

4th QUARTER PERFORMANCE REPORTS

FY 2013

**POSTSECONDARY INSTITUTIONS
PRIVATE AND STATE RELATED COLLEGES**

**Department of Finance
Executive Budget Office**

Fiscal Year 2013 Quarterly Performance Report

Agency:	501 UNIVERSITY OF ALA - TUSCALOOSA
Mission:	The University of Alabama, the State of Alabama's oldest public university, is a senior comprehensive doctoral level institution. The University was established by constitutional provision under statutory mandates and authorizations. Its mission is to advance the intellectual and social condition of the people of the State through quality programs of teaching, research, and service.
Vision:	The University of Alabama will be The University of choice for the best and brightest students in Alabama and a University of choice for all other students who seek exceptional educational opportunities. The University of Alabama will be a student-centered research university and an academic community united in its commitment to enhancing the quality of life for all Alabamians.
Annual Goals	
1	Advance the University's academic, research, scholarship, and service priorities; continue to promote growth and national prominence in these areas.
2	Retain and recruit outstanding faculty and staff to support the teaching, research, and service mission of the University.
3	Enhance the University's learning environment to attract and retain excellent students.
4	Develop a University-wide emphasis on leadership as a primary role of the flagship university of the State of Alabama.

**Fiscal Year 2013 Quarterly Performance Report
Quarterly Objectives and Targets**

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - (O1-Efficiency) Maintain the number of degrees awarded annually.	1	Annual degrees awarded	1,700	1,918	N/A	N/A	3,550	3,818	1,550	1,459	6,800	7,195
7 - (O2-Quality) Increase research award dollars	1	Total research award dollars	9,500,000	8,862,000	9,500,000	5,964,473	9,500,000	7,163,114	9,500,000	10,792,434	38,000,000	32,782,021
2 - (O1-Quality) Increase faculty salaries to the SUG 75th percentile.	2	Average faculty salary	NA	NA	NA	N/A	NA	NA	88,500	88,217	88,500	88,217
3 - (O2-Quality) Maintain the enrollment of international students.	2	Number of international students	1,400	1,411	NA	N/A	NA	NA	NA	NA	1,400	1,411
4 - (O1-Quality) Maintain funding awarded for academic scholarships.	3	Maintain in dollars awarded.	8,140,000	14,242,700	NA	N/A	6,660,000	12,072,803	NA	NA	14,800,000	26,315,503
5 - (O1-Quality) Maintain the number of participants in the University's non-degree programs that support business, nonprofit and governmental programs in the State of Alabama.	4	Number of Participants	NA	NA	NA	N/A	NA	NA	24,000	23,891	24,000	23,891
6 - (O2-Quality) Maintain the number of participants in conferences hosted and supported by The University of Alabama that promote professional and leadership development growth for the State of Alabama.	4	Number of conference participants	NA	NA	NA	N/A	NA	NA	11,000	17,438	11,000	17,438

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How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

Because of the net decrease in funding from the legislature, the University was forced to increase tuition in order to provide the quality education that our students deserve and that the University has promised.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

We continue to streamline our operations to reduce costs and increase efficiency, but our enrollment increase makes it necessary for the tuition increase. If the legislature would approve the appropriate legislation to allow Alabama institutions to participate in the Southern Regional Educational Board (SREB) reciprocity, that would enhance our ability to increase distance education revenues and lower the cost of education for on-campus students.

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Agency:	502 UNIVERSITY OF ALA - BIRMINGHAM
Mission:	UAB is a research university and academic health center that discovers, teaches and applies knowledge for the intellectual, cultural, social and economic benefit of Birmingham, the state and beyond.
Vision:	To be an internationally renowned research university--a first choice for education and health care.

Annual Goals	
1	Provide a student-centered, collaborative learning experience to prepare diverse students for rewarding careers and lives that benefit society and our regional and global economy
2	Offer exceptional graduate and professional programs that prepare diverse students to lead, teach, conduct research, provide professional services, become the prominent scholars and societal leaders of the future, and contribute to our region's prosperity
3	Expand UAB's capability to discover and share new knowledge that benefits society, spurs innovation, fosters the region's economic development, and further positions UAB as an internationally renowned research university
4	Partner with our community and state to improve education, health, quality of life and economic development
5	Create a consumer friendly, positive, supportive, and diverse environment in which students, faculty and staff can excel

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase enrollment of diverse, well-prepared students from Alabama and beyond.	1	Number of entering freshmen and transfer students	2920	2946	NA		NA	NA	NA		2920	
2 - Increase retention and graduation rates	1	Retention rate (first to second year)	85.0%	79.9%	NA		NA	NA	NA		85.0%	
3 - Expand opportunities for research and honors experiences, study abroad, learning communities, internships, and service learning.	1	Number of students participating in research and honors experiences, study abroad, learning communi	NA		NA		NA	NA	6399		6399	
4 - Increase enrollment of well-qualified and intellectually curious students	2	Enrollment in masters, doctoral, DMD, MD, and OD programs	7063	6708	NA		NA	NA	NA		7063	
5 - Build upon successful efforts in minority recruitment	2	Percentage graduate and professional minority enrollment	22.0%	22.4%	NA		NA	NA	NA		22.0%	

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6 - Increase support for graduate studies	2	Number of students receiving support for graduate study	NA		1101	967	NA	NA	NA		1101	
7 - Grow research by recruiting and retaining outstanding researchers and scholars	3	Number of funded investigators	NA		920	871	NA	NA	NA		920	
8 - Maximize translational research and technology transfer, especially within the region's targeted business sectors	3	Number of technologies licensed	NA		53	22	NA	NA	NA		53	
9 - Make UAB the preferred academic medical center for the 21st century	4	Number of hospital/clinic visits and admissions	NA		NA		NA	NA	1500000		1500000	
10 - Improve health in our community and state, especially for the underserved	4	Number of individuals served by community health programs	NA		NA		NA	NA	26500		26500	
11 - Foster a thriving arts and cultural district for the community	4	Number of individuals served by arts, cultural, and community outreach programs	NA		NA		NA	NA	160000		160000	
12 - Increase the percentage of full-time faculty with the appropriate terminal degree	5	Percentage of full-time faculty with terminal degree	NA		90.0%	87%	NA	NA	NA		90.0%	
13 - Increase the number of full-time regular tenured or tenure-track minority faculty	5	Number of full-time regular tenured or tenure-track minority faculty	NA		285	308	NA	NA	NA		285	
14 - Increase the percentage of credit hours that are taught by full-time regular faculty	5	Percentage of hours taught by full-time regular faculty	NA		84.0%	79.1%	NA	NA	NA		84.0%	

