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Armstrong

Strategic Indicators
FY 2016 and Fall 2016

Armstrong State University
Office of Institutional Research
March 2017

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Charting Excellence Together

Armstrong's Strategic Plan

Our Mission

Armstrong is teaching-centered and student-focused, providing diverse learning experiences and professional programs grounded in the liberal arts.

Our Vision

Armstrong strives to be an academically selective institution of first choice, recognized nationally for undergraduate, graduate, and professional education.

Our Values

Armstrong embraces these core values:

- We value education that is student-focused, transformative, experiential and rigorous, leading to student success.
- We value balance among teaching, mentoring, and scholarship.
- We value an environment of mutual trust and collegiality that builds an inclusive community.
- We value transparency that fosters shared governance.
- We value and respect diversity.
- We value ethical behavior and accountability that support high standards of performance.
- We value civic engagement through outreach and service.
- We value our relationship with Savannah, its unique geographic location, rich history, and abundant opportunities.

Strategic Goal 1

Armstrong will impart the skills and habits of mind to motivated students that help them realize their potential as productive citizens of the world.

Strategic Goal 2

Armstrong will build upon and strengthen its foundational commitment to teaching, ensuring that transformative student learning occurs inside and outside the classroom.

Strategic Goal 3

Armstrong will enhance existing campus technologies, expanding both its technological capabilities and reach, to meet current and emerging needs.

Strategic Goal 4

Armstrong will strengthen its financial base, diversify university resources, and wisely invest in initiatives in order to ensure long-term sustainability.

Strategic Goal 5

Armstrong will increase its visibility across the state and region by transforming its most compelling strengths, values, and offerings into resonant messaging that inspires loyalty among internal stakeholders and alumni and builds lasting relationships with the local community.

Strategic Goal 1

Armstrong will impart the skills and habits of mind to motivated students that help them realize their potential as productive citizens of the world.

Armstrong will foster student success.

Armstrong graduates have demonstrated a distinguished record of achievement and service to the city of Savannah, the state, and the nation. This new strategic plan will strengthen Armstrong's efforts to attract and retain dedicated, hard-working, and professionally striving students who will sustain this record of achievement and service.

Strategic Indicators for Strategic Goal 1:

1. Overall Enrollment

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	
Undergraduate	6,731	90.9%	6,377	89.8%	6,346	89.5%	6,331	89.1%	6,397	89.4%	1.0% ↑
Graduate	708	9.1%	724	10.2%	748	10.5%	772	10.9%	760	10.6%	-1.6% ↓
Female	4,907	65.6%	4,809	67.7%	4,807	67.8%	4,786	67.4%	4,783	66.8%	-0.1% ↓
Male	2,532	34.5%	2,292	32.3%	2,287	32.2%	2,317	32.6%	2,374	33.2%	2.5% ↑
Full-Time	5,105	65.6%	5,002	70.4%	5,029	70.9%	4,980	70.1%	5,048	70.5%	1.4% ↑
Part-Time	2,334	34.5%	2,099	29.6%	2,065	29.1%	2,123	29.9%	2,109	29.5%	-0.7% ↓
First-time Full-time Bachelor Seeking Freshman	968	14.2%	864	12.2%	635	9.0%	578	8.1%	640	8.9%	10.7% ↑
Hispanic Enrollment	472	5.8%	476	6.7%	485	6.7%	517	7.3%	577	7.3%	11.6% ↑
Total Enrollment	7,439		7,101		7,094		7,103		7,157		0.8% ↑

2. Full Time Equivalent Enrollment

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% Change 15-16
	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	
FTE Enrollment	6,512	6,255	6,259	6,224	6,287	1.0% ↑

Note: Numbers highlighted in blue are the highest values across all years listed.

