



2013-14 ~ 2017-18

Abbreviated Strategic Plan

THE UNIVERSITY

Clark Atlanta University (CAU), established in 1988 as a result of the consolidation of two independent historically black institutions — Atlanta University (1865) and Clark College (1869), is a United Methodist Church-related, private, coeducational, residential, and comprehensive urban research university. The University offers undergraduate, graduate and professional, and non-degree certificate programs.

Mission:

Leveraging its distinctive history, Clark Atlanta University is an urban research university that transforms the lives of students and their communities by preparing citizen leaders to be problem-solvers through innovative learning programs; supportive interactions with faculty, staff, and students; exemplary scholarship; and purposeful service.

Approved by the Board of Trustees, 06/22/2013

Vision:

Clark Atlanta University will increasingly become a dynamic 21st century research university of choice for a diverse student body with enhanced student enrollment yields, success and global marketability.

Implementation of Vision

This outcome will be achieved by committing the University's collective intellectual capital, talent, and resources through distinctive and innovative programs; cutting-edge research; meaningful service experiences; and a universally supportive environment.

Approved by the Board of Trustees, 06/22/2013

Core Values: I-SQuARED

Clark Atlanta University community draws motivation and direction through strongly held principles which guide the manner in which we treat one another and those we serve. Our core values serve as the foundation of each step we take toward achieving our vision.

1. Promote **innovation and collaboration** to unite and make significant contributions to the knowledge of humankind.
2. Uphold a **student-centered** ethos that is responsive to diverse student backgrounds, learning styles, and career aspirations.
3. Commitment to the pursuit of **quality and excellence** in service to all stakeholders.
4. Act with personal and professional **accountability and integrity** in all we do.
5. Exhibit **respect** for all individuals, workplace, and natural environment.
6. Practice and nurture **ethical behavior and social responsibility** in all endeavors and toward all constituents.
7. Embrace and support all forms of human **diversity and inclusiveness** in all of our actions.

THE STRATEGIC PLAN

PRIORITY 1: INCREASE HEADCOUNT ENROLLMENT

GOAL 1.0: Attract an increased number and diversity of students who graduate at higher rates and are equipped to succeed in their careers.

Objectives:

1.1 Initiate an intensive recruitment plan

Directions:

- 1.1.1 *Package and market distinctive academic programs and co-curricular services*
- 1.1.2 *Design and implement demographic shift profile to target desired enrollment*
- 1.1.3 *Increase admit rate and decrease turn-around time for processing applications*

1.2 Implement an inclusive student financial planning advisement and management paradigm

Directions:

- 1.2.1 *Prepare cost analysis through predictive modeling and econometric modeling tools to calculate pre-award projections*
- 1.2.2 *Establish an academically and financially sustainability model for students to determine persistence*
- 1.2.3 *Offer support programs in Financial Literacy, awareness and responsibility*
- 1.2.4 *Target scholarships to attract and compete for high achieving students with higher income*

1.3 Implement a University-wide comprehensive retention plan

Directions:

- 1.3.1 *Expand opportunities in educational support services, co-curricular activities and residential living/learning programs*
- 1.3.2 *Integrate access to academic advisement, tutoring, research, and technologies*
- 1.3.3 *Initiate a strong academic guidance, counseling and mentoring support structure*
- 1.3.4 *Increase internships, international studies and study abroad experiences related to academic programs*
- 1.3.5 *Provide faculty development and support related to student services*
- 1.3.6 *Increase student engagement in community and civic service learning*

1.4 Streamline processes for all core enrollment support areas to maximize the required capacity, timeliness, accuracy, and skill sets for increased diverse students

Directions:

- 1.4.1 *Integrate information technology systems to ensure proactive reports and alerts for timely assistance to students and clients*
- 1.4.2 *Provide annual assessment plan training workshops to faculty and staff*
- 1.4.3 *Administer annual surveys of faculty, staff and students related to attrition issues*
- 1.4.4 *Collect and analyze records and data on career internships, coop, and placement*
- 1.4.5 *Conduct periodic reviews of all academic, administrative and educational support programs and annual assessment of program performance and student outcomes*

