Clark Atlanta University’s Strategic Plan is predicated upon the fact that the University has much to contribute to the local, regional, national and international communities. It was created upon the premise that these contributions must be rooted in the excellence that our internal and external stakeholders expect and deserve. To achieve and maintain excellence, the University must subscribe and adhere to cogent priorities, each strategically aligned to support our mission. More important, these priorities must guide efforts to realize our institutional vision—not simply who we want to be, but the manner in which we must evolve to meet our stakeholders’ changing needs and expectations. This strategic plan constitutes an organizational pathway that enables us to effectively and uniformly navigate this ambitious undertaking.

This Strategic plan will position the University to pursue the goals and opportunities that will serve to elevate its future interests, as well as those of our stakeholders.

Thus, this plan originates with Clark Atlanta University’s present organizational reality and endeavors to align people, resources, technology, physical property and opportunity so that in the year 2013 and beyond, the University is fully prepared and well-positioned to pursue the goals and opportunities that will serve and elevate its future interests, as well as those of our stakeholders.
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Pictured on the Front Cover: (Left to Right) Clark Atlanta University undergraduate students Richard Robinson (’11), Donavon Vaughn (’11), De’Jonique Garrison (’11), Bianca Chavez (’14) and Tam Quach (’13); Aisha Carey, MBA (’12). Photography: Jay Thomas Photography and Robert M. Bailey III. Published by the Office of the Provost and Vice President for Academic Affairs, January 2011.
Established in 1988, Clark Atlanta University is the largest member among the nation’s 39-member UNCF institutions, and the largest, only coeducational undergraduate institution in the prestigious Atlanta University Center, the world’s largest consortium of African-American higher education. Clark Atlanta is accredited by the Southern Association of Colleges and Schools\(^1\) to grant the bachelor’s, master’s, specialists and doctoral degrees. It also is designated by the Carnegie Foundation as a Doctoral Research University.

When the nation’s first private liberal arts college for African Americans, Clark (1869), joined with the nation’s first African-American graduate school, Atlanta University (1865), what emerged was one of the nation’s foremost institutions of higher learning, Clark Atlanta University. Rooted in more than 200 years of African-American heritage and tradition, the University today sets the pace for academic excellence, research and service. Centrally located in one of the world’s great international cities, our nearly 4,000 students enjoy access to national and international fora, as well as the caché of a private education that spans academic pursuits in 38 areas of study.

The University is governed by a board of trustees and run by a president who, in addition to oversight of the enterprise, is largely responsible for the institution’s external affairs and advancement. The University’s provost and vice president for academic affairs assumes primary responsibility for day-to-day operations, while an executive cabinet comprising nine individuals has direct oversight for the University’s business and finance, compliance, legal, operations, research and sponsored programs, planning and assessment functions. The provost also oversees the administration of the University’s graduate and undergraduate programming as well as its four schools, each with its own dean.

\(^1\)(1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone 404-679-4501)
CLARK ATLANTA UNIVERSITY’S MISSION

Clark Atlanta University is an institution of high research activity characterized by a focus on the intellectual and personal development of each student. Its purpose is to prepare a diverse community of learners to excel in their chosen endeavors and to become responsible, productive, and innovative citizen leaders, locally and globally. This outcome is accomplished by the provision of access to and excellence in teaching, research, service, and creative activities through continuous engagement in an enriched, challenging, and nurturing environment.

CLARK ATLANTA UNIVERSITY’S VISION

Clark Atlanta University will further extend its national prominence and international presence for its distinctive capacity and commitment to provide a personally transformative learning environment, characterized by excellence in teaching, rigorous and innovative academic programs, dedication to the nurturing and development of its students, and the conduct of research addressing critical local, national, and global issues. Its students and faculty will gather from all parts of the world to discover and apply solutions to many of society’s most pressing problems. Clark Atlanta University graduates will demonstrate finely honed intellectual capability, innovative ideas and practices, inclusiveness, a disposition to serve, and a distinct appreciation for diversity in people, place, and opportunity.

The revised mission and new vision statements were approved by the Board of Trustees, October 15, 2009.
STRATEGIC UNDERPINNINGS

Since its inception, the University has pursued its mission and vision by adhering to a set of organizational principles that constitute the institution’s academic, cultural and civic underpinnings. These principles were reaffirmed and, more important, refocused to address current needs during the most recent planning process. They will continue to guide and uphold the Clark Atlanta University enterprise. They are:

- **INSTRUCTIONAL EXCELLENCE**
  Providing access to and funding for a range of integrated educational programs, research opportunities, and service and active learning through a diverse community of teachers and scholars for continual professional growth and leadership vital to an increasingly advanced and interconnected global society.