3. Mean SAT Scores First-Time Full-Time Bachelor Seeking Freshmen

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	
SAT Verbal	513	514	519	514	508						-1.2% ↓
SAT Math	501	502	494	494	488						-1.2% ↓
SAT Combined	1014	1016	1012	1007	996						-1.1% ↓

4. Students in Housing

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
First-time Full-time Bachelor Seeking Freshman	559	7.5%	452	6.4%	416	5.9%	469	6.6%	358	5.0%	-23.7% ↓
Undergraduate	1330	17.9%	1190	16.8%	1190	16.8%	1252	17.6%	1334	18.6%	6.5% ↑
Graduate	19	0.3%	14	0.2%	19	0.3%	16	0.2%	14	0.2%	-12.5% ↓
Total	1349	18.1%	1204	17.0%	1209	17.0%	1268	17.9%	1348	18.8%	6.3% ↑

5. Retention Rates for First-Time Full-Time Bachelor Seeking Freshmen

5a. One Year Retention Rates

	2011	2012	2013	2014	2015	% Change 14-15
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	
1-Year	68.6%	67.4%	70.0%	70.1%	74.2%	5.8% ↑

5b. Two Year Retention Rates

	2010	2011	2012	2013	2014	% Change 13-14
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	
2-Year	46.7%	46.6%	52.6%	54.4%	52.3%	-3.9% ↓

Note: Numbers highlighted in blue are the highest values across all years listed.

6. Graduation Rates for First-Time Full-Time Bachelor Seeking Freshmen

6a. Four Year Graduation Rates

FTFTF Cohort	2008	2009	2010	2011	2012	% Change 11-12
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	
4-Year	10.8%	10.1%	12.8%	12.6%	15.2%	20.6% ↑

6b. Five Year Graduation Rates

FTFTF Cohort	2007	2008	2009	2010	2011	% Change 10-11
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	
5 Year	26.0%	22.9%	25.9%	25.8%	26.7%	3.5% ↑

6c. Six Year Graduation Rates

FTFTF Cohort	2006	2007	2008	2009	2010	% Change 09-10
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	
6-Year	31.0%	33.6%	30.3%	32.6%	30.7%	-5.8% ↓

6d. Seven Year Graduation Rates

FTFTF Cohort	2005	2006	2007	2008	2009	% Change 08-09
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	
7 Year	34.5%	33.1%	36.4%	33.4%	35.2%	5.4% ↑

6e. Eight Year Graduation Rates

FTFTF Cohort	2004	2005	2006	2007	2008	% Change 07-08
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	
8 Year	32.4%	36.4%	34.4%	37.6%	34.7%	-7.7% ↓

Note: Numbers highlighted in blue are the highest values across all years listed.

7. Application Data

7a. Freshmen Application Data

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
Freshmen Apps	3,953		3,593		3,440		4,161		4,249		2.1% ↑
Freshmen Accepted	1,944	49.2%	1,717	47.8%	1,622	47.2%	1,744	41.9%	1,732	40.8%	-0.7% ↓
Freshmen Enrolled	1,016	52.3%	937	54.6%	816	50.3%	912	52.3%	863	49.8%	-5.4% ↓
Freshmen Denied	818	20.7%	892	24.8%	822	23.9%	607	14.6%	620	14.6%	2.1% ↑

7b. Transfer Application Data

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
Transfer Apps	1,762		1,606		1,905		1,733		2,060		18.9% ↑
Transfer Accepted	1,097	62.3%	968	60.3%	1,084	56.9%	962	55.5%	1,031	50.0%	7.2% ↑
Transfer Enrolled	638	58.2%	554	57.2%	663	61.2%	602	62.6%	571	55.4%	-5.1% ↓
Transfer Denied	132	7.5%	123	7.7%	163	8.6%	80	4.6%	84	4.1%	5.0% ↑

7c. Graduate Application Data

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
Graduate Apps	541		510		572		900		728		-19.1% ↓
Graduate Accepted	273	50.5%	267	52.4%	226	39.5%	288	32.0%	237	32.6%	-17.7% ↓
Graduate Enrolled	238	87.2%	236	88.4%	190	84.1%	243	84.4%	176	74.3%	-27.6% ↓
Graduate Denied	16	3.0%	13	2.5%	29	5.1%	159	17.7%	63	8.7%	-60.4% ↓

7d. Overall Application Data

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
Total Apps	7,062		6,566		6,876		7,681		8,075		5.1% ↑
Total Accepted	3,967	56.2%	3,642	55.5%	3,618	52.6%	3,628	47.2%	3,670	45.4%	1.2% ↑
Total Enrolled	2,286	57.6%	2,140	58.8%	2,071	57.2%	2,153	59.3%	1,988	54.2%	-7.7% ↓
Total Denied	980	13.9%	1,049	16.0%	1,068	15.5%	875	11.4%	787	9.7%	-10.1% ↓

Note: Numbers highlighted in blue are the highest values across all years listed.