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Agency:	503 UNIVERSITY OF ALA - HUNTSVILLE
Mission:	The University of Alabama in Huntsville is a research-intensive, internationally-recognized technological university serving Alabama and beyond. Our mission is to explore, discover, create, and communicate knowledge, while educating individuals in leadership, innovation, critical thinking, and civic responsibility and inspiring a passion for learning.
Vision:	The University of Alabama in Huntsville will be a preeminent, comprehensive, technological research-intensive university known for inspiring and instilling the spirit of discovery, the ability to solve complex problems, and a passion for improving the human condition-a university of choice where technology and human understanding converge.

Annual Goals	
1	Grow University enrollment to 10,000 headcount by Fall 2020.
2	Increase the enrollment of non-resident domestic undergraduate students to 15% of undergraduates by Fall 2018.
3	Increase 6-year graduation rate to 71% in Fall 2018.
4	Increase external grants and contracts revenues to \$132 million by 2020.
5	Increase private gifts (based on 5-year annual average) to \$7.8 million in 2020.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase student enrollment by 3.43% each year	1	Enrollment	7636	7636	N/A	N/A	N/A	N/A	7898	7376	7898	7376
2 - Increase out-of-state undergraduate by 1% each year	2	percent	10	10	N/A	N/A	N/A	N/A	11	10	11	10
3 - Increase 6-year graduation rate by 4% annually	3	percent	47	47	N/A	N/A	N/A	N/A	N/A	48	51	48
4 - Increase federal, state, and private grants and contracts revenues by 5% annually	4	dollar	89,660,258	89,660,258	N/A	N/A	N/A	N/A	N/A	97,381,650	94,143,271	97,381,650
5 - Increase private gifts 5-year average by 10% annually	5	dollar	3,661,413	3,661,413	N/A	N/A	N/A	N/A	N/A	3,832,083	4,027,554	3,832,083

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How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

The University of Alabama in Huntsville requested \$58.1 million, the same level in FY 2007-08 in the legislative budget requests. The University was appropriated \$42.7 million in FY 2012-13, \$15.4 million less than the requested amount. In order to balance the operating budget, as mandated by state law, the University continues to streamline its operations to be more efficient, and increase its tuition and fees modestly. The University continues to offer high quality services to our students, while maintaining below average tuition as compared with national benchmarks.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

Based on the demand from the students, faculty, staff, and researchers, the University continues to invest in its information technology infrastructure. Many of our internal administrative processes are now paperless, resulting in operating cost savings. The University envisions more paperless administrative processes to follow in future years. The University is requesting once again the legislature restore the state appropriation to the FY 2007-08 level.

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Agency:	504 ALABAMA A&M UNIVERSITY
Mission:	<p>While much has changed on "The Hill", AAMU still maintains its commitment to its mission:</p> <ul style="list-style-type: none"> * Excellence in education and a scholarly environment in which inquiring and discriminating minds may be nourished. <p>The education of students for effective participation in local, state, regional, national and international societies.</p> <ul style="list-style-type: none"> * The search for new knowledge through research and its applications. * The provision of a comprehensive outreach program designed to meet the changing needs of the larger community. * Programs necessary to adequately address the major needs and problems of capable students who have experienced limited access to education. * Intergration of state-of-the-art technolgy into all aspects of University functions.
Vision:	Alabama A&M will continue its quest to recognized as a world -class, land grant, comprehensive university.

Annual Goals	
1	Improve program viability and enhancement
2	Enhance physical resources and space utilization
3	Improve the quality of student life and social development

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Advance the level of faculty and student scholarship	1	N/A	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2 - Enhance campus facilities and space utilization	2	N/A	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3 - Increase student leadership through participation in university governance, and daily life of students and student related activities	3	N/A	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

The appropriation increase to the Carter Science Center has help afford assistance to A&M's commitment to improving educational facilities and climate for students. Renovated science labs and classrooms will provide an enhanced modernized environment for existing students and serve as a recruitment incentive for prospective students.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

Started the silent phase of a capitol campaign. Hired a CIO with a terminal degree. Hired a Capitol Projects Manager. Approved the assessment and evaluation of capitol projects through the adoption of a new Campus Master Plan.

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Agency:	505 ALABAMA STATE UNIVERSITY
Mission:	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 neither 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.
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 of 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 premier comprehensive and diverse institutions of higher education in the State of Alabama through achieving excellence in teaching, research and public service
Annual Goals	
1	To ensure the academic and fiscal integrity of the University
2	Enhance the public's perception of the University and ensure that the University responds to all of it's constituents, thus increasing it's external support
3	To maintain the physical campus, so that the University is a pleasant place to work, study, and live, and to foster continuous improvement of daily operations to become a world class institution of higher learning
4	To improve programs and services that will contribute to the development of wholesome student life
5	Develop and nurture centers of excellence in each school and college: maintain existing accreditations and strengthen all academic programs: develop and implement a new comprehensive plan to significantly expand and strengthen the Library and Learning Resources Center; expand non-degree continuing education programs; provide managerial leadership to perpetuate the fiscal integrity of the University; development investment policies and procedures that will result in return on investments of the Endowment Portfolios to support academic programs and projects; 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