- **RESEARCH AND SCHOLARSHIP**
  Conducting high-quality research, scholarship and artistic activities through modern facilities and current technology to generate, preserve and impart discovery of new knowledge and understanding conducive to all academic and professional disciplines that benefit students, scholars and communities across the world.

- **INSTITUTIONAL ADVANCEMENT AND Community Engagement**
  Contributing time, expertise and professional services through collaborative partnerships, civic engagement and outreach initiatives responsive to the needs of multicultural communities in a continuously changing world.

- **CIVIC SERVICE AND ENVIRONMENTAL SUSTAINABILITY**
  Continuing our historic dedication toward social responsibility, social justice and well-being that advance rigorous interdisciplinary inquiry, improve national and international affairs, and enhance civic dialogue in an atmosphere of open exchange of ideas, sound ethical and moral principles that promote personal integrity, responsibility and cooperation, mutual respect for individual beliefs and understanding of others.
Strategic planning is a necessity for any organization to remain healthy. However, if the planning process itself is not strategic, the result is typically reduced to mere “activity.” Clark Atlanta University can ill afford such misdirection. To prevent this possibility, the University followed an integrated planning process that spanned every functional area of the University and included every major constituent group.

**Planning Structure**

The University’s Board of Trustees established the parameters for planning, and the University’s President operationalized the process. Under the leadership of the Provost and Vice President for Academic Affairs, the Strategic Planning Oversight Steering Committee directed the process, using subcommittees to manage five elements essential to effective planning: administrative flow, process alignment, budget, communications and assessment. Faculty, staff, students, alumni and external stakeholders were involved in planning.
From the outset, the work of the Strategic Planning Oversight Committee was informed by 24 Board expectations that were codified during a May 2009 Board of Trustees retreat. Since many of these expectations overlapped, they were subsequently pared down into four broad categories for Clark Atlanta University’s planning purposes:

**National Recognition**

**Clear and Focused Direction**

**Purposeful Marketing**

**Financial and Institutional Stability**

Using these overarching expectations as an institutional compass, the Strategic Planning Oversight Committee and five subcommittees navigated the planning process along a path of four major data-gathering initiatives. The Provost began the “campus listening sessions” shortly after his January 2010 arrival during which he visited every University department to hear internal stakeholders’ aspirations and concerns. In addition to faculty and staff, students added significantly to the body of knowledge gained from these listening sessions. The results added context and perspective to scientific data collected in three subsequent initiatives outlined below.

To change the environment, we must first understand how changes in our environment have affected Clark Atlanta University.
THE IMPORTANCE OF ENVIRONMENT

The University engaged major operational and administrative units in an assessment of strengths, weaknesses, opportunities and threats (SWOT). While SWOT analyses are a routine visioning tool, this plan benefits from the completion of cross-functional, multi-level SWOT analyses. Next, the University conducted a series of internal focus groups. Finally, the University engaged major stakeholder groups--alumni, parents, corporate and civic leaders--in a series of external focus groups. An amazing number of congruent issues surfaced.

TREND ANALYSIS

No organization exists in a vacuum, at least not intentionally. While the University was established in 1988--having been created from the consolidation of its two parent institutions, Atlanta University (1865) and Clark College (1869), its first 22 years are characterized by the types of organizational “growing pains” known to affect new organizations, among them staffing alignment issues, organizational acculturation and assimilation, and corporate identity issues. These symptoms are further compounded by circumstances inherent among the nation’s Historically Black Colleges and Universities: traditionally few, underfunded revenue streams, students and families without the resources to afford a college education, and students’ reliance on federal financial aid. Clark Atlanta University endeavors to reverse and, where possible, end this operational cycle. Doing so requires deep, candid environmental analysis. Therefore, Clark Atlanta included in its strategic planning process a “no-holds-barred” assessment of national trends.