8. DFW Rates

	FY12	FY13	FY14	FY15	FY16	% Change 15-16
	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	
Total	16.0%	15.6%	17.1%	14.4%	14.0%	-2.8% ↓
Mean Per Course	12.2%	11.9%	14.6%	11.3%	11.9%	5.3% ↑
Education Total	7.1%	8.3%	7.4%	7.5%	8.0%	7.2% ↑
Education Mean Per Course	6.8%	8.1%	6.6%	6.3%	7.6%	20.6% ↑
Health Professions Total	4.7%	4.8%	4.3%	4.1%	4.2%	2.4% ↑
Health Prof. Mean Per Course	3.7%	3.8%	3.8%	3.9%	3.9%	1.3% ↑
Liberal Arts Total	16.8%	14.8%	9.6%	13.6%	14.4%	5.9% ↑
Liberal Arts Mean Per Course	12.3%	11.6%	11.5%	11.2%	12.6%	12.7% ↑
Science/Technology Total	24.7%	25.1%	23.8%	23.0%	21.3%	-7.4% ↓
Science/Tech. Mean Per Crse	21.3%	20.5%	19.8%	18.9%	17.7%	-6.5% ↓
Lower Level Total	20.4%	20.5%	19.5%	19.0%	18.5%	-2.6% ↓
Lower Level Mean Per Crse	18.0%	18.7%	18.2%	17.4%	18.0%	3.3% ↑
Upper Level Total	8.2%	8.0%	7.4%	7.1%	7.4%	5.0% ↑
Upper Level Mean Per Crse	7.0%	6.3%	5.9%	6.2%	5.7%	-7.4% ↓
Graduate Level Total	3.4%	3.1%	3.6%	3.2%	4.3%	36.5% ↑
Grad. Level Mean Per Crse	4.1%	2.5%	3.2%	2.8%	5.2%	82.7% ↑

Note: Numbers highlighted in blue are the highest values across all years listed.

9. Undergraduate Student Credit Hour Production by College Majors

9a. College of Education

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
College of Education SCH	5,001		4,739		4,846		4,444		4,342		-2.3% ↓
SCH by Majors:											
Education Majors	2,681	53.6%	2,590	54.7%	2,525	52.1%	2,335	52.5%	2,401	55.3%	2.8% ↑
Health Professions Majors	775	15.5%	748	15.8%	773	16.0%	720	16.2%	714	16.4%	-0.8% ↓
Liberal Arts Majors	708	14.2%	643	13.6%	683	14.1%	626	14.1%	582	13.4%	-7.0% ↓
Science & Technology Majors	660	13.2%	593	12.5%	706	14.6%	622	14.0%	520	12.0%	-16.4% ↓
Undecided	177	3.5%	165	3.5%	159	3.3%	141	3.2%	125	2.9%	-11.3% ↓

	Fall 2012		Fall 2013		Fall 2014		Fall 2014		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
College of Education Lower SCH	2,832		2,569		2,678		2,563		2,492		-2.8% ↓
SCH by Majors:											
Education Majors	677	23.9%	609	23.7%	596	22.3%	669	26.1%	678	27.2%	1.3% ↑
Health Professions Majors	739	26.1%	714	27.8%	739	27.6%	659	25.7%	698	28.0%	5.9% ↑
Liberal Arts Majors	631	22.3%	526	20.5%	546	20.4%	538	21.0%	498	20.0%	-7.4% ↓
Science & Technology Majors	635	22.4%	561	21.8%	644	24.0%	565	22.0%	498	20.0%	-11.9% ↓
Undecided	150	5.3%	159	6.2%	153	5.7%	132	5.2%	120	4.8%	-9.1% ↓

