Clark Atlanta University
Faculty and Staff Institute

Student-Centered, Quality-Driven

Keys to a Predictable Future: Mission, Planning and Implementation

August 12-13, 2010
Dr. Carlton E. Brown, President
Clark Atlanta University (CAU), formed 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 STATEMENT**

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.

*Revised, approved by the Board of Trustees, October 15, 2009*

**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.

*Approved by the Board of Trustees, October 15, 2009*
Dear Colleagues:

There are few fields of endeavor that provide the sense of renewal and purpose as when educators welcome new and returning students to a university campus. And so it is that we begin the 2010-11 academic year. I know you share my enthusiasm and excitement for this work.

There is much I wish to share with you as we start this new academic year. However, I first want to commend each of you for all that you have shared with the University and broader communities in the past months. From the psychographics of African-American consumers to traditional celebrations of the Yoruba people, to contemplation of a beloved anthem, our faculty members have expanded and fortified the intellectual depth and scholarly exchange upon which our academy is anchored. As well, we are grateful to faculty and staff who continue to attract the interest and resources of strategic partners. Whether for enhancing programming for first-time college students through the Walmart/Council of Independent Colleges grant or effecting smarter drug delivery protocols through nanotechnologies or even preparing Upward Bound high school students for their college careers, our work continues to advance the course of discovery and, more important, our work changes lives for the better.

So that we may continue to foster an environment of excellence, the University must adapt to change and anticipate opportunities to aggressively pursue it with precision and nimbleness. We will formally launch the University’s new, three-year strategic plan in a matter of weeks. For months, many of you have played important roles in creating this organizational road map. However, the most important work lies ahead of us: we must now collaborate to ensure the plan’s success. Too often, initiatives such as this fail because they are “shelved” by organizations chained to the status quo and shackled by complacency. This will not be the case at Clark Atlanta University. Now, more than ever, the University’s viability depends on your active, daily participation in advancing the enterprise.

Our ability to successfully execute the plan also hinges upon creating new, more effective controls on productivity and investing our resources. As the work of the CAuPRI Initiative continues, I exhort you to enter this year with the understanding that the Strategic Plan alone will now determine our institutional priorities and our budget. This course is not only essential to our survival, but it also rejoins us to the focus required to reposition ourselves as one of the nation’s greatest universities.
Any leader demanding change and agility from within his or her organization must be prepared to lead by example. Therefore, my own role at the University will change. Beginning this fall, I will dedicate significantly greater portions of my schedule to advancing the University among external constituencies. My primary activities will include government and public affairs, and fundraising. The University’s day-to-day operations will now largely come under the watchful eye of our Provost and Vice President for Academic Affairs, Dr. Joseph H. Silver, Sr. Not only will this allow me to set the course for our very necessary repositioning, but this further underscores our focus on the University’s Strategic Plan as the road map for operational efficiency.

This shift, and the reordered priorities emanating from it, are not happenstance. Clark Atlanta, as well as all others, particularly HBCUs, now must preserve its mission amidst severe federal funding constraints, personal and family financial crises and a heightened tide of national scrutiny and accountability. Adhering and, where possible, exceeding these ideals is necessary to protect our institution’s credibility and accreditations. However, our most important aim is to protect our capacity to embrace students and their pursuit of a college education. Therefore, as the complexities of the political and economic landscape abound, we must focus on one simple standard: our students deserve our best...everyday.

In closing, I want to express my personal gratitude to each of you who have committed unwaveringly to uphold that standard. Regardless of your role—primary functions such as financial aid, academic advisement and, of course, instruction, but also to those of you who feed, house, encourage, monitor the health, and even pray for them—I thank you for helping to develop our most precious resource. For all of our writing, research, advocacy and acclaim, the truest measure of our success is, in the end, theirs. For your tireless devotion to this great work, on behalf of our students, I thank you.

Let us now move forward, as one, on their behalf.

