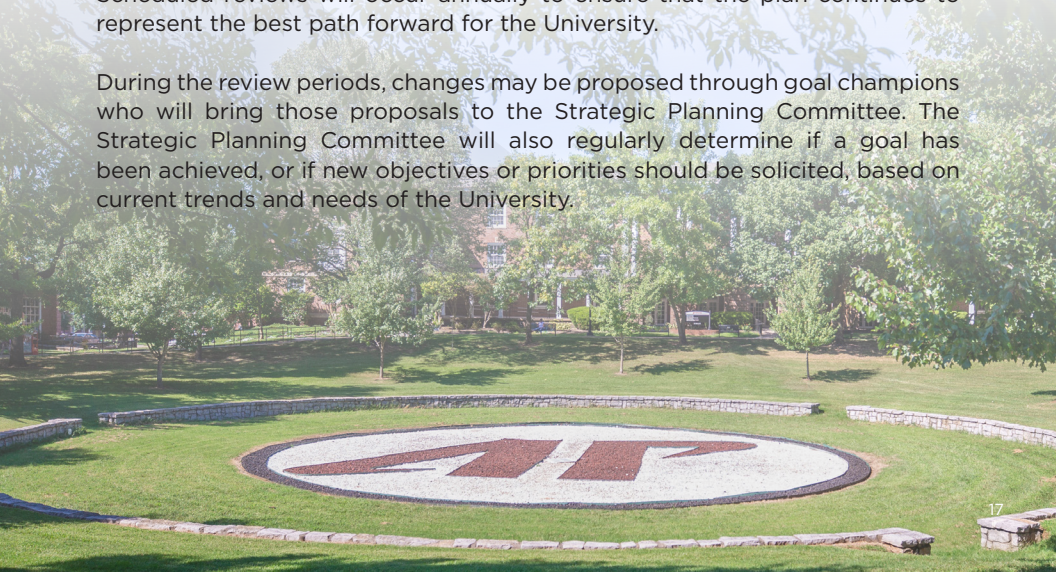
Tactical Planning

In the fall of 2022, committee members will develop tactical plans to successfully achieve each goal. The Strategic Planning Committee, working with each subcommittee, will evaluate these tactics each year and adjust them if necessary.

The Next 5 Years

The Austin Peay State University strategic plan is a flexible document that allows for changes in the coming years. Unanticipated economic and environmental factors may require the adjustment of priorities and objectives. Scheduled reviews will occur annually to ensure that the plan continues to represent the best path forward for the University.

During the review periods, changes may be proposed through goal champions who will bring those proposals to the Strategic Planning Committee. The Strategic Planning Committee will also regularly determine if a goal has been achieved, or if new objectives or priorities should be solicited, based on current trends and needs of the University.





AP Austin Peay
State University

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