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Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Develop and nurture centers of excellence in each school and college; maintain existing accreditations and strengthen all academic programs; develop and implement a new comprehensive plan to significantly expand and strengthen the Library and Learning Resources Center; expand non-degree continuing education programs; provide managerial leadership to perpetuate the fiscal integrity of the University; development investment policies and procedures that will result in return on investments of the Endowment Portfolios to support academic programs and projects; 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	1	comply with all oversight reviews	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
2 - To develop and promote an effective program of institutional advancement; expand and promote the University's instruction, public service, and cultural services to permit the institution to more effectively serve its constituents' needs; strengthen the planning, management and evaluation system which promotes and monitors progress toward achievement of institutional effectiveness; continue to improve the overall socio-economic status of the citizens of Alabama and its neighbors through the Center of 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.	2	Increase external fundraising by 10%	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing

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<p>3 - Develop and promote an effective program of institutional advancement; expand and promote the University's instruction, public service, and cultural services to permit the institution to more effectively serve its constituents' needs; position Alabama State University as the university uniquely suited to meet the needs of potential enrollees; strengthen the planning, management and evaluation system which promotes and monitors progress toward achievement of institutional effectiveness</p>	3	quality facilities	ongoing									
<p>4 - To develop and maintain career development programs; develop and maintain a comprehensive recreational and intercollegiate sports program to support student life and alumni activities; establish benchmarks for meeting Title IX issues in participation, funding compensation, and scholarship opportunities; increase student involvement in local, national and international programs and opportunities; participate in community outreach projects to enhance the relationship of the Athletic Department with its stakeholders; and to maintain a supportive and nurturing environment for the academic development of all Alabama State university student-athletes</p>	4	student assessment	ongoing									

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How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

Governor Robert Bentley's decision to have a Forensic Audit (investigation) of Alabama State University has placed a tremendous burden on the University's financial resources and has resulted in the degradation of the University's public image. The preliminary update from Forensic Strategic Solutions (FSS, Inc.) with its numerous errors and misrepresentations of facts has caused the University irreparable harm.

Moreover, as a result of this forensic investigation requested by the Governor, the two rating agencies (Moody's Investor Services and Standard & Poor's) have expressed concern about this audit. Specifically, Moody's has downgraded the University's credit rating from A2 to A3 principally because of the issues raised in the preliminary report issued by FSS.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

The University has enhanced its recruitment and retention processes which have resulted in a record enrollment this academic year. The enhancement of the University's retention program will have a beneficial financial impact for future operating years.

The University is continuing to make improvements in its Information Technology process which will provide better recordkeeping and reporting capabilities in the future.

Alabama State University has also put in place a process to better monitor the renovation and construction of capital projects on the campus

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Agency:	506 AUBURN UNIVERSITY
Mission:	To serve the citizens of Alabama by offering high-quality programs of instruction, research, and outreach as a comprehensive land-grant university and to prepare Alabamians to respond successfully to the challenges of a global economy
Vision:	Auburn University will emerge as one of the nation's preeminent comprehensive land-grant universities in the 21st century.
Annual Goals	
1	Enhance graduation rates
2	Conduct high levels of sponsored research and development
3	Enhance student writing
4	Enhance student diversity
5	Serve as a center of knowledge and discovery

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase six-year graduation rate to 69% (Fall 2007 cohort).	1	Graduates/Cohort	NA	NA	NA	NA	NA	NA	69%	68%	69%	68%
2 - Produce total sponsored academic R&D of at least \$140MM as reported by National Science Foundation	2	Expenditures (\$)	\$140MM	\$145MM	NA	NA	NA	NA	NA	NA	\$140MM	\$145MM
3 - Equal peer norms in the level of student writing, as measured by the National Survey of Student Engagement	3	Effect Sizes (+/- 0.15)	NA	NA	NA	NA	NA	NA	+/- 0.15	+/- 0.14	+/- 0.15	+/- 0.14
4 - By 2013 (as measured by Fall 2012 enrollment) achieve enrollment of qualified students from minority populations, including non-resident aliens, of at least 170 per 1,000 enrolled.	4	Minority students/total enrollment	170 per 1,000	171 per 1,000	NA	NA	NA	NA	NA	NA	170 per 1,000	171 per 1,000
5 - Maintain institutional membership in the prestigious Association of Research Libraries	5	Membership	Member	Member	Member	Member	Member	Member	Member	Member	Member	Member

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How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

While FY2013 saw a measure of stabilization in levels of state support, since 2008 Alabama has cut public funding for higher education more sharply than all but three other states. Auburn University continues to post notable accomplishments in its mission of instruction, research and public service, but it has had to rely more heavily on revenue from student tuition and fees to do so.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

This year Auburn University developed a new strategic plan for the period 2013-2018. Visible at http://ocm.auburn.edu/strategic_plan, this plan includes strategic priorities in the areas of student success, faculty excellence, research and scholarship, and public engagement, with an overarching commitment to focus available resources on institutional mission, commitments, and priorities.

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Agency:	508 JACKSONVILLE STATE UNIVERSITY
Mission:	Jacksonville State University provides distinctive educational, cultural and social experiences for a diverse student population. As a learning centered university, Jacksonville State University strives to challenge students academically in a responsive environment, meeting students' educational, career and personal goals. As an academic institution, Jacksonville State University seeks to produce broadly educated graduates prepared for global engagement. As a public, comprehensive university, Jacksonville State University promotes excellence in scholarly and service activities consistent with its academic and professional strengths.
Vision:	Jacksonville State University strives for continuous improvement as a learning centered community committed to developing the ability to think critically, solve problems creatively and collaboratively, and communicate effectively.