SELECTED MEASURES OF SUCCESS

- ❖ University of choice: Applications and matriculations; International and diverse students; Working and returning adult learners
- ❖ Student performance: Annual learning gains; Passing rates on standardized tests and licensure exams
- ❖ Student retention, graduation and placement rates: Persistence, progression and completions; Career and graduate/professional school placement
- ❖ Faculty and student engagement in high-impact lifelong teaching-learning opportunities: Research, civic and community service projects and activities; Religious life, cultural and artistic education
- ❖ Customer satisfaction

PRIORITY 2: DISTINCTIVE ACADEMIC, RESEARCH, AND STUDENT SUPPORT PROGRAMS

GOAL 2.0: Develop and enhance academic, research, and support programs recognized for their distinctiveness, innovation, and ability to prepare graduates sought after by employers and entrepreneurial community as well as graduate and professional schools.

OBJECTIVES:

2.1 Implement best practice standards of quality for all academic, research and support programs

Directions:

- 2.1.1 *Develop campus-wide definition of and certification criteria for program uniqueness, and innovativeness including national and international standards and defined ROI for individual program sustainability*
- 2.1.2 *Design and implement a framework for programs of distinction and recognition*
- 2.1.3 *Conduct audits of current academic programs to calculate ROI with effectiveness metrics*
- 2.1.4 *Utilize academic audits for distinctive programs to meet national and international standards for gift opportunities (e.g., distinguished chairs, fellowships, etc.)*
- 2.1.5 *Design and apply a quality effectiveness program for 20% of academic, research and support programs each year*
- 2.1.6 *Achieve institutional reaffirmation and professional program accreditations in Mass Media Arts, Computer Science, and Music*
- 2.1.7 *Redesign General Education Core Curriculum*
- 2.1.8 *Expand PhD programs in Material Sciences, Computational Sciences, Humanities, and a Dual Degree Program in Master of Social Work and Public Health based on pursuit of external support*
- 2.1.9 *Establish a Center for Children and Family*
- 2.1.10 *Restructure academic and student support units for increased productivity and efficiency*

2.2 Implement a University-wide marketing plan

Directions:

- 2.2.1 *Upgrade the University's website design and content*
- 2.2.2 *Increase partnerships to enhance the academic, research, and support programs*
- 2.2.3 *Redefine and establish the next University-wide Centers of Excellence to include interdisciplinary programs*
- 2.2.4 *Engage faculty in community and civic service projects*

2.3 Increase support services to aid in the preparation of graduates for employment, graduate and professional schools, and entrepreneurship

Directions:

- 2.3.1 *Enhance internships, externship, coop and experiential learning program opportunities*
- 2.3.2 *Develop employer outreach and partnerships by academic program focus*
- 2.3.3 *Create articulation agreements with international universities for off-shore experiences related to academic programs*

2.4 Implement non-traditional and innovative instructional program methods and content delivery

Directions:

- 2.4.1 *Establish relevant and price-competitive professional continuing education programs*
- 2.4.2 *Initiate Online Education Programs*
- 2.4.3 *Offer adult learning in blended or hybrid and residential modalities*
- 2.4.4 *Establish Summer Institute, Mini-semester and Mid-semester Programs*
- 2.4.5 *Develop an integrated program of all campus Learning Communities including Global Leadership Academy*

2.5 Enhance research and sponsored programs infrastructure

Directions:

- 2.5.1 *Establish a functional satellite animal care facility*
- 2.5.2 *Implement technology transfer program*

SELECTED MEASURES OF SUCCESS

- ❖ Quality of academic programs and support services: Degree of faculty and student engagement in the learning process and contributions to academia and community
- ❖ Effective use of educational methods and practices: Shared teaching-learning experiences; Technology enabled active and collaborative learning (lecture, experiment, & discussions)
- ❖ Documentation of activities used to improve the quality of teaching: Faculty qualifications; Evaluation of teaching by administration, students, faculty peers; Student-faculty interaction; Student satisfaction surveys; Satisfaction surveys of graduates and employers
- ❖ Supportive campus environment: Enriching educational, physical and spiritual experiences; Good customer service delivery
- ❖ On-line degree programs: Implementation of on-line master's degree programs for working adults who have life experience; Non-traditional student inquiries, matriculation, retention, and completions; Effective faculty and staff training and development
- ❖ Customer satisfaction

PRIORITY 3: ENHANCE EXTERNAL FUNDING SUPPORT

GOAL 3.0: Increase and diversify University revenue streams through expanded external financial partnerships and support, entrepreneurial programs, and a broadened base of funded research grants, contracts, and cooperative agreements.