NATIONAL TRENDS IMPACTING HIGHER EDUCATION

<table>
<thead>
<tr>
<th>Shrinking Federal Support</th>
<th>Increase in Online Education</th>
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</thead>
<tbody>
<tr>
<td>Increase in Interest Rates</td>
<td>Poverty</td>
</tr>
<tr>
<td>Increase in Unemployment</td>
<td>-Breakdown in Family Structure</td>
</tr>
<tr>
<td>Slow Economic Growth</td>
<td>-Increase in Crime</td>
</tr>
<tr>
<td>Increased Reliance on Loans</td>
<td>-Expanded Prison Industrial Complex</td>
</tr>
<tr>
<td>College Entrance Rates in Decline</td>
<td>Political Divide Impacting Government Efficacy</td>
</tr>
<tr>
<td>Increase in Federal Regulatory Oversight</td>
<td>Increased Student Mental Health Issues</td>
</tr>
<tr>
<td>Emphasis on K-12/Community Colleges</td>
<td>Shifting Demographics</td>
</tr>
<tr>
<td>Continual (Distance) Education Opportunities</td>
<td>Difficulty in Recruiting/Training Trustees</td>
</tr>
<tr>
<td>Compressed (Structured) Graduation Time</td>
<td>Institutions Below Top 20 Developing Niches</td>
</tr>
</tbody>
</table>
The University also assessed institution-specific environmental factors that currently impact its stakeholders and, based on all available data, will impact the University in the near-, mid- and long-term future. Also, the “cross-cutting” issues below comprise a set of common topics identified as significant by individuals across a number of stakeholder groups.

**CURRENT CONDITIONS AT CLARK ATLANTA UNIVERSITY**

- Inappropriate Organization Structure
- Enrollment Not Aligned with Growth Plans
- Inability of Students/Families to Meet Costs
- Lack of Planning to Grow Revenue
- Operating in Crisis Mode; Not Planning
- Continuous Assessment Process
- Lack of Purposeful Out-Of-Class Experiences
- Skill Set Deficiency with Some Staff
- Low External Support
- Damaged Relationships with Some Stakeholders

**ISSUES CROSS-CUTTING AMONG VARIOUS STAKEHOLDER GROUPS**

<table>
<thead>
<tr>
<th>Technology</th>
<th>Social/Civic Responsibilities</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>Sustainability</td>
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<tr>
<td>Academic Excellence</td>
<td>Safety</td>
</tr>
<tr>
<td>Assessment</td>
<td>Staff Development</td>
</tr>
<tr>
<td>Innovation</td>
<td>Succession Planning</td>
</tr>
<tr>
<td>Internationalism</td>
<td></td>
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</tbody>
</table>
These Board focus areas answer the simple, but important question, “how will we know we are traveling in the right direction.” We will do so by focusing on:

**BOARD OF TRUSTEES’ FOCUS AREAS**

- Strong Focus on Graduate Programs
- Increased Research Capacity
- More Diverse Student Population
- Become More International

**CLARK ATLANTA UNIVERSITY’S CORE VALUES**

Undergirding all of this “institutional cartography,” are Clark Atlanta University’s Core Values. This comportment is defined by six, unwavering standards that benchmark the University’s culture:

- **Core Values**
  - Student Centeredness
  - Pursuit of Excellence
  - Innovation and Discovery
  - Integrity
  - Social Responsibility
  - Respect

“As important as our institutional destination is, the comportment with which individual members of our University community endeavor to complete the journey is no less important.”

~Joseph H. Silver, Ph.D. Provost and Vice President for Academic Affairs

Clark Atlanta University’s Strategic Planning Oversight Committee spent the first 10 months of 2010 assessing the environment, evaluating its capacity, gathering information and adjusting the tools necessary to better secure its future. With a sure starting point (institutional underpinnings), a trusted compass (Board expectations), an accurate map of the environment (trends and SWOT analysis), necessary intelligence gathered (focus group data), our guideposts identified (Board priorities), and our standards intact (core values), the University now begins this historic journey.
Strategic Priority One:

Build and Execute Institutional Accountability for Enrollment Management

“Clark Atlanta is definitely focused on developing the next generation of leaders. Everyone does their best to help students be successful, on campus and off. I am especially impressed with the manner in which faculty connect students with current leaders in different fields and, more important, help us to find internships which provide experience to help us develop our own leadership skills. My teachers encourage me to think globally and to contemplate global issues. At the same time, they provide the kind of one-on-one help and encouragement that makes you want to do your best.”

~Tam Quach
Sophomore Criminal Justice Major
**STRATEGIC GOAL #1**
Offer a campus-wide comprehensive program to attract and retain a multicultural and international pool of talented learners.