To a great 2010-11 academic year,

Carlton E. Brown
President
Fall Faculty and Staff Institute

“Linking Mission, Planning and Implementation: Keys to a Predictable Future”

Thursday, August 12

7:30 AM - 8:30 AM
Registration and Continental Breakfast

8:30 AM - 10:00 AM
General Session 1
Co-Presiding
Professor Christopher Hickey, Professor, Department of Art
Ms. Phyllis McCrary, Manager, Telecommunications

Welcome and Opening Remarks
Dr. Joseph H. Silver, Sr., Provost and Vice President for Academic Affairs

Invocation
The Reverend Dr. Valerie Tate Green, University Chaplain

Musical Selection
Georgia by Hoagy Carmichael
Ms. Amarylis J. Sueing - Saxophone, Music Major, Class of 2012
Dr. Sharon Willis, Accompanist - Associate Professor, Department of Music

Vulcan Award for Excellence in Teaching Presentation
Dr. Silver and Vulcan Materials Company Representative

Introduction of the President
Dr. Marilyn Lineberger, Director, University Counseling Center

** Presidential Address **
Dr. Carlton E. Brown, President

Goals and Activities for AY 2010-11 and Introduction of Officers
Dr. Isabella Finkelstein, Chair, Faculty Assembly
Ms. Gay-linn Jasho, President, Staff Assembly

Division & School Updates and Introduction of New Faculty and Staff
Executive Cabinet, Academic Deans, Athletic Director

10:00 AM - 10:30 AM
Break

10:30 AM - 12:00 PM
New Faculty Orientation - Part 1 (for all NEW faculty)
Dr. Jeffrey Phillips, Associate Vice President for Academic Affairs
OITC Conference Room, Harkness Hall - 1st Floor
New Faculty Orientation is an opportunity for newcomers to the CAU community to become familiar with policies and procedures as they apply to faculty. This two-part workshop will cover such topics as faculty governance, promotion and tenure, research opportunities and student regulations. New faculty will have the opportunity to ask questions and become well-grounded in all aspects of the Division of Academic Affairs.
Fall Faculty and Staff Institute  
"Linking Mission, Planning and Implementation: Keys to a Predictable Future”  

Thursday, August 12

10:30 AM - 12:00 PM  
**Academic Task Forces**  
*Carl and Mary Ware Academic Center*

*These rooms will be available for Task Force meetings through 5:00 PM Friday, August 13th.*

- CMW 204 Faculty Workload Policies
- CMW 209 *Graduate Studies Handbook*, Policies, Graduate Studies Issues
- CMW 205 *Faculty Handbook*
- CMW 207 Promotion, Tenure, Pre-Tenure and Post Tenure Review
- CMW 216 Centers of Excellence, Endowed Chairs and Distinguished Professors
- CMW 206 General Education, Core Curriculum and Gateway Courses
- CMW 212 Undergraduate Student Handbook, Policies and Student Concerns
- CMW 213 Fifth Year SACS Review
- CMW 210 Doctor of Arts in Humanities
- CMW 214 Instructional Technology and Alternative Delivery
- CMW 215 Faculty Performance Evaluation
- CMW 208 Course Scheduling, Two-Year Schedule, Summer School, Revisiting When We Offer Classes

12:00 PM - 1:00 PM  
**Lunch on Your Own**

1:00 PM - 2:15 PM  
**General Session 2**  
*Henderson Student Center - Multipurpose Room*

**Introduction of the Provost and Vice President for Academic Affairs**  
The Reverend Dr. Phillip Dunston

**You Must Adapt Where Your Shadow Falls**  
Dr. Silver

**Robert W. Woodruff Library Update**  
Mrs. Loretta Parham, CEO and Director

**“Stand Up for CAU!” Annual Fund Campaign**  
Ms. Nicole J. Blount, Director of Annual and Special Giving

**Benediction**  
Rev. Dr. Green

2:15 PM - 2:30 PM  
**Break**
Thursday, August 12

2:30 PM - 4:00 PM **BANNER for Beginners** *(seating limited - sign up during Registration)*
Ms. Toni Coleman and Ms. Lakisha Sanders, Ms. Michelle Davis, Ms. Angela Freeman and Ms. Aundrea Sturdivant
104 Sage-Bacote Hall
An overview and navigation training for faculty and staff.

