



CLARK ATLANTA  
UNIVERSITY

STRATEGIC PLAN

---

2018-2023

## Message from the President



making their voices heard.

It is an honor to introduce Clark Atlanta University's 2018 – 2023 Strategic Plan, which will guide the University for the next five years and beyond. Today's students bring a mindset that forces all higher education institutions to improve and enhance what is offered and how they operate. A thorough examination of the effectiveness of the University's academic degree programs, educational support services, facilities, and technology, directed the development of the new plan's goals and strategies, when achieved, would strengthen CAU's commitment to transforming the lives of students by elevating them, educating them, and

This strategic plan includes new elements to the University's Guiding Statements including CAU's history and heritage. It reflects and acknowledges how CAU's founding would not have been made possible without the historic and innovative marriage in 1988 of its parent institutions, Atlanta University (founded in 1865) and Clark College (founded in 1869).

CAU's mission is and always has been to transform students' lives by preparing them to address the challenges of our time and "Think Forward" so that our work affords them a competitive advantage in the global marketplace 5, 10, even 25 years from now. In keeping with our guiding elements and mission, the strategic plan focuses on six strategic goals--Enrollment and Student Success; Academic Planning; Research and Creative Activity; Fundraising, Marketing, and Branding; Institutional Effectiveness; and Facilities, Technology, and Real Estate.

CAU prides itself with its core values of being **P**eople-Centric; **R**esearch-Focused, Innovative and Creative; **I**nclusive and Accountable; **D**iverse and Global; **E**xcellence; and **S**tudent-Centered.

As we move forward, it will be extremely vital to include the mission, vision, guiding principles, core values, and goals of the strategic plan into planning at every level in the University. The ongoing integrated planning process will be critical in accomplishing the *Plan's* over-arching goal of long-term health and sustainability and actualizing our strategic vision of being recognized internationally as a leading research institution of higher education and learning.

I want to thank everyone who engaged in this strategic planning process, influencing the substance of this plan, and assisting in the execution of a dynamic blueprint for the future. Together, we will continue to be "***One Exceptional University***".

Sincerely,

Lucille H. Maugé  
*Interim President*



## Executive Cabinet

**Ms. Lucille Maugé**  
Interim President

**Dorcas Bowles, Ed.D.**  
Interim Provost and Vice President for Academic Affairs

**Lanze Thompson, Ph.D.**  
Executive Vice President and Chief Financial & Business Officer

**Sam Burston**  
Chief Advancement Officer for Institutional Advancement and University Relations

**Lance Dunnings, Esq.**  
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Chief People Officer

**Marilynn Davis**  
Chief Real Estate Officer and Executive Advisor to the President

**Michael Marshall, Ed.D.**  
Associate Vice President for Enrollment Services

**Robert Clark Jr., CIA, CISA, CCEP, CBM**  
Chief Compliance Officer

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Whitney M. Young, Jr. School of Social Work

**J. Fidel Turner, Jr., Ph.D.**  
School of Education

**Omar Torres, Ed.D.**  
Student Services & Campus Life

**Danille Taylor, Ph.D.**  
School of Arts and Sciences

**Silvanus Udoka, Ph.D.**  
School of Business Administration

## Administrative Leadership Team

**Lauren Lopez, Ph.D.**  
Assistant Vice President for  
Planning, Assessment and  
Institutional Research

**Calvin Brown, Ed.D.**  
Associate Provost

**Charles Cooper**  
Associate Vice President and  
Chief Information Officer

**DeLisa Wilson**  
Associate Vice President for  
Research and Sponsored Programs

**J. Lin Dawson**  
Athletic Director

**Perry Herrington**  
Executive Director  
Title III Program

**Mary Hooper, Ph.D.**  
Associate Vice President, Online Learning  
and Continuing Education



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*(AU-Atlanta University | CC-Clark College)*

## Executive Summary

Clark Atlanta University's 2018-2023 Strategic Plan will guide the University for the next five years. The new plan is a blueprint for strengthening CAU's long-term health and sustainability and will build upon areas where CAU's comparative advantage can have far-reaching impacts. The University's Strategic Plan was developed to identify the critical performance areas that decisively affect and influence the University's capacity to accomplish its mission and actualize its strategic vision.

