2013 – 2018

EXECUTIVE SUMMARY

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PART I
Executive Summary

A four-year summative assessment of the Clark Atlanta University 2013-2018 Strategic Plan indicates that the University is making considerable progress in effectively accomplishing its mission through the University’s four strategic priority goals: Increase Headcount Enrollment; Distinctive Academic, Research, and Student Support Programs; Enhance External Funding Support; and Sustainable Financial Business Model. The Plan includes 17 objectives designed to be attained through 88 directions of which 90% are Completed or In Progress and Ongoing while 10% are Incomplete or Inactive due to change in personnel or departmental leadership. The University is actively working to make improvement in overall institutional quality by regularly monitoring ongoing progress through the Executive Cabinet, the University Senate, the Academic Deans’ Council, and the Office of Planning, Assessment and Institutional Research.

ACADEMIC AFFAIRS

- Developed Student Retention Action Plan for implementation
- Established campus-wide Academic Advising structure
- Introduced Early Registration and Advising
- Launched Finish-in-Four Campaign
- Acquired several technology solutions to support student success
- Implemented EAB Student Success Campus, a predictive analytics solution for student advising
- Expanding GradesFirst, an early alert monitoring system
  - Advising Kiosks, to help student identify their major advisors
  - Enhanced DegreeWorks, a degree-audit system for tracking a student’s progress to degree
  - Smarthinking, a 24/7 online tutorial service for students on various subjects
- Achieved Reaffirmation of Institutional Accreditation for another 10 years from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
- Completed redesign of the General Education Core Curriculum, with a reduction in required credit hours (from 58 to 30-36 hours) depending on the major
- Completed major revisions to the undergraduate curriculum resulting in 51 new degree plans approved in summer 2016. The new curriculum with its 122 credit hours includes:
  - Redesigned General Education, First-Year Seminar, a gateway course to successful college experience
  - Stackable credentials to ensure students’ relevance and preparation for future careers
  - Summer bridge programs for STEM majors to provide experiential learning that prepares students for success in the innovation and technological space in and outside of the classroom
  - Undergraduate research to ensure that all students as young as entering freshmen stimulate their natural curiosity and develop the investigatory skills necessary to address the social, political, and economic challenges of our time, formulate new questions, and make discoveries about the unknown
  - Developed a Quality Enhancement Plan (QEP) approved by SACSCOC, with implementation slated to begin in fall 2017
- Restructured a number of academic and student support units to achieve increased productivity and efficiency (Consolidation of academic and support units in Arts and Sciences, Enrollment Services, Academic Affairs)
Engaged faculty in community and civic service projects (e.g., Verizon STEM Program for Black Males, Horizons National Summer Project for Atlanta Elementary Students, TRIO Programs, Early College, and Booker T. Washington High School, Center for Cancer Research and Therapeutic Development, Social Work Programs in Communities of Color, Joseph and Evelyn Lowery Institute for Justice and Human Rights, and Mandela Fellows - YALI)

Consolidated and strengthened the University Honors and Scholars Program to align with national best practices

Received a United Negro College Fund Grant to strengthen career support services for students, which included reorganization of the Office of Career Professional Development

Establishing a Center for Children and Family

Initiating Online Education Programs (e.g., Master of Educational Leadership, Master of Public Administration, and Master of Business Administration)

Establishing an Office of Continuing Education and Professional Studies to support Summer Institute, Mini-semester, Mid-semester, and Weekend College

Developing an integrated living and learning program in Student Affairs that aligns student life with academic life

Developing academic partnerships and articulation agreements with international and local institutions (e.g., China, Georgia Piedmont Technical College, Middlebury Institute for International Studies, Interdenominational Theological Center, Illinois Institute of Technology)

Developed an Agreement on Intellectual Property (awaiting final faculty approval)

ENROLLMENT SERVICES

Implemented a campus wide cross-functional Enrollment Management Taskforce

With the fall 2016 enrollment of 3,884, the University is within 3% of its total 4,000 student enrollment goal (3,093 undergraduate enrollment is within 0.23% of meeting its 3,100 goal, and graduate enrollment of 791 is within 12% of achieving its goal of 900 students. Of the total fall enrollment 10% are international students and 5% are other race U.S. Students

Since fall 2014, the University has exceeded enrollment goals set for six consecutive semesters

Students who participated in the Honors courses, 67% graduated within four years and 72% graduated within 6 years

The 4-Year graduation for student athletes is 55% compared to the University-wide 4-Year graduation rate of 26%. The 6-Year graduation for student athletes is 56% compared to the University-wide 6-Year graduation rate of 38%

Recruited the highest quality 2016 freshman class with 902 SAT, 20 ACT, and average 3.17 high school GPA

Academic scholarships are leveraged to attract more qualified students

RESEARCH AND SPONSORED PROGRAMS

Total $42,756,443 grant funds generated during a four year period from FY13 to FY16

Initiating more grant-funded proposals to support the Center for Cancer Research and Therapeutic Development (CCRTD)

Initiating proposals using interdisciplinary faculty teams to support the Redesign of Courses with high D,F,W rates to be funded by NSF

Lockheed Martin Contract Program

CAU selected with other Minority-Serving Institutions (MSIs) to work on Orion, NASA's deep-space exploration capsule
• Similar to how suppliers provide parts and services for programs the four MSIs have each been awarded a five-year contract for up to $5 million worth of work from Lockheed Martin. Through the contracts, students at the universities will analyze, test and produce components for Orion – which Lockheed Martin builds for NASA – and for additional Civil Space programs in development and production.

