

**1st QUARTER PERFORMANCE REPORTS**

FY 2021

**POSTSECONDARY INSTITUTIONS  
PRIVATE AND STATE RELATED COLLEGES**

**Department of Finance  
Executive Budget Office**







**Department: 122 - 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.

**Annual Goals**

- 01 Create a Student Centered Culture with focus on Student Engagement
- 02 Fully Inaugurate 21st Century Higher Education at Tuskegee University: Through Innovative and Expanded Academic Programming and Instruction Infrastructure and Technology
- 03 Administer efficient resource management
- 04 Increase enrollment through recruitment and retention.
- 05 Foster a culture of advancement and development

**01 - Conduct leadership training through the Booker T. Washington Leadership Institute**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Aggregate # of Events	2	0	4		5		5		16	

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**02 - Offer fully online courses**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Aggregate # of classes offered	50	357	60		70		70		250	

**03 - DELETED**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Aggregate # of Events	2	0	4		5		5		16	

**04 -**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04		0	0	0		0		0		0	

05 -

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
05		0	0	0		0		0		0	

**Department: 123 - Lyman Ward Military Academy**

Mission: A private military boarding academy providing the best in academics, leadership and athletics structured on a foundation of moral and ethical values that develops young men of integrity, competence and excellence who are prepared for the work of life.

Vision: To be widely recognized as the premier military boarding school for young men in the United States.

**Annual Goals**

- 01 Increase enrollment to 200 students within 3-5 years
- 02 Maintain our Alabama student population to at least 50% of our total enrollment
- 03 Retain AdvancED, AISA, and JROTC affiliations through performance
- 04 Increase Advanced Placement offerings and the number of students enrolled in AP courses
- 05 Retain and improve our dual enrollment course offerings online and on campus through Central Alabama Community College
- 07 Continue to upgrade our Information Technology by increasing use and application campus wide
- 09 Continue to enhance our ethnic diversity by outreach to minority and international students so as to include a diverse mix of students from all socioeconomic levels
- 11 Continue the upgrade of all campus facilities to include dormitories and academic buildings to provide the best for our students
- 12 Continue to provide a safe and secure environment for our students and staff through constant upgrades and planning actions

**01 - Continue to increase marketing and advertising budget**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	\$	9,350	24,300	9,350		9,350		9,350		37,400	



**02 - Continue the Speakers Program**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Number	1	1	1		1		1		4	

**03 - Continue to seek corporate support and public funds to provide financial aid to families in need of assistance to enroll the student**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	\$	3,000	14,000	3,000		3,000		3,000		12,000	

**05 - Improve our network of parents and alumni to actively help recruit students for the Academy**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Number	28	55	25		25		22		100	

**06 - Continue to offer tuition discounts to Alabama residents to maintain 50% of total enrollment for Alabama.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Percent	15	20	15		10		10		50	

**08 - Continue to improve and meet recommendations made by AdvancedED, AISA and US Army Cadet Command to enhance all programs**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Number	1	1	1		1		1		4	

**09 - Continue to enhance the JROTC Program through facilities and offerings**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Number	1	1	1		1		1		4	

**10 - Enroll at lease 10% of students in an AP course**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	Percent	4	3	2		2		2		10	

**11 - Continue to build on college program**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
05	Number	2	2	2		2		2		8	

**12 - Continue IT upgrades campus wide to better support learning**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
07	Number	2	2	2		2		2		8	

**14 - Continue to increase campus wide diversity among our student population**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
09	Percentage	3	3	3		3		3		12	

**15 - Continue upgrades as mandated by Strategic Plan**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
11	Number	2	2	2		2		2		8	

**16 - Test and conduct security IAW ERP and continue campus wide upgrades to our security systems**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
12	Number	2	2	2		2		2		8	

**17 - Increase security technology campus wide.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
12	Percent	25	25	25		25		25		100	

Performance Objective	Justification
01	SPENT MORE TRYING TO DRIVE UP ENROLLMENT; USED TV AND OTHER MEANS
05	SUCCESSFULLY TRYING TO ENHANCE INVOLVEMENT FROM ALUMS/PARENTS. MORE ALUM INVOLVEMENT 1ST QTR
06	INCREASED DISCOUNTS TO ENTICE NEW ENROLLEES DUE TO ECONOMIC ISSUES
10	DUAL ENROLLMENT
11	AVIATION SIMULATOR USE IN CONJUNCTION WITH CENTRAL ALABAMA COMMUNITY COLLEGE
14	INTERNATIONAL STUDENT BASE

**Department: 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**

- 01 Advance the University's academic, research, scholarship, and service priorities; continue to promote growth and national prominence in these areas.
- 02 Retain and recruit outstanding faculty and staff to support the teaching, research, and service mission of the University.
- 03 Enhance the University's learning environment to attract and retain excellent students.
- 04 Develop a University-wide emphasis on leadership as a primary role of the flagship university of the State of Alabama.

