Clark Atlanta University

Strategic Plan
December 14, 2004
Clark Atlanta University will achieve prominence for its distinctive capacity and commitment to provide a student-centered, quality-driven learning community that is characterized by excellence in teaching, rigorous academic programs, dedication to the nurturance and development of its students, and cutting-edge basic and applied research.
Vision Statement

Key Ingredients in the Vision

- Learning Community
- Excellence in Teaching
- Rigorous Academic Programs
- Nurturance and Development of Our Students
- Cutting-edge Basic and Applied Research
Vision for CAU as the...

University of Choice

- **Prominence**
  - We will be widely known for

- **Distinctiveness**
  - We will be the only one or among the few

- **Rests Heavily Upon**
  - Quality of Our Academic Programs
  - Quality of Our Faculty
  - Quality of the Learning Environment
The Vision for Clark Atlanta University:

- **Is active** – a real and tangible direction.

- **Includes everyone in the University as well as supporters.**

- **Is accomplished every day, in every action we take.**
The mission of Clark Atlanta University is to provide a quality undergraduate, graduate and professional education...
Influencing Factors

Internal

• Review of Graduate Studies – 2001
• New President – August 2002
• Administrative Review – Fall 2002
• Task Groups’ Recommendation on Strategic Priorities – Jan/Feb 2003
• Institutional Advancement Reviews – Fall 2003
• Stillwater Financial Recovery Recommendations – Spring 2003
• Student Retention Plan – 2003-2004
• Fund-raising Activities
Influencing Factors

External

- Institutional Accreditation
- School/Program Accreditation
- Fund-raising Activities
Critical Issues

Recurring Issues

- Quality of Academic Programs
- Faculty and Staff Development
- Financial Stability
- Fund Development
- Marketing
- Graduate Education/Recruitment
- Student Retention

- Campus Values and Culture
- Enrollment Management
- Institutional Climate
- Visibility and Positioning
- Financial Management
- Restructuring
Critical Issues

Selection Criteria

• Student-Centeredness
• Increasing Quality
• Intersection/Overlap
• Focused Agenda
• Results Management
• Critical Time Period
• Foundation for Prominence
• Foundation for Distinctiveness
Five Focus Areas

Strategic Agenda

1.0 Rigorous Academic Programs
2.0 Distinguished Faculty
3.0 Student Recruitment and Retention
4.0 Financial Strength
5.0 Institutional Advancement
1.0 Rigorous Academic Programs

- **Goal:** Develop undergraduate and graduate programs of acknowledged excellence

**Objectives**
1.1 Academic Restructuring
1.2 Centers of Excellence
1.3 Academic Quality
1.4 Academic/Instructional Facilities
2.0 Distinguished Faculty

- **Goal**: Recruit and support faculty – (1) engaged in making scholarly, intellectual and creative contributions to their disciplines, and (2) demonstrate excellence in their roles as teachers and mentors for CAU students

**Objectives**

- 2.1 Faculty Compensation, Incentives, Rewards
- 2.2 Faculty Development
- 2.3 Standards for Faulty Performance/Productivity
- 2.4 Assessment of Student Learning Outcomes
3.0 Rigorous Academic Programs

- **Goal:** Increase enrollment through successful recruitment and retention of a diverse student population who demonstrate academic achievement or the potential to succeed in CAU’s academic programs

**Objectives**

3.1 Undergraduate/Graduate Student Recruitment
3.2 Student Retention
3.3 Financial Scholarship Funds
4.0 Financial Strength

- Goal: Strengthen the University’s financial position by (1) effectively managing existing resources; and (2) acquiring new resources to meet current and future needs

Objectives

4.1 Monitoring Financial Activity
4.2 Management Practices/Business Processes
4.3 Integration of Planning/Budgeting
4.4 TBD
5.0 Institutional Advancement

- Goal: Establish a vigorous and productive institutional advancement organization that will: (1) increase the University’s visibility; and (2) strengthen the University’s capacity to obtain funding from private and public sources

Objectives
5.1 Infrastructure
5.2 Pre-campaign Planning
5.3 Capital Campaign
5.4 Institutional Marketing Communications (TBD)
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