**New Faculty Orientation - Part 2** *(for all NEW faculty)*
Dr. Jeffrey Phillips, Associate Vice President for Academic Affairs
OITC Conference Room, Harkness Hall - 1st Floor

2:30 PM - 5:00 PM **The CAU Performance Management Process for Staff Managers**
Ms. Valerie Vinson, Director, Human Resources
Carl and Mary Ware Academic Center - Lecture Hall 101
This workshop is designed for those supervisors who are responsible for evaluating staff employees. It will focus on understanding the process, timelines, the evaluation instrument and proper development of performance objectives.

2:30 PM - 5:30 PM **Assessing the Progress of the Strategic Plan through the TracDat System**
Mr. Paul DeSante, Nuventive, Trainer
President’s Conference Room - Harkness Hall, 3rd Floor *(for Executive Cabinet)*
The presentation will highlight the Strategic Plan Assessment Management and Reporting through the TracDat system. The Presenter will demonstrate how to input Strategic Plan data into TracDat as well as how to report and evaluate progress of the implementation.

Friday, August 13

9:00 AM - 5:00 PM **Previously designated meeting rooms in Carl and Mary Ware Academic Center will be available for Academic Task Force meetings.**

9:00 AM - 12:00 PM **Assessing the Progress of the Strategic Plan through the TracDat System** *(for Deans, Division and Department Heads)*
Mr. Paul DeSante, Nuventive, Trainer
Cole Research Center - Lecture Hall
The Office of Planning, Assessment and Research (OPAR) will provide CAU faculty and staff with updated training for the use of the TracDat system to assess the progress of the Strategic Plan. The presentation will highlight the Strategic Plan Assessment Management and Reporting through the TracDat system. The Presenter will demonstrate how to input Strategic Plan data into TracDat as well as how to report and evaluate progress of the implementation.
(Those attending this workshop will be asked to sign up for one of the afternoon “hands-on” training sessions.)
Fall Faculty and Staff Institute  
“Linking Mission, Planning and Implementation: Keys to a Predictable Future”  

AY 2010-2011  

Friday, August 13  

9:00 AM - 10:30 AM  
**BANNER for Beginners**  
*(seating limited - sign up during Registration)*  
Ms. Toni Coleman and Ms. Lakisha Sanders, Ms. Michelle Davis, Ms. Angela Freeman and Ms. Aundrea Sturdivant  
104 Sage-Bacote Hall  

10:30 AM - 12:00 PM  
**Creating Virtual Classrooms**  
*(seating limited - sign up during Registration)*  
Dr. Gwendolyn Mitchell, Director, Faculty Development Center  
337 McPheeters-Dennis Hall  
(for faculty)  
This workshop will introduce faculty to various applications and methods for creating virtual classrooms. Participants will receive hands-on training for engaging students and creating interactive classrooms on and off campus. At the end of this session faculty members will be able to continue their scheduled classes even when they are attending conferences or other off-campus events. *Laptop computers suggested.*  

12:00 PM - 1:00 PM  
**Lunch on Your Own**  

1:00 PM - 3:00 PM  
**TracDat System Training**  
*(for Deans and Department Chairs, Division and Unit Heads)*  
Mr. Paul DeSante, Nuventive, Trainer  
Sage-Bacote Hall - Room 104  
This is a “hands-on” training for those who attended morning session..  
*(seating limited, please sign up at Registration or during the morning session)*  

1:00 PM - 3:30 PM  
**Advisement for Academic Success**  
*(for faculty)*  
Dr. Alexa Henderson, Ms. Susan Gibson and Dr. Shirley Williams-Kirksey  
Carl and Mary Ware Academic Center - Lecture Hall 101  
This session, which focuses on strengths-based academic advisement, is designed to help good teachers also become good academic advisors. The topics addressed include the philosophy, purpose and goals of academic advising; the role of advising in promoting academic excellence; and characteristics of strengths-based advising. The session will introduce the Academic Advisement Certification initiative that is scheduled to begin in September 2010 and will conclude with a faculty needs assessment related to academic advisement.  