**01 - (O1-Efficiency) Maintain the number of degrees awarded annually.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Annual Degrees Awarded	2,050	2,262	0		5,200		1,400		8,650	

**02 - (O2-Quality) Increase research award dollars.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	total Research Award Dollars	20,700,000	28,005,204	14,950,000		14,950,000		28,750,000		79,350,000	

**03 - (O1-Quality) Increase faculty salaries to the SUG 50th percentile.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Average Faculty Salary	0	0	0		0		102,000		102,000	

**04 - (O2-Quality) Maintain the enrollment of international students.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Number of International Studen	1,400	1,176	0		0		0		1,400	

**05 - (O1-Quality) Maintain funding awarded for academic scholarships.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Total Scholarship Dollars	0	0	0		0		215,931,149		215,931,149	

**06 - (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.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	Number of Participants	0	0	0		0		17,500		17,500	



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**Department: 502 - University Of Ala - Birmingham**

UAB serves students, patients, the community and the global need for discovery, knowledge dissemination, education, creativity and the application of groundbreaking solutions. We are a leader among comprehensive public urban research universities with academic medical centers.

**Annual Goals**

- 01 Provide 21st century, world-class, socially responsible education that prepares diverse students to lead, teach, provide professional services and become prominent scholars and societal leaders of the future.
- 02 Pursue research, scholarship and creative activities that spur innovation, make UAB a vibrant cultural center, and expand our capability to continually discover and share new knowledge.
- 03 Encourage partnerships that advance education, the arts and humanities, health, economic prosperity and a fulfilling quality of life through service at home and around the globe.
- 04 Deliver the highest-quality patient care that reflects our ability to translate discoveries into revolutionary therapies in one of the nation's largest academic medical centers.

**11 - Increase the percentage of First-time, Full-time, Baccalaureate Degree-seeking Freshmen retained from 1st Fall to 2nd Fall.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Percentage	84		0		0		0		0	

**12 - Increase the percentage of First-time, Full-time, Baccalaureate Degree-seeking Freshmen graduating within 150 percent of the published time for the program, or before the 7th Fall term.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Percentage	59		0		0		0		0	

**13 - Increase the total number of students enrolled at all levels, excluding Advanced Professionals.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Number	22,000		0		0		0		0	

**14 - Increase the total number of completions.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Number	5,304		0		0		0		0	

**15 - Increase the total amount of research expenditures.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Number	619,400,000		0		0		0		0	

**16 - Increase the total graduates (including undergraduate and graduate students, except O.D., D.M.D., and M.D. degree graduates) reporting employment in Alabama on the National Association of Colleges and Employers (NACE) First Destination Survey.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Number	0		0		77		0		0	

**17 - Increase the UAB Medicine patient visits are defined as number of arrived appointments (MDs and Advanced Practice Providers only) at UAB Medicine/HSF Clinics as measured by fiscal year.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	Number	0		0		0		1,382,734		0	

**Department: 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**

- 01 Increase the University headcount student enrollment to 10,200 students by the Fall of 2020.
- 02 Increase the enrollment of non-resident domestic undergraduate students to 25% of undergraduate by the Fall of 2020.
- 03 Increase 6-year graduation rate to 60% by the Fall of 2020.
- 04 Increase external grants and contracts to \$86,000,000 by FY 2021.
- 05 Increase private gifts (based on 5-year annual average) to \$4.2 million by FY 2021.