Annual Goals	
1	Advance student learning through academic excellence.
2	Continuously improve administrative processes and services.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase the number of administrative and academic programs completing the JSU Program Review process.	1	Units completing program review.	0	0	0	2	0	15	10	17	10	
2 - Increase the number of unique students taking online courses at JSU.	2	Number or unique students enrolled in distance education.	3500	3717	1200	1500	800	547	500	312	6000	

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Agency:	509 UNIVERSITY OF WEST ALABAMA
Mission:	To provide opportunities for students to pursue a quality education and assist in developing the important qualities of independent thinking, respect for the ideas of others, personal integrity and character in order to realize their quests for a philosophy of life and self-fulfillment
Vision:	To be recognized nationally and internationally for providing quality education programs via traditional and alternative means and to be acknowledged as the primary agent of positive change in Alabama's Black Belt

Annual Goals	
1	Provide a model of best practices in early childhood education through the collaboration of the College of Education faculty, Campus School teachers, and graduate students in curriculum development and implementation.
2	To conserve and protect the natural resources of the Black Belt region.
3	Offer workforce development programs and entrepreneurial development programs
4	Provide educational resources to K-6 teachers in the form of workshops designed to enhance math teaching skills by providing an innovative approach to teaching and understanding math.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Provide off-campus curriculum development workshops	1	Number of workshops	10	37	10	11	5	7	10	17	35	72
2 - Provide on-campus curriculum development workshops	1	Number of workshops	5	8	5	8	2	4	2	17	14	37
3 - Continue to meet the training needs of the State wastewater treatment installers.	2	percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6 - Provide workshops/training for small businesses and entrepreneurs in the Black Belt	3	Number of workshops	2	2	2	2	2	4	2	5	8	13
7 - Provide workforce development programs for residents of the Black Belt region	3	Number of workshops	2	2	2	5	1	6	1	2	6	15
4 - Provide workshops for educators nationally to enhance math teaching skills	4	Number of workshops	20	22	15	29	10	17	20	9	65	77
5 - Assess and determine the needs of math educators in the Black Belt through workshops, assessment of math scores, etc.	4	Number of Black Belt schools contacted	3	9	3	9	3	5	3	2	12	25

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4	Although only nine workshops were held, the total number of days was 33.5.
5	<p>Along with one-on-one meetings, bby also achieved the following:</p> <ul style="list-style-type: none"> • Mailed bby packets containing a catalog, a professional development directory, and bby fact sheet to 55 teachers/administrators in nine different Black Belt counties • Mailed ACTM flyers and bby packets containing a bby catalog, a professional development directory, and work samples to all 34 elementary schools in Montgomery County
6	A total of 148 participants attended the five workshops and training opportunities for small business and entrepreneurs during the quarter.
7	A total of 50 participants attended the two workforce development programs offered during the quarter.
How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?	
Due to a slight increase in the budget, UWA was able to give the first across-the-board salary increase in several years, thus allowing the University a better opportunity to attract and retain quality faculty and staff.	
What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.	
The major administrative change was in the area of Enrollment Management in which several new administrative software programs were implemented to streamline the University's efforts in recruiting and retention. In this process, the University also consolidated functions and personnel from several different areas of the university allowing the University to focus its efforts in admissions (undergraduate, graduate, online, international, athletics).	

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Agency:	510 UNIVERSITY OF MONTEVALLO
Mission:	To provide to students from throughout the state an affordable, geographically accessible, "small college" public higher education experience of high quality with a strong emphasis on undergraduate liberal studies and with professional programs supported by a broad base of arts and sciences, designed for their intellectual and personal growth in the pursuit of meaningful employment and responsible, informed citizenship.
Vision:	For undergraduates, our vision is to offer academically capable students from all sociodemographic backgrounds an affordable, life-enriching, "honors college" experience stressing community service and global awareness, all within an atmosphere of natural historic beauty and a tradition of innovative cultural expression. Our vision for graduate students builds on this undergraduate foundation, using traditional and innovative instructional methods to foster growth in specialized skills and knowledge required by practicing educators, counselors, speech-language clinicians, scholars in the humanities, and other professional leaders, within a nurturing environment steeped in the unique "Montevallo experience."
Annual Goals	
1	Promote the development of a learning environment directly supportive of our statutory mission as Alabama's public liberal arts university.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Faculty/Student Ratio (fall term data)	1	FTE	17:1	16:1	17:1	16:1	17:1	16:1	17:1	16:1	17:1	16:1
2 - Maintain regional accreditation	1	regional accreditation status (accredited = 1)	1	1	1	1	1	1	1	1	1	1

Notes

How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?
Met.
What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.
Improvements.

Fiscal Year 2013 Quarterly Performance Report

Agency:	511 UNIVERSITY OF NORTH ALABAMA
Mission:	As a regional, state-assisted institution of higher education, the University of North Alabama pursues its Mission of engaging in teaching, research, and service in order to provide educational opportunities for students, an environment for discovery and creative accomplishment, and a variety of outreach activities meeting the professional, civic, social, cultural, and economic development needs of our region in the context of a global community.
Vision:	The Vision of the University of North Alabama builds upon nearly two centuries of academic excellence. We commit ourselves to design and offer a rich undergraduate experience; to respond to the many educational and outreach needs of our region, including the provision of high quality graduate programs in selected disciplines; to provide an extracurricular environment that supports and enhances learning; to provide a global education and participate in global outreach through distance learning programs; and to foster a diverse and inclusive academic community. We promote global awareness by offering and curriculum that advances understanding of global interdependence, by encouraging international travel, and by building a multinational student population. We pledge to support and encourage intellectual growth by offering primarily small, interactive classes taught by highly educated professionals, and through mentoring, internships, and other out-of-class educational opportunities.
Annual Goals	
1	Continue to Enhance Enrollment Management and Academic Program Development
2	Continue to Enhance International Programs and Study Abroad
3	Enhance External Funding Opportunities Through Grants and Contracts
4	Foster a Desire for Inquiry and Sense of Discovery; Enhance the Scholarship of Learning
5	Promote and Celebrate Diversity
6	Support Regional Development and Outreach
7	Continue to Foster a Strong University Community