3:00 PM - 4:30 PM  
**Creating Virtual Classrooms**  
*(seating limited - sign up during Registration)*  
Dr. Gwendolyn Mitchell, Director, Faculty Development Center  
337 McPheeters-Dennis Hall  
(for faculty)  
*Laptop computers suggested.*  

3:15 PM - 5:15 PM  
**TracDat System Training**  
*(for Deans and Department Chairs, Division and Unit Heads)*  
Mr. Paul DeSante, Nuventive, Trainer  
Sage-Bacote Hall - Room 104  
*(seating limited, please sign up at Registration or during the morning session)*
Fall Faculty and Staff Institute - *Unit and School Meetings*  
*AY 2010-2011*

“Linking Mission, Planning and Implementation: Keys to a Predictable Future”

**August 16 - 31, 2010**

**Human Resources**, Ms. Valerie Vinson, Director

**Monday, August 16**
9:30 AM - 2:30 PM  
*New Employee Orientation*  
(all NEW faculty and staff)  
Harkness Hall - OITC Conference Room - 1st Floor

12:00 PM - 1:00 PM  
*Lunch on Your Own*

**School of Arts and Sciences**, Dr. Shirley Williams-Kirksey, Dean

**Monday, August 16**
12:00 PM - 4:00 PM  
*Department Chairs Meeting*  
Cole Research Center - Board Room

**Tuesday, August 17**
9:30 AM - 12:00 PM  
*Adjunct Faculty Workshop*  
Carl & Mary Ware Academic Center - Room 303

**Wednesday, August 23**
3:00 PM - 5:00 PM  
*Faculty Meeting*  
Cole Research Center - Auditorium

**Tuesday, August 31**
1:00 PM - 3:00 PM  
*Promotion and Tenure Workshop*  
Cole Research Center - Room 1037

**School of Business Administration**, Dr. Lydia McKinley-Floyd, Dean

**Monday, August 16**
9:00 AM - 5:00 PM  
*Fall Retreat*

**Tuesday, August 17**
9:00 AM - 5:00 PM  
*NCATE Reaffirmation Working Retreat*  
Rufus Clement Hall - Room 123

**Wednesday, August 18**
10:00 AM - 12:30 PM  
*Strategic Planning Process and the SOE*  
Rufus Clement Hall - Room 123
Fall Faculty and Staff Institute - Unit and School Meetings
“Linking Mission, Planning and Implementation: Keys to a Predictable Future”

August 16 - 31, 2010

Whitney M. Young, Jr., School of Social Work, Dr. Vimala Pillari, Dean

Monday, August 16
11:00 AM  Faculty and Staff Opening Meeting
           Thayer Hall Conference Room

Wednesday, August 18
6:30 PM - 8:00 PM  Adjunct Faculty Meeting
                   Thayer Hall Conference Room

Thursday, August 19
9:30 AM - 4:30 PM  New Student Orientation
                   Cole Research Center - Exhibition Hall

Friday, August 20
9:30 AM - 12:30 PM  Returning Student Orientation
                    Cole Research Center - Exhibition Hall
                    1:00 PM - 4:30 PM  Field Work Instructors Orientation
                    Cole Research Center - Exhibition Hall

Undergraduate Studies, Dr. Alexa Henderson, Dean

Monday, August 16
10:00 AM - 12:00 PM  Unit Meeting
                      Carl and Mary Ware Academic Center - Room CMW 203