**01 - Increase student enrollment headcount by 4.5% each year**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Headcount Enrollment	10,200	10,000	0		0		0		10,200	

**02 - Increase out-of-state and international undergraduate students headcount by 1% each year**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Percentage	25	28	0		0		0		25	

**03 - Increase 6-year graduation rate by 4% annually**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Percentage	60	57	0		0		0		60	

**04 - Increase federal, state, and private grants and contracts by 5% annually**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	Dollars	22,000,000	30,523,686	44,000,000		66,000,000		88,000,000		88,000,000	

**05 - Increase private gifts (5-year) average by 10% annually**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
05	Dollars	1,000,000	606,868	2,000,000		3,000,000		4,100,000		4,100,000	

**Department: 504 - Alabama A&M University**

Mission: Alabama Agricultural and Mechanical University is a public, comprehensive 1890 Land-Grant institution, committed to access and opportunity, and dedicated to intellectual inquiry. The application of knowledge and excellence in teaching, research and service is responsive to the needs of a diverse student population and the social and economic needs of the state and region. The University offers contemporary baccalaureate, master's, educational specialist and doctoral level degrees to prepare students for careers in the arts, sciences, business, engineering, education, agriculture and technology. As a center of excellence, the University is dedicated to providing a student-centered educational environment for the emergence of scholars, scientists, leaders and critical thinkers, who are equipped to excel through their contributions and leadership in a 21st century national and global society.

**Annual Goals**

- 01 : Increase Student Scholarship funding by 3%
- 02 : Enhance physical resources and space utilization by addressing deferred maintenance needs
- 03 : Increase Retention rate of students by 2%

**01 - Advance the level of faculty and student scholarship**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	N/A	1	1	2		3		4		4	



**02 - Enhance campus facilities and space utilization**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	N/A	1	1	2		3		4		4	

**03 - Increase student leadership through participation in university governance, and daily life of students and student related activities.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	N/A	1	1	2		3		4		4	

## Department: 505 - Alabama State University

Mission: Alabama State University is a comprehensive diverse student-centered public Historically Black Colleges and Universities (HBCU) committed to global excellence in teaching, research and service.

The University fulfills its mission by:

- \* Fostering critical thought
- \* Encouraging artistic creativity
- \* Developing professional competence
- \* Promoting responsible citizenship in its students
- \* Adding to the academic and experiential bodies of knowledge
- \* Enhancing the quality of life through research and discovery
- \* Cultivating global citizenship through thoughtful (meaningful, purposeful conscientious, intentional) and engaging public service

ASU offers baccalaureate through doctorate degrees in an expansive array of academic programs. We maintain a scholarly and creative faculty, state-of-the-art facilities, and an atmosphere in which members of the university community live, work and learn in pleasant surroundings. ASU offers a bridge to success for those who commit to pursuing quintessential educational opportunities and lifelong endeavors.

Vision: Alabama State University (ASU) will achieve global recognition through excellence in teaching, research and service. ASU will advance its current status as a premiere, comprehensive, Level VI regionally accredited institution, to a Doctoral/Research University (DRU) Carnegie Classification-designated institution.

We shall become the destination university for students seeking a holistic educational experience. We will build upon quality scholarship and academic rigor to graduate a diverse corps of lifelong learners who are fully equipped to lead and succeed as citizens of the global workforce.

### Annual Goals

- |    |   |
|----|---|
| 01 | Holistic Student Engagement. To employ a holistic student engagement model of focused processes, programs and services that help students achieve success at every point along the college trajectory, from recruitment to graduation to career advancement to alumni involvement.  |
| 02 | Fiscal Growth and Integrity. To exercise fiscal integrity through compliance with policies that promote prudent management of institutional resources; and to achieve fiscal growth and stability through targeted fundraising efforts and investments, relationship cultivation and by meeting institutional enrollment goals. |
| 03 | Focused Customer Service. To serve the university community and constituents with exemplary and responsive customer service that places professionalism, timeliness, accountability, efficiency, and effective communication at the heart of every interaction.   |
| 06 | Infrastructure Expansion and Sustainability. To ensure that the physical facilities and infrastructure of the University are adequate to support all programs, activities and services.   |

**05 - Fiscal Stability**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Cash Reserves	4,000,000	1,300,000	5,000,000		4,500,000		4,000,000		17,500,000	

**15 - To increase the recruitment of undergraduate and graduate admissions.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	# of Applications	1,100	1,012	100		900		1,100		3,200	

**16 - To increase graduation rates as measured by SACSCOC CR8.1 (Student Achievement)**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	% Increase	5	-3	0		0		0		5	

**17 - To increase course completion rates across all levels of academic instruction as measured by SACSCOC FR 4.1**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	% Increase	5	5	5		5		5		20	