Fiscal Year 2013 Quarterly Performance Report
Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase overall six-year graduation rate	1	Percentage	N/A		N/A		N/A		N/A		31%	
2 - Establish University Success Center	1	Dollars	N/A		N/A		N/A		N/A		\$310,818	
3 - Increase the number of freshman student participating in Learning Communities	1	Percentage	N/A		N/A		N/A		N/A		16%	
4 - Establish enrollment in the Integrative Health Program (New Program)	2	Number	N/A		N/A		N/A		N/A		0	
5 - Increase participating in the Study Abroad Program	2	Number	N/A		N/A		N/A		N/A		120	
6 - Increase enrollment within the international programs	2	Number	N/A		N/A		N/A		N/A		400	
7 - Increase grant/contract submission	3	Number	N/A		N/A		N/A		N/A		56	
8 - Increase grant/contract acceptances (yield)	3	Number	N/A		N/A		N/A		N/A		35	
9 - Implement and sustain the Quality Enhancement Plan	4	Dollars	N/A		N/A		N/A		N/A		\$177,198	
10 - Increase faculty scholarship/publications	4	Number	N/A		N/A		N/A		N/A		315	
11 - Reaffirm accreditation in programs scheduled for re-accreditation	4	Number	N/A		N/A		N/A		N/A		2	
12 - Apply for accreditation for programs not yet accredited or who are seeking new accreditation	4	Number	N/A		N/A		N/A		N/A		1	
13 - Increase Fall Graduate enrollment	4	Number	N/A		N/A		N/A		N/A		934	
14 - Increase diversity training and workshops	5	Number	N/A		N/A		N/A		N/A		2	
15 - Increase number of minorities sent to the Diversity Conference	5	Number	N/A		N/A		N/A		N/A		5	
16 - Establish scholarship for Project Open (new program)	5	Number	N/A		N/A		N/A		N/A		48	
17 - Increase program offerings from Continuing Studies and Outreach	6	Number	N/A		N/A		N/A		N/A		48	
18 - Increase scholarship giving	6	Dollars	N/A		N/A		N/A		N/A		\$575,905	
19 - Improve salaries among staff and faculty to be regionally competitive	7	Dollars	N/A		N/A		N/A		N/A		\$275,000	
20 - Improve funding for new buildings and current infrastructure improvement	7	Dollars	N/A		N/A		N/A		N/A		\$1,100,000	

Fiscal Year 2013 Quarterly Performance Report

Notes

Fiscal Year 2013 Quarterly Performance Report

Agency:	512 UNIVERSITY OF SOUTH ALABAMA
Mission:	The mission of the University of South Alabama is to offer high-quality programs of teaching, research, public service and health care that create, communicate, preserve, and apply knowledge in service to the people of Alabama as citizens in a global community.
Vision:	Our vision is to become a preeminent comprehensive university that is recognized for its intellectual, cultural, and economic impact on the health and well-being of those we serve as leaders and citizens in a global community.
Annual Goals	
1	To build upon the academic quality and learning environment of the University
2	To enhance the quality of student life
3	To embrace diversity
4	To strengthen financial support of the University
5	To promote research and scholarly activities

Fiscal Year 2013 Quarterly Performance Report
Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase graduation rates by one percentage point	1	% Graduation Rates	39	37	n/a	n/a	n/a	n/a	n/a	n/a	39	37
2 - Increase freshman retention by one percentage point	1	% Retention	70	66	n/a	n/a	n/a	n/a	n/a	n/a	70	66
3 - Score at or above the mean score for urban peer institutions in response to National Survey of Student Engagement questions about supportive campus environment	2	Above or Below the Weighted Mean Score	Above	Above	n/a	n/a	n/a	n/a	n/a	n/a	Above	Above
4 - Achieve a score equal to or above the mean score for urban peer institutions in response to National Survey of Student Engagement questions about diverse experiences and interactions in the classroom	3	Above or Below the Weighted Mean Score	Above	Below	n/a	n/a	n/a	n/a	n/a	n/a	Above	Above
5 - Achieve or exceed the mean score for urban peer institutions in response to National Survey of Student Engagement questions about interactions with students different than them	3	Above or Below the Weighted Mean Score	Above	Above	n/a	n/a	n/a	n/a	n/a	n/a	Above	Above
6 - Increase FTE enrollment by 2% per year	4	FTE	12535	12319	n/a	n/a	n/a	n/a	n/a	n/a	12535	12319
7 - Increase F&A reimbursement by 1% per year	4	\$	1113297	1084349	819031	1209378	1589572	1364358	1236093	1402126	4757993	5060211
10 - Increase FTE credit hours by 2% per year	4	Credit Hours	172967	170661	n/a	n/a	n/a	n/a	n/a	n/a	172967	170661
11 - Maintain Hospital patient days per year	4	Patient Days	27048	26587	26460	25734	26754	24653	27048	27961	107310	104935
8 - Increase the number of proposals submitted to agencies for external funds by 5%	5	# of Proposals	62	117	106	131	90	117	172	143	430	508
9 - Increase awards resulting from proposals submitted by 5%	5	\$	6507039	7540751	6507040	5985532	6507040	9994441	6507040	11119343	26028159	34640067

Fiscal Year 2013 Quarterly Performance Report

Notes

How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

We recognize the difficult challenges faced by the governor and legislature during these times of economic downturn, which have created a limit in state resources. In spite of the limited state funding available to higher education, efforts by state leaders to avoid major cuts and to provide small increases in recent years have had a positive impact on the University's ability to accomplish its mission. In addition, university officials continue to improve efficiencies and identify additional financial sources. It was helpful that the legislature recently passed legislation that made it clear that our board of trustees has the right to determine tuition rates for online courses. Our distance-learning program is an effective educational delivery system and has become an excellent source of additional revenue.