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**KEY INITIATIVES**

- Develop an Enrollment Development Plan
- Increase Scholarship Dollars to Attract Quality Students
- Fully Integrate CAuPRI into the Enrollment Management Process
- Accountable Customer Service
- Global Leadership Academy

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**MAJOR PROJECTS**

- Comprehensive Enrollment Management Plan with full integration of each school, department, and unit
- Link recruitment, admissions and financial aid processes to “package” students earlier
- Restructure Student Affairs and Enrollment Management to focus on student-centeredness
- Restructure the Division of Undergraduate Studies to focus on intentional “touch” and retention
- Create study spaces in residential facilities
- Increase study abroad opportunities
- Targeted scholarship campaign
- Faculty integrate Banner with other technology to maximize efficiency in the enrollment process
- Fully supplement the HR, Institutional Advancement, Student Health and Student Accounts modules in Banner
- Create the Global Leadership Academy to prepare students for leadership and scholarship to make them competitive in the global community

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“I appreciate that my professors challenge me to think critically, to see a problem from its many different angles and perspectives. I am confident that this approach will enable me to one day compete with professionals from diverse cultures and backgrounds. That’s important in the 21st century where it’s not enough to understand how we think and feel. We will need to be in tune with a global socio-economic and socio-political mindset.”

~Bianca Chavez,
Freshman Mass Media Arts Major
Miss Freshman 2010-11
INDICATORS OF IMPACT

• Increased undergraduate and graduate student inquiries, completed applications, new student registration and matriculation
• Increased number of students served per academic program
• Increased student diversity and overall quality of student body
• Increased student retention and graduation rates
• Increased student involvement in co-curricular and extra-curricular opportunities
• Reduced tuition dependency
• Higher student satisfaction with quality of support services and customer service
• Accountability for processes and policies
• Increased number of students with global knowledge and skills

“The next generation of global leadership requires change agents who are astute, versatile, quick-witted, responsible, and technologically savvy. Clark Atlanta University has prepared me to accept this mantle by developing these qualities through academic and co-curricular experiences. While matriculating here, I have experienced opportunities outside of my own comfort zone that have allowed and sometimes forced me to expand my capacity for leadership. As a graduate student who has had the opportunity to serve within the CAU Student Government Association, Board of Trustees, and several administration committees, I’ve learned first-hand the responsibilities and the privilege of serving as a voice for others, speaking for those with whom I may not always agree, or even know. Having embraced the understanding that leadership is not always about agreement, but about influence and encouragement, will surely help me be a diverse, global leader in the future.”

~Lauren Evette Williams
Graduate Student Government Association President
Graduate Student in Public Administration
Strategic Priority Two:
Build Institutional Capacity
STRATEGIC GOAL #2
Maintain and enhance the University’s academic and administrative processes, employee professional development and infrastructure.

KEY INITIATIVES

- Building and Sustaining Strong Academic Programs and Sound Administrative Functions
- Leadership and Personnel Development
- Full Implementation of CAuPRI
- Enhance Technology for Students, Faculty, Administration and Board
- Master Plan Update
- Enhancing Research and Graduate Education
- Brand Building and Increase Fundraising
- Improve Campus Safety
- Enhancing Comparative Advantage by Projecting
- Out 10 Years with Benchmarks for All Aspects of the University

MAJOR PROJECTS

- Comprehensive program reviews
- Restructure academic units for increased productivity and efficiency
- Professional development for faculty and staff
- Salary gap funding
- Upgrade the communication system and web site of the University
- Upgrade and integrate communication system
- Update disaster recovery plan
- Deferred maintenance and update the master plan
- Create a Graduate Resource Center and increase graduate assistantships, personal development
- Faculty research start-up funding
- Build animal care facility and develop program for radiation safety
- Implement technology transfer program
- Implement an Institutional Advancement Plan
- Implement an annual giving campaign
- Implement Finance and Administration distribution process
- Develop the CAU brand
- Community policing and targeted surveillance
- Replace police vehicles
- Benchmark all sectors of the University against peer and aspirant institutions
INDICATORS OF IMPACT

- Complete academic and administrative program reviews
- Establish an evidence-based performance assessment and evaluation system
- Maintain effective and efficient operating systems and accountable regulatory controls
- Improve administrative structures and processes, work knowledge and skills
- Provide an inclusive, technology-enhanced, student-centered learning environment
- Strengthen, broaden and update technological capacity
- Increased research dollars and a solid graduate program infrastructure
- Provide a safe and secure environment valued by all of our constituencies
- Better image and external financial support
- The University will be competitive with peer institutions and pursuing expectations of aspirant institutions