**18 - Maintain Audit Rate**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	% Unqualified Opinion	100	100	100		100		100		400	

**19 - To increase the impact of the opportunities for the University's campus population and alumni to engage with the community and other stakeholders**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	# of Projects Completed	1	4	1		3		1		6	

**20 - Increase Licensure/Certification Rate (Passage Rate)**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	% Increase	5	10	0		0		0		5	

**21 - Maintain the integrity of IT Services**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
06	% Incr. of Cust. Satisfaction	5	5	5		5		5		20	

**22 - To increase the University's engagement with alumni**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	% Increase	5	5	2		3		10		20	

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**23 - To increase external fundraising through improved data systems and stewardship**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	% Increase	2	10	3		5		10		20	

**Department: 506 - Auburn University-Main Campus**

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**

- 01 Increase six-year graduation rate to 79% (Fall 2014 cohort)
- 02 Produce total sponsored academic R&D of at least \$215 MM as reported by the National Science Foundation's most recent HERD survey (FY2019)
- 03 Equal peer norms in the level of student writing, as measured by the National Survey of Student Engagement
- 04 By 2020 (as measured by Fall 2020 enrollment), enroll at least 215 qualified students from minority populations per 1,000 students enrolled, including non-resident aliens
- 05 Maintain institutional membership in the prestigious Association of Research Libraries

**01 - Increase six-year graduation rate to 79% (Fall 2014 cohort)**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	% Graduates/ Cohort	79		0		0		0		79	

**02 - Produce total sponsored academic R&D of at least \$215MM as reported by the National Science Foundation's most recent report (FY2019).**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Expenditures (\$millions)	215		0		0		0		215	

**03 - Equal peer norms in the level of student writing, as measured by the National Survey of Student Engagement**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Effect Sizes (+/- 0.15)	0		0		0		0		0	

**04 - By 2020 (as measured by Fall 2020 enrollment), enroll at least 215 qualified students from minority populations, including non-resident aliens, per 1,000 students enrolled.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	Minority students per 1000	215		0		0		0		215	



**05 - Maintain institutional membership in the prestigious Association of Research Libraries**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
05	Membership Status (1=member)	1		0		0		0		1	



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**03 - Increase the number of unique students taking online courses**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Students		7,580								

Performance Objective	Justification
01	Goal 01 = Increase Credit Hours From Previous Fall and Spring Semesters, Q1 Target 95,000 for Undergraduate Credit Hours, Unit of Measure = Credit H
02	Goal 01 = Increase Credit Hours From Previous Fall and Spring Semesters, Q1 Target 9,000 for Graduate Credit Hours, Unit of Measure = Credit Hours
03	Goal 01 = Increase the Number of Unique Students Taking Online Courses, Q1 Target = 6,500 for Students, Unit of Measure = Students

**Department: 509 - University Of West Alabama**

Mission: Enriching lives through education, service and outreach

Vision: To offer quality education and effective services while establishing a model for leadership in our region and beyond

**Annual Goals**

- 01 Promote high quality, relevant academic programs and faculty to ensure student transition to career or graduate school.
- 02 Grow enrollment and increase retention and persistence to graduation.
- 03 Pursue an institutional identity that exemplifies effective communication, inclusiveness, collaboration, and outreach.
- 04 Offer workforce development programs and training programs to residents within the service area.

**01 - Provide personalized advising to all incoming students**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Number of Meetings	2		2		2		1		7	

**02 - Provide curriculum development workshops on campus**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Number of Total Enrollments	0		0		0		0		0	

**04 - Provide workforce development workshops and trainings for residents in the region**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Number of Workshops	3		4		3		4		0	

**05 - Provide Scholarships to Students in the Black Belt Teachers Corp.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	Number of Scholarships	0		0		0		0		0	

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Performance Objective	Justification
01	All advisors will meet face-to-face with students twice during the fall and spring semesters and touch base with them once during the summer.
04	UWA will offer at least 14 economic and/or workforce development workshops, seminars, or institutes for FY 2021.

**Department: 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 students 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**

- 01 Increase revenue generation through enrollment.
- 02 Increase revenue generation through grants.
- 03 Increase revenue generation through external partnerships.