In regards to our Healthcare – Hospital Delivery System: The creation of the Governor's Commission on Medicaid allowed the appropriate stakeholder assessment, analysis and debate for re-engineering the State's Medicaid program. This resulted in legislation to develop a risk based model through the development of Regional Care Organizations.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

As part of our reaccreditation process with the Southern Association of Colleges and Schools, we finalized our Quality Enhancement Plan ("QEP"). The QEP provides a roadmap for (1) improving student learning outcomes, (2) improving critical thinking and problem-solving skills, (3) enhancing collaboration and communication skills, and (4) promoting real-world application of content in Science, Technology, Engineering, and Mathematics (STEM) disciplines, through use of a team-based learning environment.

In regards to our Healthcare – Hospital Delivery System: Through a focused approach on team work and coordination, we are currently delivering clinical care at nationally ranked best in class for quality at very low cost when adjusted for acuity of service provided.

Fiscal Year 2013 Quarterly Performance Report

Agency:	513 TROY UNIVERSITY
Mission:	Troy University is a public institution comprised of a network of campuses throughout Alabama worldwide. International in scope, Troy University provides a variety of educational programs at the undergraduate and graduate levels for a diverse student body in traditional, nontraditional, and emerging electronic formats. Academic programs are supported by a variety of student services which promote the welfare of the individual student. Troy University's dedicated faculty and staff promote discovery and exploration of knowledge and its application to life-long success through effective teaching, service, creative partnerships, scholarship and research.
Vision:	Troy University will provide academic programs worldwide that incorporate both classroom and online delivery for traditional and adult students. Within a "culture of caring", Troy University will foster excellence and leadership in its graduates. The University will be Alabama's leading international institution, serving over 50,000 students with 100% of its academic programs utilizing online technology.

Annual Goals	
1	(Student Centeredness)Ensure that students have effective academic programs as reflected in a student satisfaction rating of 90% for overall quality of academic programs as determined by the Graduating Student Survey.
2	(Internationalization)Troy University will enroll 900 international students on the Troy Campus by 2015.
3	(Cost Effectiveness and Strengthening the Infrastructure)Grant income will be increased by 100% by 2015 using fall 2004 as a baseline.
4	(Expand the Economy)Troy University will provide 30 online degree programs to support military and civilian personnel at the state's military installations for high school and adult students in distressed rural counties.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Improve ways to measure and compare student satisfaction of the Institution and use this information to create a new set of best practices.	1	Number of survey responses	13,600	3,556	0	0	1,600	6,976	800		16,000	
2 - To increase by an additional 50 international students per year.	2	Additional international students	35	116	0	0	10	33	5		50	
3 - To increase grant funding by at least \$3,700,000 per year.	3	Grant revenues in dollars	7,400,000	3,310,246	7,400,000	4,536,689	7,400,000	4,405,513	7,400,000		29,600,000	
4 - To increase the number of Alabama residents enrolled in online degree programs/courses by 150 students per year using fall 2006 as a baseline.	4	Number of new Alabama online students	75	423	0	0	45	254	30		150	

Fiscal Year 2013 Quarterly Performance Report
Notes

Fiscal Year 2013 Quarterly Performance Report

Agency:	514 ALA INSTITUTE FOR DEAF & BLIND
Mission:	To provide comprehensive education and service programs of superior quality for children and adults who are deaf, blind, deaf-blind or with multiple disabilities, and their families.
Vision:	To be the nationally recognized leader of diverse residential and community-based education, rehabilitation and employment programs for individuals who are deaf and/or blind.

Annual Goals	
1	AIDB will maintain and design innovative programs to meet the unique and changing education needs of students who are deaf and blind.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Coordinate support services for blind students in public schools through the Instructional Resource Center for the Blind.	1	Number of public school students served by AIRCB over the year.	1580	1601	1580	1599	1600	1634	1600	1634	1600	1634
2 - AIDB will conduct summer programs for deaf and blind students in campus and regional center locations.	1	Number of deaf and blind students attending summer programs.	0	0	0	0	70	106	0	0	70	106
3 - AIDB will develop an effective safety and security training program for deaf and blind students and staff.	1	Number of staff and students receiving security training.	200	200	250	300	0	0	700	985	1200	1211

Notes

How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

AIDB's operating budget is primarily funded by a legislative appropriation with no tuition or local tax support. We are still trying to recover from past years' funding cuts. In 2013 AIDB did not receive permanent funding for the 2% raise for education employees and we hope to address this issue for 2014. Our numbers served have increased. We are holding steady in programs but have not yet fully recovered personnel staffing for outreach programs around the state.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

A new president took office in January and renewed emphasis is being placed on strategic planning. Grant funds have been used to expand programs for deaf-blind and multidisabled children. AIDB will pursue funding and partnerships to focus on outreach efforts to serve deaf and blind children in public schools, advanced assistive technology training and job development for deaf and blind adults.

Fiscal Year 2013 Quarterly Performance Report

Agency:	571 MARINE ENVIRONMENTAL SCIENCES
Mission:	To conduct basic & applied research in all aspects of marine sciences, provide both structured and unstructured programs for K-Gray education state-wide, and to provide scientific and technological recommendations to local, state and federal agencies charged with the wise stewardship of our coastal resources.
Vision:	To convert MES/DAUPHIN ISLAND SEA LAB into a beacon for cutting-edge science, education and public policy for the citizens of our state and nation.
Annual Goals	
1	Increase undergraduate and graduate education in the areas of marine science, coastal resource management, and technological development.
2	Sustain the current levels of K-12 education and teacher training and certification in marine science education
3	Achieve recognition as a national center for excellence in marine sciences - education, research and service
4	Provide Students & faculty with cutting-edge infrastructure to support a strong learning environment.
5	Maintain existing capacity to provide non-instructional services to affected segments of local and regional populations

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Number of students with Graduate Research Status	1	Each	43	41	46	41	48	48	50	50	50	50
2 - Teacher enrollment in our programs	2	Each	15	21	20	13	45	30	50	62	130	126
3 - Overnight K-12 Students	2	Each	1750	1468	1500	1165	1600	1359	1250	976	6150	4968
4 - Day K-12 and Estuarium visitors	2	Each	9000	9010	10000	15249	27500	29571	25500	24798	72000	78628
5 - Extramural grant funding	3	dollars	350000	339399	500000	312963	2000000	695000	750000	587401	3600000	1934763
6 - Academic Support exp. as a percent of total expenditures	4	percentage	19	20	19	17	17	9	18	17	18	17.3
7 - Community and agency presentations	5	Each	25	24	20	16	30	7	25	26	100	73

Fiscal Year 2013 Quarterly Performance Report

Notes

How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

Our appropriation level is still below where it once was. Unlike other institutions we cannot simply raise tuition to offset these revenues. We have been able to maintain status quo but have not met all objectives.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

We are implementing new administrative software that should result in efficiencies regarding the registration process for all 22 member institutions.