OBJECTIVES:

3.1 Execute a comprehensive institutional advancement fundraising plan

Directions:

- 3.1.1 *Enhance and expand overall Annual Giving from individuals, corporations and foundations*
- 3.1.2 *Increase constituent engagement to improve knowledge and participation in Planned Giving programs*
- 3.1.3 *Increase and diversify the philanthropic base for the University by cultivating and soliciting major gifts for external support of academic units and programs*
- 3.1.4 *Increase alumni participation rate to 10% by 2018*
- 3.1.5 *Launch a comprehensive review of the University's current marketing and branding tools and activities*
- 3.1.6 *Conduct semi-annual fundraising policies and process training and orientations for campus partners*
- 3.1.7 *Complete implementation of IAUR restructuring to increase the number of major gift level prospects and donors by 10% annually*
- 3.1.8 *Expand annual giving campaign to include launching a senior class gift program with at least 50% participation by 2018*
- 3.1.9 *Develop targeted scholarship campaign based on geographic and academic major preferences*

3.2 Increase entrepreneurial collaboration to leverage synergistic activities and funding opportunities

Directions:

- 3.2.1 *Create and implement an entrepreneurial program to include Economic Development Center*
- 3.2.2 *Expand the recognition and support of entrepreneurship highlighting alumni, faculty and students*

3.3 Implement School and academic program level plans for fundraising with specific targets and metrics

Directions:

- 3.3.1 *Initiate focused outreach activities at School and academic program level with relevant corporate and community initiatives*
- 3.3.2 *Expand cooperative agreements with corporate and government entities for continuing education*
- 3.3.3 *Provide support for faculty development to increase research and grantsmanship*
- 3.3.4 *Apply for grants to connect academics to campus sustainability programs; science education, entrepreneurial and innovation; mental health; homeland security, environmental justice; etc.*

3.4 Increase faculty accountability for sponsored program activity and research productivity

Directions:

- 3.4.1 *Develop and implement school and academic unit-level plans for sponsored research with defined targets and metrics*
- 3.4.2 *Include discipline-specific research productivity metrics in faculty performance evaluation and P&T process*
- 3.4.3 *Implement a life cycle grants management approach to facilitate intentional engagement with faculty*
- 3.4.4 *Phased implementation of recovered F&A distribution plan to provide incentives and reinvestment in funded research activity*
- 3.4.5 *Increase number of faculty engaged in sponsored programs activity to 30%*
- 3.4.6 *Increase proposal submissions by 25%*
- 3.4.7 *Increase per capita research expenditure metric to \$100K/FTE faculty*
- 3.4.8 *Increase faculty incentives and support for engagement in research/scholarship, and service*

SELECTED MEASURES OF SUCCESS

- ❖ *New revenues raised (federal/state/local/private sectors) from alumni, parents, other individuals, organizations, foundations, corporations, religious and other fund raising consortia*
- ❖ *Ongoing funding with recurring revenue sources for current operations or capital purposes: Annual funding available for scholarships, programs and projects, and faculty/staff salaries*
- ❖ *Increased endowment for outstanding excellence in teaching, research and scholarships; Endowed chairs and academic programs*
- ❖ *Number and amount of funds awarded: Funding sources and grant applications funded; Programs and facilities (building and grounds) funded; Private scholarships funded*
- ❖ *Number of donor cultivation, participation and gift giving: Annual number of donors and amount of contributions; size of alumni association, number of alumni with current communication,*
- ❖ *Positive institutional image: Exposure by media, partnerships and collaborations with community groups and entities; Frequency of news coverage*

PRIORITY 4: SUSTAINABLE FINANCIAL BUSINESS MODEL

GOAL 4.0: Implement a University-wide strategic business model to enhance service delivery, value creation and sound return on investment for successful future growth, development and profitability.