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
College of Education Upper SCH	2,172		2,170		2,168		1,881		1,850		-1.6% ↓
SCH by Majors:											
Education Majors	2,004	92.3%	1,981	91.3%	1,929	89.0%	1,666	88.6%	1,723	93.1%	3.4% ↑
Health Professions Majors	36	1.7%	34	1.6%	34	1.6%	61	3.2%	16	0.9%	-73.8% ↓
Liberal Arts Majors	80	3.7%	117	5.4%	137	6.3%	88	4.7%	84	4.5%	-4.5% ↓
Science & Technology Majors	25	1.2%	32	1.5%	62	2.9%	57	3.0%	22	1.2%	-61.4% ↓
Undecided	27	1.2%	6	0.3%	6	0.3%	9	0.5%	5	0.3%	-44.4% ↓

9b. College of Health Professions

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	
College of Health Professions SCH	12,792		13,336		14,478		14,492		13,861		-4.4% ↓
SCH by Majors:											
Education Majors	6	0.0%	15	0.1%	15	0.1%	27	0.2%	36	0.3%	33.3% ↑
Health Professions Majors	12,121	94.8%	12,798	96.0%	13,986	96.6%	14,041	96.9%	13,335	96.2%	-5.0% ↓
Liberal Arts Majors	383	3.0%	254	1.9%	245	1.7%	244	1.7%	283	2.0%	16.0% ↑
Science & Technology Majors	191	1.5%	232	1.7%	169	1.2%	125	0.9%	135	1.0%	8.0% ↑
Undecided	91	0.7%	37	0.3%	63	0.4%	55	0.4%	72	0.5%	30.9% ↑

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	
College of Health Prof. Lower SCH	2,112		2,142		2,283		2,440		2,231		-8.6% ↓
SCH by Majors:											
Education Majors	0	0.0%	12	0.6%	12	0.5%	12	0.5%	9	0.4%	-25.0% ↓
Health Professions Majors	1,784	84.5%	1,862	86.9%	2,010	88.0%	2,235	91.6%	1,995	89.4%	-10.7% ↓
Liberal Arts Majors	155	7.3%	68	3.2%	98	4.3%	82	3.4%	91	4.1%	11.0% ↑
Science & Technology Majors	109	5.2%	166	7.7%	103	4.5%	65	2.7%	68	3.0%	4.6% ↑
Undecided	64	3.0%	34	1.6%	60	2.6%	46	1.9%	68	3.0%	47.8% ↑

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	<u>n</u>	%	
College of Health Prof. Upper SCH	10,683		11,194		12,195		12,052		11,630		-3.5% ↓
SCH by Majors:											
Education Majors	6	0.1%	3	0.0%	3	0.0%	15	0.1%	27	0.2%	80.0% ↑
Health Professions Majors	10,340	96.8%	10,936	97.7%	11,976	98.2%	11,806	98.0%	11,340	97.5%	-3.9% ↓
Liberal Arts Majors	228	2.1%	186	1.7%	147	1.2%	162	1.3%	192	1.7%	18.5% ↑
Science & Technology Majors	82	0.8%	66	0.6%	66	0.5%	60	0.5%	67	0.6%	11.7% ↑
Undecided	27	0.3%	3	0.0%	3	0.0%	9	0.1%	4	0.0%	-55.6% ↓

9c. College of Liberal Arts

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
College of Liberal Arts SCH	33,470		31,883		31,166		32,073		32,762		2.1% ↑
SCH by Majors:											
Education Majors	1,399	4.2%	1,232	3.9%	1,366	4.4%	1,241	3.9%	1,367	4.2%	10.2% ↑
Health Professions Majors	6,769	20.2%	6,758	21.2%	6,945	22.3%	7,426	23.2%	7,725	23.6%	4.0% ↑
Liberal Arts Majors	14,558	43.5%	14,155	44.4%	13,994	44.9%	14,368	44.8%	14,815	45.2%	3.1% ↑
Science & Technology Majors	7,553	22.6%	6,914	21.7%	6,220	20.0%	6,035	18.8%	6,139	18.7%	1.7% ↑
Undecided	3,191	9.5%	2,824	8.9%	2,641	8.5%	3,003	9.4%	2,716	8.3%	-9.6% ↓