This five-year plan will outline the University's institutional effectiveness activities and serve as a foundation upon which our planning, assessment, and budgetary initiatives are built to improve programs, support services, and operations in all areas of the University. **At its core**, the Strategic Plan reaffirms that teaching, learning, and discovery plays a critical role at our University. In this way, CAU will achieve its mission and fulfill its vision of being a leader in helping to make the world a better place at the local, regional, national, and global levels.

CAU is committed to providing excellent teaching, research, creative works, scholarship, and services which are linked to CAU's history and heritage, mission, and core values. The new plan will guide the University with actualizing its vision by working towards achieving six (6) Strategic Goals:

1. Enrollment and Student Success
2. Academic Planning
3. Research and Creative Activity
4. Fundraising, Marketing, and Branding
5. Institutional Effectiveness
6. Facilities, Technology, and Real Estate

***CAU 2018-2023 Strategic Plan Approved by the Board of Trustees, May 17, 2019***



## HISTORY AND HERITAGE

Leveraging its distinctive and historic legacies of W.E.B. Du Bois and Bishop Davis W. Clark, Clark Atlanta University (CAU) provides an educational experience of exceptional quality at the undergraduate, graduate, and professional levels. Over its 150- year history, Clark Atlanta University has been a cradle of educational opportunity and a driver of learning.

Clark Atlanta University is the result of the consolidation of two historically significant institutions: Clark College, and Atlanta University. Clark College was founded in 1869 by the Freedmen’s Aid Society of the Methodist Episcopal Church, which later would become the United Methodist Church and the nation’s first private liberal arts institution to award baccalaureate degrees to African Americans. Atlanta University was founded in 1865, and was the nation’s first graduate-level institution for African Americans. In 1957, the controlling boards of six institutions (Atlanta University, Clark College, Morehouse College, Morris Brown College, Spelman College and Gammon Theological Seminary) ratified new articles of affiliation to create the Atlanta University Center (AUC), the most prevalent consortium of African-American private institutions of higher education in the United States. Connected by a common heritage, a shared set of commitments focused on providing quality education to African Americans, the historic consolidation brought together Clark College and Atlanta University to create “*One Exceptional University*” in 1988.

## MISSION

Building on its social justice history and heritage, Clark Atlanta University is a culturally diverse, research-intensive, liberal arts institution that prepares and transforms the lives of students. CAU is located in the heart of Atlanta which is the epicenter of the Civil Rights Movement and modern center of emerging technologies and innovation. Ignited by its history, CAU is committed to delivering education that is accessible, relevant, and transformative.

*Approved by the Board of Trustees, May 17, 2019*

## VISION

Clark Atlanta University will be recognized internationally as a leading research institution of higher education and learning. The University will impact society through global innovation, transformative educational experiences, and high-value engagement.

*Approved by the Board of Trustees, May 17, 2019*

## CORE VALUES

Our University's core values are like a compass, a tool that guides the campus community in navigating uncertainty while keeping the big picture in mind. These values serve as the foundation of the steps the University will take towards achieving its strategic vision.

### *"CAU P.R.I.D.E.S ITSELF ON BEING..."*

#### **People-Centric**

Treat students, colleagues, and broad beneficiaries of our services with professionalism, respect, responsiveness, focused on effective solutions.

#### **Research-Focused, Innovative and Creative**

Ignite new possibilities in research and advance knowledge of humankind.

#### **Inclusive and Accountable**

Promote collaboration and unity among students, faculty, and staff to provide a significant contribution are added to the University's body of knowledge.

#### **Diverse and Global**

Embrace and support all forms of human differences, ideas and perspectives, and our natural environment.

#### **Excellence**

Commit to high-quality in all we do to achieve our noble cause.

#### **Student-Centered**

Commit to leveraging our students' experience through teaching, learning, and service.

*Approved by the Board of Trustees, May 17, 2019*



## THE PLANNING PROCESS

### STRATEGIC PLANNING STEERING COMMITTEE

Building the foundation of CAU's 2018-2023 Strategic Plan began in October 2017 at the Board of Trustees Retreat. During the retreat, McKinsey & Company consultant firm conducted a breakout brainstorming session with the primary goal to identify the University's internal and external areas of Strengths, Weaknesses, Opportunities, and Threats (SWOT).