**01 - Student/Faculty Ratio (fall term data)**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Fall term student ratio	15	13	15		15		15		15	

**02 - Maintain regional accreditation**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Regional Accreditation Status	1	1	1		1		1		1	

**03 - Undergraduate enrollment fall term**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Fall count	2,200	2,228	2,200		2,200		2,200		2,200	

**04 - Graduate enrollment fall term**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Fall count	300	372	300		300		300		300	



**05 - Annual grant applications by UM faculty & staff**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Number	31	9	31		31		31		31	

**06 - Annual number of campus academic camps for youth**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Number	220	0	220		220		220		220	

Performance Objective	Justification
06	These are typically held during summer, but none in SU2020 due to COVID.

## Department: 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

- 01 Undergraduate credit hour-increase in number of credit hours from previous year for Fall, Spring and Summer semesters.
- 02 Graduate credit hours-Increase in number of credit hours from previous year for Fall, Spring and Summer semesters.
- 03 International Students-Increase in number of international students from previous year for Fall, Spring and Summer semesters.
- 04 Degrees Awarded-Increase in number of degrees awarded from previous year for Fall, Spring and Summer semesters.
- 05 Conduct Diversity Training Workshops
- 06 Increase donation giving over previous year.



**04 - % increase in number of degrees awarded**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	percentage		0								

**05 - Conduct Diversity Training and Workshops**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
05	Number		12								

**06 - % increase in donation giving over previous year.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
06	percentage	0	-6	0		0		0		0	

**11 - DELETED**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		0	0	0		0		0		0	

**14 - DELETED**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		2	0	2		2		2		8	

**16 - DELETED**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		0	0	0		0		0		0	

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18 - DELETED

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		0	0	0		0		0		0	

19 - DELETED

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		0	0	0		0		0		0	

20 - DELETED

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		0	0	0		0		0		0	

Performance Objective	Justification
01	Pandemic

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02	Growth of graduate program
03	Pandemic
05	Campus focus
06	Pandemic

**Department: 512 - University Of South Alabama**

Mission: The University of South Alabama, with a global reach and special focus on the Gulf Coast, strives to make a difference in the lives of those it serves through promoting discovery, health, and learning.

Vision: The University of South Alabama will be a leading comprehensive public university internationally recognized for educational, research, and health care excellence as well as for its positive intellectual, cultural, and economic impact on those it serves.

**Annual Goals**

- 01 To develop, implement, and assess initiatives and practices to insure all students are offered the resources, structure, and relationships necessary for high-quality learning, academic persistence, and degree completion.
- 02 To increase USA productivity in discovery, research, scholarship, and creative activities and ensure excellence in graduate education.
- 03 To strengthen the connections and collaborations between the University and the larger world by enhancing faculty, staff, and students' international experiences and their understanding of other societies and cultures among faculty, staff, and students.
- 04 To actively participate in research, to educate healthcare professionals, and to be the region's leader in patients' access to care, outcomes, and satisfaction by providing health care that uses an interprofessional approach, is efficient, and is informed by research and education.

**01 - Maintain first-time full-time freshman six-year graduation rate by 1.70%**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Percentage	44	45	0		0		0		44	



**02 - Increase first year retention rate of first-time full-time freshman by 1.75%**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Percentage	75	76	0		0		0		75	

**03 - Maintain the 6 year graduation rate for Pell-eligible first time full time freshman by 2.5% annually.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Percent	39	38	0		0		0		39	

**04 -**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02		0	0	0		0		0		0	

**06 - Maintain Hospital patient days per year**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	Patient Days	28,470	31,331	28,470		28,470		28,470		113,800	

**07 - Increase grant proposals submitted by 5%**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Percentage	0	0	0		0		0		0	

**10 - Increase dollar amount of awards received from external agencies by 10% annually.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Percentage	0	0	0		0		0		0	

**Department: 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**

- 01 (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.
- 02 (Internationalization) Troy University will enroll 1,000 international students on the Troy Campus by 2020.
- 03 (Cost Effectiveness and Strengthening the Infrastructure) Grant income will be increased by 100% by 2020 using FY 2015 as a baseline.
- 04 (Expand the Economy) Troy University will provide 50 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.