Graduate Studies, Dr. Bettye Clark, Interim Dean

Friday, August 20
6:30 PM - 8:30 PM  Graduate Student Reception
                   Cole Research Center - Exhibition Hall

Saturday, August 21
9:00 AM - 12:00 PM  New Graduate Student Orientation
                     Robert W. Woodruff Library - Main Level
                     12:00 PM - 3:00 PM  Student Advisement
                                 with Department Chairs, Financial Aid, Student Accounts and Registrar

First Week
of Fall Semester  Graduate Resource Center Grand Opening
                   Kresge Hall - 1st Floor
**CAU Experience - Highlights**  
**AY 2010-2011**

**August 18 - 24, 2010**  
Ms. Ernita Hemmitt, Director, Career Planning and Placement - Coordinator

**Wednesday, August 18**  
10:00 AM - 11:30 AM  
**CAU United Freshman Council**  
*Henderson Student Center - Multipurpose Room*  
The purpose of the United Freshman Council is to discuss the Core Values of Clark Atlanta University. It is expected that the Council will identify the behaviors which match the core behavior and vote to adopt to promote and develop the selected behaviors. The Core Values are directly linked to the Campus Cultural Creed which students are asked to uphold as they are inducted into membership at Clark Atlanta University.

8:30 PM - 11:30 PM  
**CAU Movie on the Green**  
*Merner, Thayer, Pfeiffer, Haven-Warren Quad*

**Thursday, August 19**  
2:30 PM - 4:00 PM  
**W.E.B. DuBois Scholars and Fellows**  
Ms. Susan Gibson, Director, Enrollment Support & Retention Services  
Introduction of the W.E.B. DuBois Faculty Fellows to the W.E.B. DuBois Scholars  
*Henderson Student Center - Multipurpose Room*

7:00 PM - 2:00 AM  
**St. Jude’s “Up ‘Til Dawn”** (letter writing campaign)  
*Henderson Student Center - Multipurpose Room*

**Friday, August 20**  
10:00 AM - 12:00 PM  
**Academic Showcase**  
Dr. Cynthia Clem, Assistant Dean, Undergraduate Studies - Coordinator

School of Arts and Sciences  
*Carl & Mary Ware Academic Center and Cole Research Center*

- CMW 102  
  Art/Fashion Design and Merchandising
- SRC - Exhibition Hall  
  Biological Sciences
- CMW 306  
  Chemistry
- CMW 213  
  Computer and Information Sciences
- CMW 209  
  Dual-Degree Engineering
- CMW 303  
  English
- CMW 317  
  Modern Foreign Languages
- CMW 310  
  History
- CMW 103  
  Mass Media Arts
- CMW 313  
  Mathematical Sciences
- CMW 308  
  Music
- CMW 314  
  Physics
- CMW 206  
  Political Science
- CMW 101  
  Psychology
- CMW 215  
  Religion and Philosophy
- CMW 201  
  Sociology and Criminal Justice
- CMW 208  
  Speech Communication and Theatre Arts
Friday, August 20

10:00 AM - 12:00 PM  **Academic Showcase (con’t)**

- School of Business Administration  
  *Cole Research Center - Auditorium*
  *ALL Majors*

- School of Education  
  *Carl and Mary Ware Academic Center - Room CMW 202*
  *Early Childhood Education*

- Whitney M. Young, Jr., School of Social Work  
  *Thayer Hall - Room 320*
  *ALL Students*

**Undecided** students should take this opportunity to attend sessions for majors that are of interest to them.

2:00 PM - 3:30 PM  **Concurrent Sessions**  *(will also be offered on Monday)*

- Financial Literacy - “Maintaining Your Credit Worthiness”  
  *Henderson Student Center - Multipurpose Room*

- Healthy Life Styles - “Maintaining Your Body, Mind and Soul”  
  Dr. Marilyn Lineberger, Director, University Counseling Center  
  Nurse Janet Singleton, Student Health Center  
  *Carl and Mary Ware Academic Center - Room 103*