Based on the shared perspectives and values gathered from CAU's Board of Trustees, students, faculty and staff, alumni, and community business leaders, the University Strategic Plan Steering Committee developed six strategic goals to fulfill the University's purpose and guide CAU's path toward becoming a leading research university. Over 500 internal and external campus stakeholders guided the development of the 2018-2023 Strategic Plan.

The activities and timeline outlined below, highlight steps the University took to develop the new Strategic Plan along with the guidance from key campus stakeholders.

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Provost and Vice President for Academic Affairs

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Undergraduate SGA President

**Amanda-Louise Poole**  
Graduate SGA President

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Faculty Assembly

**Chasidity Harris**  
President, Staff Assembly

**Michael Marshall, Co-Chair**  
Associate Vice President, Enrollment Services and Interim Dean, Student Services and Campus Life

**Robert Clark, Co-Chair**  
Chief Compliance Officer

**Jenny Jones, Dean, Co-Chair**  
Whitney J. Young School of Social Work

**DeLisa Wilson, Co-Chair**  
Associate Vice President, Research and Sponsored Programs

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Visiting Professor, School of Business Administration

**Michael Williams**  
Associate Professor of Physics

**Barbara Hill**  
Interim Associate Dean, School of Education

**Chris Hickey, Co-Chair**  
Professor and Chair, Department of Art

**Danille Taylor, Co-Chair**  
Dean, School of Arts and Sciences

**Shafiq Khan, Co-Chair**  
Eminent Scholar/Executive Director, Center for Cancer Research and Therapeutic Development

**Lucille Maugé, Co-Chair**  
Interim President (As of Spring 2019)

**Marilynn Davis, Co-Chair**  
Chief Real Estate Officer

**Sam Burston, Co-Chair**  
VP and Chief Advancement Officer

**Lori Boyer, Co-Chair**  
Assistant Professor, Management

#### Resources

**Calvin Brown**  
Associate Provost

**Lauren Lopez**  
Assistant Vice President for Planning, Assessment and Institutional Research  
**On-Site Coordinator**

**Samia Coaxum,**  
Executive Assistant to Associate Provost  
**Administrative Support**

**Sal D. Rinella**  
Facilitator

*\*Prior to January 2019*

- **October 2017:** A focus group was conducted: *Alumni Conversations on the Future of Clark Atlanta University*. **Fifteen alumni** provided their opinions and perspectives of CAU's future position, and the enhancement of student academic and career success.
- **January 2018:** CAU held its 2018 Spring Opening Institute: Campus Town Hall Meeting. During the Institute, **297 faculty and staff** were asked to participate in a small group discussion activity. The primary purpose of the activity was designed to capture faculty and staff's ideas, opinions, and beliefs of CAU's ideal future and strategic position.
- **January 2018:** The President hosted the Community and Business Leaders Forum. There were **16 members** who participated in the interactive discussion regarding CAU's growth and impact on industry.
- **January 2018:** A Student Town Hall Meeting was held and there were **100 undergraduates and six graduates** to participate. The primary purpose of this meeting was to engage and gather critical information from students that can be utilized in the University's development of the Strategic Plan.

## COMPETITIVE & ASPIRANT PEER INSTITUTIONS

CAU uses strategic benchmarking practices for identifying key metrics and leading indicators for the industry by identifying competitive and aspirant peer groups.

CAU peer groups were identified by using the University's characteristics of the following:

- Carnegie Classification – Basic Classification
- Carnegie Classification - Enrollment Profile
- Carnegie Classification – Size & Setting
- Percentage (%) Minorities
- First-time, First-year Freshman Enrollment Applications (total)
- First-time, First-year Freshman Enrollment Admissions (total)
- First-time, First-year Freshman Enrollment (total)
- Academic Profile (SAT, ACT Scores)
- Graduate Enrollment
- Undergraduate Enrollment
- First-time, First-year Freshman Student awarded any Financial Aid
- First-time, First-year Freshman Retention Rate
- 6-Yr Graduation Rate
- Number of Degrees Conferred (BACH, MAST, DOC)
- Annual Expenses
- Research Expenditures