Fiscal Year 2013 Quarterly Performance Report

Agency:	582 ALA FIRE COLLEGE/SHELTON STATE
Mission:	Our continuing commitment is to facilitate excellence in education, training, certification, and support services for the emergency response community.
Vision:	We, the Alabama Fire College, will be the answer to the needs of the fire and emergency service community.
Annual Goals	
1	Goal #1-Provide comprehensive and current curriculum
2	Goal #2-Develop new courses to meet fire service demand
3	Goal #3-Maintain an accredited system of certification

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Insure that existing course curricula is updated annually.	1	# of classes updated	4	6	4	3	4	4	4	24	16	37
2 - # of new classes developed	2	# of new classes developed	1	1	1	1	1	1	1	1	4	4
3 - Migrate certification classes into the IFSAC system.	3	# of classes migrated to IFSAC.	3	5	3	0	3	3	3	22	12	30

Notes

1 The majority of our course updates were completed in Q4 but started in earlier quarters creating the large year end increase.

3 30 courses were submitted for IFSAC approval this year. As with Objective 1, the majority of courses were in the process of being migrated to IFSAC throughout the year and completed in Q4.

How have policy decisions and budget determinations made by the governor and legislature in the fiscal year 2012-2013 affected your agency in meeting its desired accomplishments and services?

We have striven to cut costs wherever possible and were grateful to have the majority of our budget returned for FY14. This will allow us to better serve and train First Responders in the state of Alabama as well as increase our national outreach.

What administrative improvements did your agency make in fiscal year 2012-2013 and what potential improvements do you foresee for future years? Include suggested changes in legislation or administrative procedures which would aid your agency in these improvements.

We continue to look for ways to improve the efficiency of our personnel and organizational structure.

FY 13 Quarterly Performance Report

Agency: Talladega College

Mission: To instill in our graduates the value of morality, intellectual excellence and hard work.

Vision: To provide a safe and secure sanctuary of higher education with enhanced delivery modes for electronic communications.

- Annual Goals
- 1 Increase electronic communications capability campus wide
 - 2 Increase campus security
 - 3
 - 4

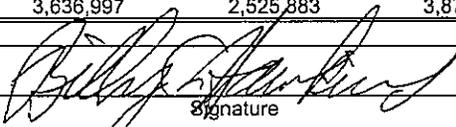
Quarterly Objectives and Targets:													
Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual		
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
1	Expansion of our wireless offerings	1	Number of buildings converted to wireless capability	5	5	10	8	10	8	5	7	30	28
2	Increase student's ability to communicate electronically	1	Issue i-pads to all new incoming freshmen and transfer students.	100%	100%			100%	100%			100%	100%
3	Increase lighting	2	Increase lighting campus wide by 30%	5%	10%	10%	10%	10%	10%	5%		100%	100%
4	Install guard houses	2	Install four (4) guard houses	1	1	2	2	1	1			4	4
5													

Notes

Talladega College
Institution

QUARTERLY EXPENDITURE REPORT FOR FY 2013

COMBINED CURRENT FUNDS EXPENDITURES	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER	
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual
Current Unrestricted Funds:								
Instruction	436,000	441,778	470,000	662,913.00	324,000	315,804	470,000	378,160
Research								
Public Service								
Academic Support	93,000	79,059	89,000	102,856	101,000	73,129	117,000	70,121
Client/Student Services	510,000	580,461	454,000	572,028	519,000	249,037	517,000	559,817
Institutional Support	797,000	777,466	797,000	802,042	796,997	381,595	797,000	767,183
O&M of Physical Plant	900,000	684,306	900,000	1,093,670	1,000,000	418,024	935,000	924,275
Scholarships and Fellowships	510,000	236,470	606,000	1,467,208	8,000	49,892	76,000	871,140
Sheltered Workshops and BSC								
Other ----								
Total Unrestricted E&G Expenditures	3,246,000	2,799,540	3,316,000	4,700,717	2,748,997	1,487,481	2,912,000	3,570,696
Current Restricted Funds:								
Instruction	243,000	436,789	336,000	179,082	243,000	370,569	278,000	325,958
Research								
Public Service	55,000	12,660	66,000	12,660	75,000	160,147	74,000	72,673
Academic Support	110,000	64,943	100,000	74,621	90,000	36,140	90,000	41,083
Student Services	160,000	127,991	120,000	85,729	100,000	77,073	110,000	70,062
Institutional Support	525,000	285,824	405,000	98,782	80,000	121,880	90,000	111,586
O&M of Physical Plant	792,000	103,312	358,000	26,494	100,000	30,782	100,000	8,469
Scholarships and Fellowships								
Total Restricted E&G Expenditures	1,885,000	1,031,519	1,385,000	477,368	688,000	796,591	742,000	629,831
Auxiliary Enterprise Expenditures	290,000	368,728	290,000	581,424	200,000	241,811	220,000	404,739
TOTAL CURRENT FUND EXPENDITURES	5,421,000	4,199,787	4,991,000	5,759,509	3,636,997	2,525,883	3,874,000	4,605,266