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
College of Liberal Arts Lower SCH	26,618		24,847		24,133		24,921		25,847		3.7% ↑
SCH by Majors:											
Education Majors	1,208	4.5%	1,062	4.3%	1,049	4.3%	973	3.9%	1,195	4.6%	22.8% ↑
Health Professions Majors	6,648	25.0%	6,598	26.6%	6,783	28.1%	7,268	29.2%	7,562	29.3%	4.0% ↑
Liberal Arts Majors	8,643	32.5%	8,105	32.6%	8,108	33.6%	8,275	33.2%	8,844	34.2%	6.9% ↑
Science & Technology Majors	7,056	26.5%	6,403	25.8%	5,718	23.7%	5,568	22.3%	5,719	22.1%	2.7% ↑
Undecided	3,063	11.5%	2,679	10.8%	2,475	10.3%	2,837	11.4%	2,527	9.8%	-10.9% ↓

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
College of Liberal Arts Upper SCH	6,896		7,036		7,033		7,152		6,915		-3.3% ↓
SCH by Majors:											
Education Majors	229	3.3%	170	2.4%	317	4.5%	268	3.7%	172	2.5%	-35.8% ↓
Health Professions Majors	121	1.8%	160	2.3%	162	2.3%	158	2.2%	163	2.4%	3.2% ↑
Liberal Arts Majors	5,921	85.9%	6,050	86.0%	5,886	83.7%	6,093	85.2%	5,971	86.3%	-2.0% ↓
Science & Technology Majors	497	7.2%	511	7.3%	502	7.1%	467	6.5%	420	6.1%	-10.1% ↓
Undecided	128	1.9%	145	2.1%	166	2.4%	166	2.3%	189	2.7%	13.9% ↑

9d. College of Science & Technology

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
College of Science & Tech. SCH	28,520		29,490		28,248		27,578		27,341		-0.9% ↓
SCH by Majors:											
Education Majors	1,520	5.3%	1,162	3.9%	1,055	3.7%	1,123	4.1%	950	3.5%	-15.4% ↓
Health Professions Majors	7,341	25.7%	7,531	25.5%	7,758	27.5%	7,679	27.8%	8,328	30.5%	8.5% ↑
Liberal Arts Majors	3,101	10.9%	3,553	12.0%	3,422	12.1%	3,046	11.0%	2,991	10.9%	-1.8% ↓
Science & Technology Majors	14,941	52.4%	15,320	51.9%	14,255	50.5%	13,994	50.7%	13,621	49.8%	-2.7% ↓
Undecided	1,617	5.7%	1,924	6.5%	1,758	6.2%	1,736	6.3%	1,451	5.3%	-16.4% ↓

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
Science & Tech. Lower SCH	24,530		23,121		22,262		22,104		22,236		0.6% ↑
SCH by Majors:											
Education Majors	793	3.2%	776	3.4%	805	3.6%	707	3.2%	769	3.5%	8.8% ↑
Health Professions Majors	7,229	29.5%	7,374	31.9%	7,322	32.9%	7,768	35.1%	7,916	35.6%	1.9% ↑
Liberal Arts Majors	3,251	13.3%	3,039	13.1%	2,669	12.0%	2,673	12.1%	2,692	12.1%	0.7% ↑
Science & Technology Majors	11,381	46.4%	10,201	44.1%	9,767	43.9%	9,724	44.0%	9,427	42.4%	-3.1% ↓
Undecided	1,876	7.6%	1,731	7.5%	1,699	7.6%	1,232	5.6%	1,432	6.4%	16.2% ↑