Clark Atlanta University’s classrooms, labs and residential halls are completely wireless. In 2011, the University significantly upgraded its wireless network. Now, we are poised to identify and hone innovative ways to employ these advances to the benefit of our students, faculty, staff and alumni.
Strategic Priority Three:
Align Learning, Knowledge/Discovery and Performance

“The Center for Cancer Research and Therapeutic Development is a good example of how scholarship, discovery and creation of new knowledge can be fully integrated. We conduct world-class research in the area of cancer biology; however, this cannot be achieved without the involvement of undergraduate and graduate students and post-doctoral fellows, all of whom are being trained as a future generation of scientists. The Center also is intimately involved in the Atlanta community. Our programs are designed to provide education for prevention, early detection and treatment of prostate cancer in African-American men. Every day, we discover knowledge, educate others to discover it and apply it. These three constructs are inseparable.”

~Shafiq A. Khan, Ph.D.
Eminent Scholar
Professor of Biological Sciences and
Executive Director of The Center for Cancer Research and Therapeutic Development
**Strategic Goal #3**

Achieve academic excellence and expand learner experiences based on best practices in instruction, involvement in inquiry, and the use of practical experiences.

**Key Initiatives**

- Reaccreditation for Business Administration, Education and Public Administration
- Begin Process for Initial Accreditation for Mass Media Arts, Computer Science and Music
- Faculty Development and Training
- Program Reviews and Assessments
- Graduate Program Enhancement
- Enhance Research and Scholarship Capabilities
- Revise Center of Excellence Concept
- Personnel Evaluations Tied to Strategic Plan
- Co-Curricular Linkages

**Major Projects**

- Self Study and remediation for the business, public administration, mass media arts, computer science and music programs
- Increase student internships
- Quarterly professional development programs to enhance teaching and learning and technology integration link program review to program space and improvement and enhance student learning outcomes
- Development of interdisciplinary Program
- Ph.D. in Material Science
- Joint Ph.D. in Clinical Social Work
- Dual Degree in Social Work and Public Health
- Create a Center for Children and Families
- Refocus and redefine Centers of Excellence
- Revamp evaluation system
- Implement intentional academic and student affairs programming to enhance student learning

"Aligning learning, knowledge/discovery and performance adds value and clear direction to the academic community. This accountability is extremely important during turbulent economic times. It encourages all stakeholders to put their best foot forward to meet the challenges and to perform effectively and efficiently. More specifically, in the pursuit of excellence, the University’s four schools each can take a leadership role in developing and implementing best practices to enhance instruction and research. This creates opportunities to identify and provide solutions to social problems that affect a global society."

~Joyce Dickerson, Ph.D.
Associate Professor and
Director of the MSW Program
Whitney M. Young, Jr. School of Social Work
Indicators of Impact

• Successful reaffirmation of the following programs: Business Administration, Education and Public Administration

• Initial accreditation planning for the following programs: Mass Media Arts, Computer Science and Music

• Improved academic program and teaching quality, offerings, teaching methods and faculty and student interaction

• Increased technology enabling active and collaborative learning and research

• Improved research focus areas and productive research groups

• Increased faculty contributions in research, scholarly work and service; faculty professional recognition and student contributions to academia and community

• Increased number of summer research internships and summer research experiences

• Creation of signature programs and centers of excellence to recognize outstanding excellence in teaching, research and service

• Enhanced interdisciplinary and accelerated degree programs

• Increased international education and study abroad opportunities and experiences for faculty and students

• Increased curricular and co-curricular offerings and learning opportunities

“The greatest value of aligning learning, knowledge/discovery and performance is that it provides a sense of order and connectedness to an otherwise chaotic endeavor—the acquisition of knowledge—by constantly reinforcing values and concepts while revisiting them in different contexts. Core values, which undergird the learning process, are integrated and applied at every stage of the learning process and provide guidance as the student matures. As knowledge is revealed through the application of systematic methodologies, it falls into the hands of globally-responsible human beings. Study Abroad is the opportunity for our students to enter the global community as students as well as donors of knowledge.”

~Dr. Paul M. Brown, Associate Professor of French Director International Education/Study Abroad
**Strategic Priority Four:**
Improve and Maintain Financial Strength and Viability
STRATEGIC GOAL #4
Stabilize and sustain the University’s financial and business structures to increase student affordability and the quality of educational programs and support services.