• CAU, University of Nevada Las Vegas (UNLV), Florida Agricultural & Mechanical University (FAMU), and North Carolina Agricultural & Technical State University (NCA&T) are the four selected institutions whose students will have hands-on roles in manufacturing, material development and test

STUDENT AFFAIRS

➢ Revised and updated the Student Code of Conduct and presented to Freshman Class of 2016
➢ Built the new Panther Exercise Facility to support students’ holistic development
➢ Established an annual CAU Career Forum to highlight academic programs such as Mass Media Arts, Psychology, Criminal Justice, and Business Administration
➢ Established the iLead Student Leadership for Council of Chartered Organization members
➢ Offered a series of educational workshops to students on Safe Sex, Healthy Habits and Life Styles, Stress and Time Management, Mental Health, and Trends in careers and recruitment practices
➢ Implemented a Recruitment Software System (Handshake) for CAU to enhance opportunities for students and employers to engage in career exploration
➢ Initiated restructuring of student support units to align with academic life
➢ Reorganized the Office of Career and Professional Development to include a director, two career counselors, a career coach, and Alumni Advisory Committee.
➢ Relocation of offices to support student development: Residence Life to Student center, Religious Life, and Counseling and Disability Services to the third floor of Trevor Arnett to accommodate ADA Compliance.

PUBLIC SAFETY

➢ Installed 35 cameras in conjunction with APD (18 located on CAU boundaries) to enable campus security a coverage of larger area and help in arrest of vehicle break-ins
➢ Students have a feeling of security with improved safety around campus
➢ Published campus crime stats in Your Right To Know brochure and distributed campus-wide

FINANCE AND BUSINESS SERVICES

➢ Major Facilities Renovations and Initiatives:
  • **Animal Research Facility Renovation Phase 1-5:** The existing elevator tower in Cole SRC was extended by constructing a new 6-story stair for direct access to the new research facility. Dedicated mechanical, electrical, and plumbing systems and ancillary spaces were successfully installed to meet AAALAC research requirements and to support 4 new animal holding rooms, 4 new procedure rooms, cage washing and associated lab equipment in the new animal research facility. Due to funding limitations, the renovation of the facility has been phased over multiple years. The final phase will include the installation of the lab equipment by Fall 2017.
• **McPheeters-Dennis Hall Renovation Phase 1-6:**
The deteriorated mechanical infrastructure, original to the 1965 building, was replaced and new systems were connected to the Central Utility Plant during the first 3 phases of the McPheeters-Dennis Hall renovation. By FY 2018, CAU will increase the quantity and quality of the academic spaces through upgrades to the building’s emergency exit lighting systems; a new physics, biology and chemistry labs; new chemical fume hoods; 3 new classrooms; ADA accessible public restrooms; additional student support spaces; student lounge; and faculty offices and conference areas. Due to funding limitations, the renovation of McPheeters-Dennis Hall has been phased over multiple years. Renovations to remaining classrooms and labs will be completed as funding becomes available.

• **Oglethorpe Hall Renovation:**
In FY 2017, Oglethorpe Hall renovations included restructuring the existing offices and classrooms to 9 new functional classrooms and labs, and a new student lounge. The instructional classroom space was increased by 50%.

• **Crogman Dining Hall Renovation and new retail offerings:**
In Fall 2015, CAU’s only dining facility was renovated to better serve students, faculty and staff. The old facility had equipment in various stages of deterioration, as well as outdated fixtures and furnishings since the building was originally constructed in 1995. The newly renovated facility renamed the Crogman Campus Eatery, is located on the 1st floor of the Cornelius L. Henderson Student Center and has served the campus very well since transforming the “outdated” cafeteria to a more open plan with a variety of food service stations for students to customize their meals. This renovated space created a more comfortable and relaxing environment and truly a dining experience. The new Eatery now boasts a new 360 grill station for made to order items, brick oven pizza station, a salad and vegan-friendly island, modern furnishings, fixtures and new state-of-the-art equipment. In addition, Moe’s Southwest Grill, Dunkin Donuts and Marble Slab ice creamery were added to on campus retail offerings in order to meet student demand for variety of food and increase revenue. The new dining hall and retail offerings have increased customer satisfaction of campus food services by 150%.

• **Brawley and Beckwith Residence Hall Interior Improvements:**
By FY 2018, both Brawley and Beckwith residence halls will have received significant interior upgrades to replace deteriorated and outdated finishes and furnishings.