**01 - Improve ways to measure and compare student satisfaction of the Institution and use this information to create a new set of best practices.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Number of Survey Responses	29,750	19,400	0		3,500		1,750		35,000	

**02 - To Increase by an additional 50 international students per year.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Additional International Stude	140	148	0		40		20		200	

**03 - To Increase grant funding by at least \$3,700,000 per year.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Grant Revenues in Dollars	10,300,000	5,377,781	10,300,000		10,300,000		10,300,000		41,200,000	

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**04 - To increase the number of Alabama residents enrolled in online degree programs/courses by 200 students per year using fall 2015 as a baseline.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	# of New Ala Online Students	350	378	0		210		140		700	

**Department: 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**

- 01 AIDB will design innovative instructional programs to meet the unique and changing education and rehabilitation needs of students clients consumers and families.
- 02 AIDB will recruit develop and maintain highly skilled and trained staff to meet the needs of students clients consumers and families.
- 03 AIDB will maximize the application of accessible technology in education and consumer training administrative and communication functions.
- 05 AIDB will create a network of state and national education service and employment programs that define our comprehensive mission to serve individuals who are deaf blind deaf-blind or with multiple disabilities.

**01 - AIDB will serve more than 20,500 individuals with hearing and vision loss from birth to aging through campus and outreach programs in education, rehabilitation and employment areas statewide.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Number of Deaf & Blind Childre	6,500	7,691	6,500		6,500		6,500		26,000	

**02 - AIDB will expand its in-service and professional development programs to ensure staff meet appropriate desired standards.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Number of Staff Participating	400	214	400		400		400		1,600	

**03 - Expand use of assistive technology in classroom and work training settings**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Number of Students & Clients R	400	647	400		400		400		1,600	

**05 - AIDB will expand its outreach services to deaf and blind students served in public schools.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
05	# of Public School Students	600	732	600		600		600		2,400	



**Department: 571 - Marine Environmental Sciences**

Mission: To conduct basic & applied research in all aspects of marine sciences, provide both structured and unstructured programs for K-12 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 MESC/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**

01 Increase undergraduate and graduate education in areas of marine science coastal resource management and technical development.

**01 - Number of students with Graduate Research Status**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Each	35	34	36		37		38		38	

**02 - Teacher enrollment in our programs**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Each	0	45	0		25		35		60	

**03 - Overnight K-12 students**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Each	500	190	500		1,000		700		2,700	

**04 - Day K-12 Students & Estuarium visitors**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Each	7,000	4,934	5,000		30,000		25,000		67,000	

**05 - Extramural Grant funding**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Dollars	2,000,000	7,709,974	2,000,000		2,500,000		2,500,000		9,000,000	

**Department: 581 - Athens State University**

Mission: The University advances the best interests of its students and the State of Alabama through teaching, service, research and other creative activities to empower students to make valuable contributions in their professional, civic, educational, and economic endeavors. Through innovative communication and course delivery, for high-quality undergraduate and select graduate programs, Athens State University provides a supportive environment for each student, demonstrating the importance of the diverse and interdependent nature of our state and society. Athens State University changes the face of Alabama by changing the lives of its students.

Vision: Athens State University will be the premier destination for transfer students seeking the highest quality education and cutting-edge delivery at the most affordable cost. As the upper division university in Alabama, building on a tradition that began in 1822, Athens State University will be the catalyst for positive change in the lives of its students.

**Annual Goals**

- 01 : Increase marketing and continue implementation of the enrollment management plan to develop recruitment and retention strategies for both traditional and non-traditional students. Also, introduce key new programs in demand in our local area.

**01 - Increase student enrollment by 1% over the same term from the previous academic year.**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Headcount	2,973	2,867	2,815		1,936		2,992		10,716	

**Department: 582 - Fire College & Personnel Stds**

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**

- 01 Increase of Regional courses taught throughout state by 2%
- 02 To develop and deliver at least two new certification levels.
- 03 Increase number of Certification by 2%
- 04 Host and support three conventions for the fire service community

**05 - Host 3 Fire/Emergency Service Conferences**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
04	# of training conferences	1		1		0		1		3	

**06 - Increase Regional courses by 2%**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
01	Percentage	0.5		0.5		0.5		0.5		2	

**07 - Develop and deliver 2 new certification levels**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
02	Number	0		0		0		0		0	

**08 - Increase number of Certification courses delivered by 2%**

Goal	Unit	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
03	Percentage	1		1		1		1		2	

Performance Objective	Justification
05	Hold 3 fire service conferences per year

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06	Increase Regional deliveries across Alabama by 2%
08	Increase certifications issued by 2%