	Fall 2012		Fall 2013		Fall 2014		Fall 2015		Fall 2016		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
Science & Tech. Upper SCH	4,956		5,127		5,283		4,900		5,105		4.2% ↑
SCH by Majors:											
Education Majors	372	7.5%	279	5.4%	318	6.0%	252	5.1%	181	3.5%	-28.2% ↓
Health Professions Majors	306	6.2%	384	7.5%	357	6.8%	397	8.1%	412	8.1%	3.8% ↑
Liberal Arts Majors	306	6.2%	383	7.5%	377	7.1%	348	7.1%	299	5.9%	-14.1% ↓
Science & Technology Majors	3,924	79.2%	4,054	79.1%	4,227	80.0%	3,860	78.8%	4,194	82.2%	8.7% ↓
Undecided	48	1.0%	27	0.5%	4	0.1%	43	0.9%	19	0.4%	-55.8% ↑

Strategic Goal 2

Armstrong will build upon and strengthen its foundational commitment to teaching, ensuring that transformative student learning occurs inside and outside the classroom.

Armstrong's history of academic excellence rests upon superior teaching. The strategic plan reinforces the continued expectation of high-quality learning experiences underscored by diverse learning environments.

10. Full-Time Faculty

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% Change 15-16
<i>Total</i>	<u>252</u>	<u>263</u>	<u>265</u>	<u>286</u>	290	1.4% ↑
<i>Gender</i>						
Female	142	154	153	165	170	3.0% ↑
Male	110	109	112	121	120	-0.8% ↓
<i>Race/Ethnicity</i>						
Non-Resident Alien	7	9	8	6	6	0.0% →
Hispanic/Latino	5	5	6	7	6	-14.3% ↓
American Indian/Alaskan Nat.	0	0	0	0	0	n/a
Asian/Pacific Islander	5	5	9	11	13	18.2% ↑
Black/African American	19	23	21	27	28	3.7% ↑
White	211	215	214	228	230	0.9% ↑
Unknown	5	6	7	7	6	-14.3% ↓

11. FTE Students to FTE Faculty

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% Change 15-16
Students Per Faculty	<u>19:01</u>	<u>19:01</u>	17:01	17:01	17:01	0.0% →

12. Student Credit Hours by Faculty Type

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	% Change 14-15
Regular Tenure/Tenure Eligible	41,971	44,021	44,801	43,889	43,211	-1.5% ↓
Regular Other	11,111	12,534	11,309	21,388	30,110	40.8% ↑
Supplemental	29,777	34,632	29,941	22,220	15,051	-25.8% ↓

Note: Numbers highlighted in blue are the highest values across all years listed.

13. Mean Class Size

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% Change 15-16
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
Overall	20.30	19.48	19.50	19.04	18.25	-4.1% ↓
Lower Level	26.58	23.97	24.40	22.69	22.19	-2.2% ↓
Upper Level	14.82	15.82	15.24	15.12	14.73	-2.6% ↓
Graduate	10.01	9.92	11.38	5.40	10.15	88.0% ↑

14. Honors Student Participation

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% Change 15-16
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
Number of FTFTF Bachelor & Associate Seeking Honors Students	102	110	106	115	116	0.9% ↑

Note: Numbers highlighted in blue are the highest values across all years listed.

Strategic Goal 3

Armstrong will enhance existing campus technologies, expanding both its technological capabilities and reach, to meet current and emerging needs.

Armstrong is keenly aware of the rapid changes in technological innovation that impact higher education. The university must or will assess the needs of faculty, staff, students, and other constituents in order to systematically develop plans to secure, deploy, and maintain appropriate technologies campus-wide.