- “Perfect Peace” Discussion  
  Dr. Daniel Black, Author and Associate Professor, Africana Women’s Studies  
  *Cole Research Center - Auditorium*

- Making Your Academic Transition a Success  
  Dr. Isabella Jenkins, Associate Dean, Undergraduate Academic Services  
  *Haven-Warren Hall - Davage Auditorium*

3:30 PM - 5:00 PM  **For Women Only**

- Henderson Student Center - Multipurpose Room

3:30 PM - 5:00 PM  **For Men Only**

- *Carl and Mary Ware Academic Center - Lecture Hall 103*
Saturday, August 21  
6:00 PM - 11:00 PM  
**Olive Branch Unity Empowerment**  
Morehouse College/Robert W. Woodruff Library

Sunday, August 22  
11:00 AM - 12:30 PM  
**Chapel Service**  
The Reverend Dr. Valerie Tate Green, University Chaplain  
*Haven-Warren Hall, Davage Auditorium*

Monday, August 23  
12:00 PM - 2:00 PM  
**Campus Lunch**  
(entire CAU Community; wear CAU paraphernalia)  
*Henderson Student Center - Promenade*

2:00 PM - 3:30 PM  
**Concurrent Sessions**

9:00 PM - 11:00 PM  
**Talent Showcase**  
*Vivian Henderson Center, L.S. Epps Gymnasium*

Tuesday, August 24  
12:00 PM - 2:00 PM  
**Honors Program & Scholarship Luncheon**  
Dr. Jenkins  
*Cole Research Center - Exhibition Hall*

2:00 PM - 3:00 PM  
**Campus & Community Success Fair**  
*Cole Student Center - Lobby*

7:00 PM - 8:30 PM  
**Induction Ceremony**  
*Harkness Hall Quad*

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**IMPORTANT NOTICE FOR ALL FACULTY**

**3.0 Student Attendance during the First Ten Class Days of the Enrollment Period**  
In order to establish commencement of a students' entitlement to Title IV financial aid, the university must record students' class attendance at the beginning of each term of enrollment. Prior to the first day of classes (e.g., fall, spring, summer terms), the Provost and Vice President for Academic Affairs notifies all instructors of the requirement for instructors to record all students' class attendance **during the first ten (10) days of the term**. Not later than the tenth (10th) day of each academic term, instructors are required to post students' class attendance ("AT" for attended or "NA" for never attended) to Banner. Not later than the 15th day of each academic term, the UR forwards the report of students who have **never attended** classes to the VPessa to halt disbursement of Title IV funds by the DFA and DSAR to students' university accounts. See **Appendix B** for detailed Title IV funds disbursement procedures.

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*Complete Schedule of Events is available on the CAU website.*
Executive Cabinet

President                                    Dr. Carlton E. Brown
Provost and Vice President for Academic Affairs  Dr. Joseph H. Silver, Sr.
Vice President for Finance and Business Services and Chief Financial Officer  Ms. Lucille Maugé
Vice President for Enrollment Services and Student Affairs  Dr. D. Jason DeSousa
Vice President for Institutional Advancement and University Relations  Mr. Aristide J. Collins, Jr.
Vice President for Research and Sponsored Programs  Dr. Marcus W. Shute
Vice President for Management Services  Mr. Michael Lacour
General Counsel  Lance Dunnings, Esq.
Chief Compliance Officer  Mr. Robert Clark
Chief of Staff and Special Assistant to the President  Ms. Cynthia M. Buskey
Director, Planning, Assessment and Research  Mr. Narendra H. Patel

Academic Deans

School of Arts and Sciences  Dr. Shirley Williams-Kirksey
School of Business Administration  Dr. Lydia McKinley-Floyd
School of Education  Dr. Sean Warner
Whitney M. Young, Jr., School of Social Work  Dr. Vimala Pillari
Undergraduate Studies  Dr. Alexa B. Henderson
Graduate Studies  Dr. Bettye M. Clark (Interim)