KEY INITIATIVES

• Budget Accountability
• Cost Containment
• Risk Aversion and Internal Controls
• Budget Linkage to Mission and Core Functions
• Improve Revenue and Stewardship
• Financing a Competitive Workforce
• Deferred Maintenance

MAJOR PROJECTS

• Train managers in budget management and then decentralize budget
• Zero based budget to align with strategic priorities and cut costs
• Fully implement internal audit plan
• Revise budget and planning processes to more closely align planning, projects and dollars to mission and core functions
• Create an Economic Development Center
• Implement a salary gap analysis
• Fully implement endowment recovery
• Increased donor cultivation and support
• Rebuild external relations
• Faculty development for increased research and grant activity
• Maintain compliance with federal grants
• Deferred maintenance projects
  • Complete renovation of Wright Young Hall
  • Partial remodeling of cafeteria – equipment
  • Replace chillers in TWC Research Center
  • Restore roof of Trevor Arnett Hall
  • Remove and replace trailers from President’s Parking Lot
  • Renovate Kresge Hall
  • Parking Deck – retrofit lighting and structural improvements
  • Prepare the plan for McPheeters-Dennis Hall renovations
Indicators of Impact

- Balanced budget system and improved amount of unallocated budget reserve and contingency funds
- Improved cost reduction and savings initiatives, average instructional cost per program, per FTE
- Clean audits and improved bond ratings
- Improved expenditures by category (e.g., instruction, research, academic support, operations and maintenance, etc.)
- Increased grant and contract activities for instruction, research/creativity and community service
- Increased number of privately funded scholarships and total funds awarded, funding for athletic programs and facilities
- Enhanced donor cultivation, participation and gift giving
- Increased number of donors and amount of contributions from the Board, faculty, staff and alumni
- Increased revenues raised from federal, state/local and private sectors (alumni, friends, other individuals, foundations, corporations, religious organizations and other fundraising consortia) for scholarships and other purposes
- Improved ongoing funding with recurring revenue sources for current operations or capital purposes
- Increased endowment value
- Improved employee salary/fringe benefit package competitive with benchmark institutions
- Improved scheduled and deferred maintenance budget and actual spending

More than 96 percent of our students require some type of financial aid to cover the costs of tuition, room and board. In the current economic environment, we don’t expect this rate to decrease. Therefore, we are challenged to increase our revenues.
Strategic Priority Five: Embrace and Provide Leadership in Community Development and Environmental Sustainability

“It’s hard to fully place into words the depth of Clark Atlanta University’s focus on social responsibility and civic engagement. I believe it is certainly the shadow of Dr. Brown’s and Dr. Silver’s leadership. Their voices are strong, consistent and genuine—and the value of the partnerships they have and continue to form really benefits the University and the community at large.

As a business person, I am very encouraged by the deep concern that these leaders express often for their students, staff and the community, and the sincere desire to address important social issues like domestic violence.

I am also moved by the many ways they go above and beyond to reach so many. These experienced, educated and insightful leaders see the big picture – that ultimately we all benefit from a focus on meaningful, substantive, intellectual social responsibility and civic engagement. Thank you!”

~Sheryl Sellaway, Executive Director of Public Relations, Verizon Wireless
STRATEGIC GOAL #5
Promote and Enhance the identity and value of the University’s strong commitment to civic engagement, social responsibility initiatives and sound sustainability stewardship.

KEY INITIATIVES

• Increase external Partnerships

• Increase Strategic Community Linkages and Programs

• Environmental Sustainability Initiatives

• Social Responsibility and Alliances

• Economic Development Center

MAJOR PROJECTS

• Strategic placement of the President and other senior officers on boards

• Increase student community service

• Implement Institutional Advancement external and community relations plan

• Joint patrols with Atlanta University Center and City of Atlanta Police Departments

• Implement a recycling program

• Develop and implement a campus-wide Sustainability Program

• Seek grants to enhance sustainability efforts

• Environmental waste water removal project

• Develop new academic courses in sustainability and revise curriculum to include emphasis on sustainability

• Develop database to link faculty to key community projects

• Develop Economic Development Center
**Indicators of Impact**

- Increased number of partnerships with corporations, business and government
- Increased number of community project partnerships, articulations and agreements
- Increased faculty, staff and student involvement in community affairs and civic activities
- Increased lifelong learning opportunities through community, cultural and artistic education
- Increased community participation and awareness in affairs and activities of the University
- Increased exposure by media, partnerships and collaborations with community groups and other entities
- Increased positive image of the University
- Enhanced sustainability awareness across campus
- Increased number of sustainability programs
- Increased support for fair and just business practices
- Increased socially responsible investing in eco-friendly, safe and healthy products, clean energy and recycling initiatives
- Improved neighborhoods and jobs around the University.