15. Lane Library Data

	FY12	FY13	FY14	FY15	FY16	% Change 15-16	
Collection Data	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>		
Volumes Added	1,799	1,629	1,926	2,044	1,257	-38.5%	↓
Volumes Held	214,517	214,683	216,484	218,237	207,421	-5.0%	↓
Microforms	535,080	535,080	535,080	535,080	535,080	0.0%	→
Periodicals*	496	496	496	496	496	0.0%	→
Circulation Information	27,174	23,012	18,756	16,344	14,413	-11.8%	↓
Interlibrary Loans							
Borrowed	3,444	4,203	3,431	3,271	2,872	-12.2%	↓
Loaned	5,858	5,988	5,573	5,085	4,418	-13.1%	↓
Reference Questions	8,996	9,888	7,426	16,423	16,690	1.6%	↑
Audio-Visual Circulation	3,010	2,761	1,529	1,333	1,435	7.7%	↑
Bibliographic Instruction							
Number of Classes	202	383	194	156	147	-5.8%	↓
Students Participating	2,516	4,991	3,412	2,857	2,639	-7.6%	↓
Staff Data							
Professional Staff	10	10	10	10	10	0.0%	→
Support Staff	8	8	9	9	9	0.0%	→
Collection Expenditures	429,784	420,591	469,012	478,029	494,100	3.4%	↑
Patron Visit Count****	328,065	295,711	314,512	404,547	422,578	4.5%	↑

*Does not include online only periodicals

**Includes \$7,700 of non-institutional funding

***Includes \$1,840 of non-institutional funding

****Includes figures from Learning Commons beginning Jan. 13, 2014

Note: Numbers highlighted in blue are the highest values across all years listed.

16. Online Library Resources

	FY12	FY13	FY14	FY15	FY16	% Change 15-16
Sessions	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	
GALILEO	42,458	52,837	58,423	n/a	n/a	n/a
WilsonWeb	5,230	n/a	n/a	n/a	n/a	n/a

Searches

GALILEO*	905,153	3,648,586	6,906,131	461,182	383,065	-16.9% ↓
JSTOR	47,440	41,919	27,449	27,954	24,469	-12.5% ↓
WilsonWeb	12,169	n/a	n/a	n/a	n/a	n/a
Oxford UP Journals	187	354	n/a	n/a	n/a	n/a

Articles

GALILEO**	349,811	242,337	187,035	165,517	190,158	14.9% ↑
JSTOR	41,736	39,942	35,023	29,235	26,622	-8.9% ↓
WilsonWeb	7,186	n/a	n/a	n/a	n/a	n/a
Science Direct	12,816	14,291	17,413	14,077	22,014	56.4% ↑
Oxford UP Journals***	2,116	1,991	2,119	2,525	1,943	-23.0% ↓
Ovid Journals	1,357	1,452	995	731	792	8.3% ↑

17. Distance Learning

	FY12	FY13	FY14	FY15	FY16	% Change 15-16
	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	
Course Sections	381	462	546	545	522	-4.2% ↓
Students Taught (Duplicated)	5,646	6,534	6,927	7,582	8,178	7.9% ↑
SCH Production	15,527	17,886	18,917	21,090	23,156	9.8% ↑

*GALILEO Discovery begins FY13, greatly increases GALILEO results by searching multiple databases

**estimate for 2012

***OUP stopped tracking searches in FY 2014

Note: Numbers highlighted in blue are the highest values across all years listed.

Strategic Goal 4

Armstrong will strengthen its financial base, diversify university resources, and wisely invest in initiatives in order to ensure long-term sustainability.

Armstrong faces strong competition for limited resources. The university will identify and secure diverse but reliable sources of revenue in order to meet its obligations while fueling future development.

18. Financials

	FY12	FY13	FY14	FY15	FY16	% Change 15-16
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
SCH Production	184,785	188,539	184,177	183,322	182,611	-0.4% ↓
Fiscal Year FTE	7,617	7,328	7,136	7,063	7,006	-0.8% ↓
Total State Appropriations	\$26,051,486	\$26,669,365	\$28,838,670	\$29,622,688	\$29,919,942	1.0% ↑
State Appropriations Per FTE Student	\$3,420	\$3,639	\$4,041	\$4,194	\$4,270.62	1.8% ↑
Total Expenditures	\$89,527,648	\$90,108,583	\$93,969,457	\$96,227,054	\$96,725,348	0.5% ↑
Expenditures/FTE Student	\$11,754	\$12,296	\$13,168	\$13,624	\$13,806.07	1.3% ↑
Revenue	\$102,113,080	\$100,230,169	\$98,353,762	\$104,330,941	\$100,480,060	-3.7% ↓