 Signature

 10/31/13

 Date

Lyman Ward Military Academy
Institution

QUARTERLY EXPENDITURE REPORT FOR FY 2013

COMBINED CURRENT FUNDS EXPENDITURES	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER	
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual
Current Unrestricted Funds:								
Instruction	358,942	301,369.41	358,942	184,087	358,942	285,827.00	358,492	243,185
Research								
Public Service								
Academic Support	19,373	59,002.71	19,373	49,984	19,373	8,812.00	19,373	22,647
Client/Student Services	110,926	136,469.95	110,926	156,204	110,926	45,776.00	110,926	97,143
Institutional Support	193,948	115,770.57	193,948	155,924	193,948	69,142.00	193,948	77,048
O&M of Physical Plant	160,470	248,457.56	160,470	256,314	160,470	347,237.00	160,470	173,809
Scholarships and Fellowships	3,688		3,688		3,688		3,688	28,438
Sheltered Workshops and BSC								
Other ---								
Total Unrestricted E&G Expenditures								
Current Restricted Funds:								
Instruction								
Research								
Public Service								
Academic Support								
Student Services								
Institutional Support								
O&M of Physical Plant								
Scholarships and Fellowships								
Total Restricted E&G Expenditures								
Auxiliary Enterprise Expenditures								
TOTAL CURRENT FUND EXPENDITURES	847,347	861,070	847,347	802,513	847,347	756,794	846,897	642,270

Ray W. Bennett
Signature

15 Oct 2013.
Date

#2953 P. 001/001

LYMAN WARD

10/15/2013 13:56 25688964661

Agency: Tuskegee University

Mission: To prepare students to assume effective professional and leadership roles in society and to become productive citizens in the national and world community

Vision: Tuskegee University seeks become a premier research intensive, student centered, knowledge discovery-premised, and engagement oriented institution, with a co-curricular program that presents an inviting environment for intellectual and personal growth, and prepares undergraduate and graduate students for successful professional attainment and lifelong learning.

Annual Goals

- To strengthen the educational preparation of undergraduates for life and work in a 21st century global society and achieve explicit and substantial improvement in teaching and learning by enhancing the delivery modes of instruction.
- As an institutional product of the 2006-2008 Southern Association of Colleges and Schools (SACS) reaffirmation of accreditation processes, strengthen the performance levels of the entire university faculty, especially as regard instructional efficacy for the General Education Curriculum and the Quality Enhancement Plan (QEP)
-
-

Quarterly Objectives and Targets												
			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1	Develop, validate and assess annually measurable student learning outcomes for each academic objective target.	1	% of Completion	86	85	87	90	89	90	90	90	90
2	Continue to increase the percentage of the faculty using Blackboard and other technology-based teaching resources	1	% of Faculty Using	80	80	82	82	83	83	84	83	83
3	Establish, operate and document the instructional efficacy of smart classrooms - one for each of the five colleges.	1	% of Classrooms	70	70	72	75	74	75	76	75	76
4	Improve the quality, effectiveness and efficiency of research activities as assessed by increased yields and successes	2	% of Increase	2	2	5	5	5	10	10	10	10
5	Annually assess the value added by and effectiveness of aggregate student services, administrative functions support systems	2	% of Increase	2	2	5	7	5	10	5	5	5

Notes



Tuskegee University
 Agency

QUARTERLY EXPENDITURE REPORT FOR FY 2012-2013

COMBINED CURRENT FUND EXPENDITURES	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER	
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual
Current Unrestricted Funds:								
Instruction	5,371,037	5,477,108	4,772,495	5,610,953	4,234,038	4,266,322	4,398,688	4,764,049
Research	847,436	786,945	840,757	599,279	918,463	732,939	611,141	727,316
Public Service	1,899,194	1,236,708	1,457,114	1,547,091	1,691,597	1,555,565	1,508,325	1,062,255
Academic Support	1,112,679	757,721	1,069,822	1,013,043	1,482,489	901,700	1,782,115	767,403
Student Services	1,661,237	1,781,041	1,453,214	1,715,844	1,568,289	1,279,065	1,772,813	1,650,536
Institutional Support	4,590,373	4,551,661	4,078,705	4,887,564	4,548,912	5,113,891	3,943,251	5,767,599
O&M of Physical Plant	2,714,649	2,996,705	2,945,711	2,335,620	3,244,571	1,996,507	2,813,647	1,927,305
Scholarships and Fellowships	4,418,250	4,774,698	3,711,330	4,033,701	6,185,550	6,242,280	3,357,870	4,664,712
Sheltered Workshops and BSC								
Other---								
Total Unrestricted E&G Expenditures	22,614,855	22,362,587	20,329,148	21,743,095	23,873,909	22,088,269	20,187,850	21,331,175
Current Restricted Funds								
Instruction	2,150,691	3,038,163	2,722,901	1,974,292	2,878,648	2,399,509	1,898,541	2,429,028
Research	2,750,700	2,975,220	2,980,989	3,080,936	3,749,925	3,835,015	3,001,471	4,662,797
Public Service	1,662,871	1,380,502	1,787,125	1,879,175	2,177,616	1,126,884	1,387,203	950,826
Academic Support	86,216	24,437	181,703	28,373	210,513	63,661	57,237	58,267
Student Services	10,908	1,877	9,177	5,593	10,519	2,402	8,407	620
Institutional Support	19,376	118,316	40,319	163,037	105,172	93,510	42,470	106,643
O&M of Physical Plant	0	0	0	0	0	0	0	0
Scholarships and Fellowships	927,182	1,103,613	2,655,257	1,776,456	1,179,793	1,308,513	2,989,006	1,466,230
Total Restricted E&G Expenditures	7,607,944	8,642,128	10,377,471	8,907,862	10,312,186	8,829,494	9,384,335	9,674,411
Auxiliary Enterprise Expenditures	3,294,978	3,957,354	3,642,813	3,475,315	2,532,131	2,501,754	2,361,011	3,537,917
TOTAL CURRENT FUND EXPENDITURES	33,517,777	34,962,069	34,349,432	34,126,272	36,718,226	33,419,517	31,933,196	34,543,503

COMMENTS