Clark Atlanta University is making important strides in this area. The renovation of Wright-Young Hall results in a second LEED certified building on campus. In October 2010, the University received a $15,000 grant for sustainability planning from the UNCF Building Green Initiative.
The Clark Atlanta University Strategic Plan will support the institution by strategically investing in the areas where we can achieve greater distinction and continue to raise our academic stature. Three years from now, we expect that we will have measurably advanced the University in every area of the academic enterprise: our research purview, the quality of student services, a more diverse student population and greater resources to support faculty and students as well as the centers of excellence, individual schools and departments.

~Dr. Carlton E. Brown,
President of
Clark Atlanta University
### 2011-13 Strategic Plan

#### Expected Deliverables

- Stable enrollment with increased diversity
- Stronger academic programs
- Increased focus on graduate education and research
- Risk Reduction and Mitigation
- Stable finances
- Increased campus unity
- Greater institutional effectiveness, efficiency and accountability
- Increased community connections

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**REACHING OUR DESTINATION**

Every journey is more effectively traveled with the use of mile markers and directional signs. Or, put another way, every traveler should be able to accurately determine “are we there yet.” As part of its strategic planning process, Clark Atlanta University anticipates specific deliverables that will validate the success of the plan. The most important of these deliverables anticipates positive gains in student enrollment and building institutional capacity. However, specific measures and timelines will guide the accomplishment of all five strategic priorities.

**TRACKING THE COSTS**

Measuring progress toward each priority facilitates continuous improvement and progress, and provides a means for smarter stewardship of the University’s resources. Beginning with the 2011-12 academic year (commencing July 1, 2011), the University will tie 100% of its operational expenses directly to the five priorities of the Strategic Plan. This assures that areas of critical need and importance enjoy the level of provision necessary to achieve desired results. The institutionalization of zero-based budgeting, restructuring and internal reallocation during the initial year of the plan will help ensure that funds are appropriately aligned, expended and tracked. This will afford broader compliance, increased accuracy and greater accountability.
A CLOSER LOOK: STUDENT HEADCOUNT

Clark Atlanta University’s Strategic Plan presumes an increase in student enrollment along with increased diversity in the undergraduate and graduate student populations. While enrollment at the University has been in decline over the past decade, University officials are now keenly focused on aggressively recruiting a more “selective” caliber of applicants, while simultaneously focusing on measures to increase retention. This charge necessitates the continued reengineering and refinement of University systems and customer service protocols. The Clark Atlanta University Process Renewal Initiative (CAuPRI) will continue to produce transformative results in critical areas, especially the administration of student enrollment services and financial aid. Our research supports that the optimum number of students, given our physical capacity and infrastructure, is 5,000 students. During this three-year plan, the targeted enrollment is 4,350 students.
A Closer Look: Projected Revenues

While tuition and fees will continue to make up the greater portion of the University’s revenues, at least in the near term, projected revenue growth—and the specific tasks necessary to achieve it—will be managed using the estimates below.

The chart below shows an expected, steady increase in revenues by sources over the length of this plan. The figures illuminate the University’s intent to increase student enrollment (Priority #1), thereby increasing revenue from tuition and fees. Private funding is expected to increase by as much as 17 percent over the same period, from $9.33 million in 2010-11 to $11.29 million in 2012-13, exceeding the University’s (pre-plan) three-year average of $7.95 million. Overall revenue growth during this planning period is expected to increase from $95.42 million in 2010-11 to $109.06 million in 2012-13, an increase of 12.5 percent which exceeds the (pre-plan) three-year average of $84.6 million.

Revenue Sources

- **Tuition & Fees**
- **Government**
- **Private**
- **Other Income**
The Clark Atlanta University Strategic Plan is realistic and achievable; however, all stakeholders—internal and external—will have to fully invest their time, talents and resources to implement it. Clark Atlanta University is a local, state and national treasure, and is worthy of the investment as it endeavors to serve students and the community.