19. Endowment

	FY12	FY13	FY14	FY15	FY16	% Change 14-15
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
Total Market Value of Endowment	\$8,972,008	\$8,745,550	\$9,849,667	\$10,788,106	\$12,231,386	13.4% ↑

20. Undergraduate Student Financial Aid

	FY12	FY13	FY14	FY15	FY16	% Change 14-15
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
Scholarships/Grants						
Need-Based	\$13,458,058	\$12,547,491	\$17,815,482	\$13,660,854	\$12,986,950	-4.9% ↓
Non-Need-Based	\$6,603,014	\$6,928,921	\$658,034	\$7,249,459	\$7,126,798	-1.7% ↓
Self Help (Student Loans, Federal Work Study, Non-Federal Work Study)						
Need-Based	\$19,052,528	\$14,941,834	\$13,682,503	\$13,756,338	\$13,275,960	-3.5% ↓
Non-Need-Based	\$18,253,622	\$22,156,640	\$21,802,916	\$27,398,500	\$26,139,051	-4.6% ↓

Note: Numbers highlighted in blue are the highest values across all years listed.

Strategic Goal 5

Armstrong will increase its visibility across the state and region by transforming its most compelling strengths, values, and offerings into resonant messaging that inspires loyalty among internal stakeholders and alumni and builds lasting relationships with the local community.

Armstrong must have a clearly defined image and increased visibility to attract students, faculty, staff, donors, and community partners. With strong, targeted marketing and public relations plans, Armstrong can position and differentiate itself to achieve its vision.

21. Economic Impact

Armstrong had an economic impact on the Savannah area of \$235 million for Fiscal Year 2015.

22. Armstrong Webpage Visits


22a. On-and-Off Campus Usage

	FY13	FY14	FY15	FY16	% Change 15-16
Unique Views of Homepage	<u>2,745,995</u>	2,390,133	2,229,557	2,074,308	-7.0% ↓
Unique Views of Mobile Homepage	226,807	326,584	<u>427,692</u>	120,315	-71.9% ↓



22b. Off-Campus Only

	FY13	FY14	FY15	FY 16	% Change 15-16
Unique Views of Homepage	1,745,551	1,465,978	1,622,591	<u>3,031,674</u>	86.8% ↑
Unique Views of Mobile Homepage	200,691	280,459	<u>363,762</u>	106,149	-70.8% ↓
Landed on Homepage	1,599,755	1,365,089	1,516,983	<u>2,931,050</u>	93.2% ↑
Landed on Mobile Homepage	188,551	207,653	<u>344,651</u>	100,953	-70.7% ↓
Landed on Port/Logins	1,648,479	<u>2,391,578</u>	2,012,469	899,095	-55.3% ↓
First Interaction on Port/Logins	<u>842,501</u>	766,297	640,008	817,322	27.7% ↑
Landed on Content Pages	<u>1,247,676</u>	958,903	992,080	852,915	-14.0% ↓
First Interaction Content Pages	757,254	598,792	876,975	<u>2,113,728</u>	141.0% ↑
Visits to Entire Website	4,684,461	<u>4,923,223</u>	4,866,183	4,784,013	-1.7% ↓

23. Treasure Savannah (Day of Service) Participation

	Spring 2014	Fall 2014	Spring 2015	Fall 2015	Spring 2016	% Change 15-16
	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	<u>n</u>	
Total	353	360	236	362	325	37.7% 

24. Alumni Information

	FY12		FY13		FY14		FY15		FY16		% Change 15-16
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
Undergraduate Alumni of Record	25,090		19,216		20,543		20,892		22,770		9.0% 
Undergraduate Alumni Solicited	11,603	46.2%	8,612	44.8%	8,854	43.1%	20,414	97.7%	13,045	57.3%	-36.1% 
Undergraduate Alumni Donors	760	3.0%	1,248	6.5%	879	4.3%	1,044	5.0%	969	4.3%	-7.2% 