• **New Panther Print and Mail Center:**
A new “one-stop” shop print and mail operations center was successfully constructed in the Henderson Student Center making it centrally located to better serve CAU students. The renegotiated agreement with the print services vendor added $254,741 in economic value and an estimated $496,000 in savings for the University over the new contract term.

➢ **Campus-wide Staffing and Compensation Analysis:**
- Established CUPA-HR “Other Doctoral” Carnegie class as the salary index for CAU. All offers for new hires and salary adjustments for current employees have been set based on this standard.
- Conducted preliminary analysis to map all current jobs to CUPA-HR salary index ranges to estimate cost of bringing base salaries to minimum of the range. Due to lack of funding, no action taken based on this analysis.
- Engaged Willis Towers Watson firm to conduct executive compensation review for top 25 executives determine fairness and competitiveness of total compensation to market indices.
- Completed equity salary adjustments as part of merit award process for 67% (118/177) faculty for FY 2016.

➢ **Funding Streams Diversification:**
- Focus on liquidity along with monitoring of the revenue/enrollment trending. CAU’s current mix in revenue is too reliant on tuition and fees from students. As a comprehensive University, it lags behind its Peers (38 UNCF schools) when considering governmental and private fundraising. For example, our revenue mix was 66.4% from tuition, 15.4% from Government, 8.7% from Private, Gifts & Grants and 11% from Auxiliary Services. Our target should be no more than 60% from tuition and fees. As we strive to grow our enrollment, we will need a strategic plan for fundraising and Federal Research Grants.
• Implemented metrics that are reviewed quarterly including the Higher Ed benchmark metric “Composite Financial Index” (CFI) that measures overall financial health, financial performance and credit worthiness (i.e., Primary Reserve, Viability, Return on Net Assets and net Operating Revenues with a target of 3 or higher) of the University. In addition to the CFI, various key financial indicators are tracked and calculated for trend analyses annually.
• Developed a new higher education Scorecard framework based on Moody’s revised rating methodologies to benchmark CAU against three aspirant institutions with the desired credit rating.
• Developed a priority for Deferred Maintenance and an operational schedule for Preventative Maintenance as a part of annual budget process. Projects are now strategically budgeted using restricted and unrestricted funds.

➢ Process and Technology Enhancements:
  • Over the past four years, the University has made major changes to all of the Banner modules that have enhanced the financial operations to be more efficient and effective. Some of the major accomplishments from better usage of the Banner technology are: improved processing and accuracy relative to the enrollment process; better internal controls due to automated processes which have allowed the Finance Department to close in a more timely manner. We are now able to do monthly and quarterly closings which have had a direct impact on the annual Fiscal Audit’s year-end process. The FY 2016 audit was issued the first week in November, with no audit findings – versus many findings and a completion date over four months earlier than five-years ago. Translated into dollars, the cost of the audit was over $700,000 at the start of this Strategic Plan and is expected to be less than $400,000 for FY 2017.
  • Continue to advance the technology capabilities of the University. The University completed the outsourcing of Banner (ERP system) to Ellucian in FY2017 which will improve service delivery via the following new functionalities:
    - Central 24/7 Help Desk
    - Stabilize the environment
    - Continue implementation of the Business Process recommendations
    - Increase integration of ERP and associated systems
    - Improve utilization of ERP (Banner) and associated systems

INSTITUTIONAL ADVANCEMENT & UNIVERSITY RELATIONS

➢ Met Alumni Challenge — $1M
➢ Secured Coca-Cola First Generation Scholars — $1.3M over four years
➢ AUC Collaboration Grant— $1M to each of the four institutions that will only be released to the schools for collective work on four collaborative projects as follows:
  • Grants to Green Sustainability Implementation — $1.5M
  • AUC Joint Video Monitoring Center — $515,000
  • E-Procurement System —$1,977,000
  • Cloud Storage System — $8,000
➢ Implemented Razor’s Edge Donor Management Support System and completed conversion of donor database from Banner
➢ Enhanced the University’s capability to improve data and client management portfolio
➢ Introduced a new web based Planned Giving Education Program (CRESCENDO)
➢ Utilized NCOA’s (National Change of Address) for alumni addresses on a quarterly basis
➢ New alumni directory is being prepared by an external vendor
➢ Conducted Senior Class Campaigns
➢ Established a Center for Innovation and Entrepreneurial Development (CEID)
➢ On-going outreach activities with corporate and community initiatives through academic schools
UNIVERSITY COMPLIANCE

- Maintained compliance audits of grants/contracts and operational audits of key processes and units
- Created and/or updated numerous institutional policies and procedures including the “Code of Conduct”
- Monitored the compliance of Higher Education Opportunity Act (HEOA) requirements
- Engaged in initiatives to provide analysis, perspective, and consultation as “valued advisors”
- Incorporated the concepts of Enterprise Risk Management for evaluating areas of risk across the University
- Identified, mitigated and proactively addressed areas of risk with the executive leadership
- Incorporated training presentations from various university units (HR, IT, Business and Finance, Research and Sponsored Programs, etc.)
- Provided annual Mandatory Compliance Training including the emerging areas of risk. Scheduled first module of online training in spring 2018