OBJECTIVES:

4.1 Design and operate a University-wide uniform business model for efficiency and effectiveness of each program, service or initiative

Directions:

- 4.1.1 *Engage all units of the University in the design and implementation of a University-wide strategic business model*
- 4.1.2 *Develop a framework to measure cost performance using required elements (i.e., value, quality, potential, cost/revenue)*
- 4.1.3 *Provide University-wide training on the use and implementation of the business model*
- 4.1.4 *Establish customer service training and evaluation program in support of the strategic business model*
- 4.1.5 *Maintain activity based cost management system for all University programs*
- 4.1.6 *Develop plans to institutionalize restricted funded programs*
- 4.1.7 *Conduct campus-wide staffing and compensation analysis*

4.2 Implement a University-wide multi-year capital formation (including debt) and capital allocation plan

Directions:

- 4.2.1 *Design a Financial Forecasting Model to define financial metrics and return-on-investment expectations*
- 4.2.2 *Create a cost effective resource allocation process to integrate academic and administrative programs and services delivery systems, facilities and technology infrastructures, and human capital*
- 4.2.3 *Develop a plan for sustainable tuition, fees, room, and board structure*
- 4.2.4 *Utilize a comprehensive functional Information Technology and capital budget planning for business continuity and process improvement*
- 4.2.5 *Focus on deferred maintenance and capital projects*
- 4.2.6 *Diversify funding streams to enhance revenue mix*
- 4.2.7 *Track key Composite Financial Index ratios with a target of 3 or higher to maintain overall financial health, financial performance and credit worthiness of the University*

4.3 Gain investment-grade credit rating for credit market accessibility, lower cost of debt, and meeting investors' obligations.

Directions:

- 4.3.1 *Analyze credit rating agency's opinion and prepare forward-looking action plans*
- 4.3.2 *Develop methodology for measuring, evaluating and averting credit risk*
- 4.3.3 *Evaluate the University's capacity to meet its financial obligations in full and on time*
- 4.3.4 *Create a regulation-based metrics to measure/achieve CAU's investment-grade*
 - *Right size the off balance sheet housing transaction*
 - *Stabilize enrollment*
 - *Grow total revenue*
- 4.3.5 *Monitor creditworthiness applicable to standardized credit rating scale*
 - *Credit covenants and likelihood of default*
 - *Endowment asset allocation*
 - *Maintain current credit portfolio*
 - *Risk tolerance*
 - *Changes in the economy or business climate or on circumstances affecting the industry*

4.4 Continue to enhance institutional compliance oversight to manage and monitor all federal, state and local regulatory requirements and best practice standards in enterprise risk management

Directions:

- 4.4.1 *Implement flexible and responsive institutional regulatory compliance audit plans, polices, and procedures in all key sectors of the University*
- 4.4.2 *Promote and deliver campus wide Compliance Training that is appropriate and effective in meeting the regulatory needs of the University to reduce or mitigate risk*
- 4.4.3 *Proactively address all areas of emerging risk and incorporate Enterprise Risk Management*
- 4.4.4 *Monitor and respond to the Higher Education Opportunity Act (HEOA) compliance requirements*

SELECTED MEASURES OF SUCCESS

- ❖ **Enhanced revenue generating systems:** Availability of revenues (federal/state/private, student tuition, etc.) for recurring operating expenses from new and ongoing revenue sources for current operations and capital purposes
- ❖ **Stronger financial position:** Lower risk of default, Improved bond ratings, Open line of credit
- ❖ **Healthy Composite Financial Index Ratios:** Primary Reserve, Viability, Return on Net Assets and Net Operating Revenues with a 3 or higher target; Average per FTE student instructional expenditure
- ❖ **Program cost effectiveness:** Annual resources available for programs and project activities; funds generated by private and federal grants and contracts activities for instruction, research, scholarship and community service to support University operations
- ❖ **Deferred maintenance budget and actual spending, balanced budget, amount of unallocated budget reserve, amount of contingency fund and debt capacity**
- ❖ **Number of faculty and staff relative to student enrollment, faculty and staff salary and fringe benefit comparison to benchmark institutions; Faculty and staff professional development opportunities and participation in professional organizations and administrative committees**
- ❖ **Customer satisfaction of needs and services**