### Competitive Peers

1. Morgan State University (Baltimore, MD)
2. Hampton University: (Hampton, VA)
3. University of Tulsa (Tulsa, Oklahoma)
4. Barry University (Miami, FL)

### Aspirant Peers

1. Catholic University of America (Washington, DC)
2. Howard University (Washington, DC)
3. Lehigh University (Bethlehem, PA)
4. North Carolina A & T University (Greensboro, NC)
5. University of California – Merced (Merced, CA)



## STRATEGIC BUDGET PLANNING AND PROCESS

The execution phase of the 2018-2023 Strategic Plan requires budget management decisions to ensure there is alignment and prioritization between revenues and expenditures on an annual basis. Thus, the planning process has a direct impact on the University’s budgeting and assessment process where each academic and administrative division ties budget to strategic goals, assessment, and results. To streamline our budget management decisions, the University uses a comprehensive Governance structure, led by the Chief Financial Officer (CFO), as an internal control that decentralizes decisions and financial authority/responsibility for each academic and administrative division. Establishing an effective Governance allows the University to:

- Advance its strategic priorities in align with the approved annual budget and 5-year Strategic Plan
- Prioritize the allocation of limited resources (time, people, funding, and facilities)
- Apply a consistent and robust process for collective decision-making
- Encourage innovation and growth
- Conduct post analysis of all restricted/unrestricted funded projects, to assess the overall effectiveness of newly implemented programs, services, and/or tools

While the Board of Trustees is ultimately responsible for authorizing or appropriating the University’s funds to be expended, CAU’s Governance process acts as the “Gate-Keeper” to ensure the budget process is inclusive, fully documented, and most importantly, linked to the University’s needs based on the Strategic Plan and ensures that adequate resources exist to meet those needs and strategic goals also includes a budget that provides cost estimates for implementing each of the six strategic goals, along with an implementation timeline.



## Strategic Goal 1 Enrollment and Student Success

Provide programs and services to achieve strong undergraduate and graduate enrollments and high retention, graduation, and career placement rates, and become the national model for student success among HBCUs.

**Objective 1** Increase Undergraduate and Graduate Student Headcount Enrollment.

### Key Strategies

- Develop partnerships with businesses, and Non-Governmental Organizations (NGOs)
- Recruit non-traditional populations, new international markets, stop-out students, and online learners
- Develop pipelines with a purpose that create pathways for traditional and non-traditional undergraduate and graduate students (e.g., veterans, working adult, etc.)
- Provide robust one-stop shop enrollment units for undergraduate and graduate students to improve conversion through the enrollment funnel/process
- Utilize internal (e.g., Institutional Research) and external (e.g., student search firms) resources and partnerships to identify and target potential undergraduate and graduate students who demonstrate intellectual vitality

### Performance Metric

- Official Fall enrollment headcount by level (Undergraduate/Graduate)

**2023 Goal** Fall Enrollment Headcount is 4,110-4,230 (75% undergraduate/25% graduate student composition)

**Objective 2** Strengthen Retention, and Graduation Rates, and Time-to-Degree Rates for Graduate Masters/Graduate Doctorate students.

### Key Strategies

- Maximize academic advisement model by leveraging predictive analytics, which will be used to institute intrusive high-impact practices and intentional mandatory academic advising for students guided by the Finish in Four campaign and 77 in '27 Initiative
- Develop a comprehensive graduate student experience supported by a centralized administrative unit that includes but is not limited to facilitating and implementing pre-matriculation, onboarding, transition, integration, progression processes and programming
- Design, implement, and evaluate a student retention and completion plan that integrates relevant student success markers, at-risk profiles, and intervention strategies

### Performance Metrics

- First-Time, Full-Time Freshman Retention Rate  
**2023 Goal** First-Time, Full-Time Freshman Retention rate will increase to 73%
- Six-Year Graduation Rate  
**2023 Goal** Six-Year will increase to 50%
- Time to Degree Completion Rates (GM/GD Levels)  
**2023 Goal** 52% of students will complete their master's degrees within 2-years  
**2023 Goal** 30% of students complete doctorate degrees within 5-years

**Objective 3** Achieve optimal residential settings and experiences.

**Key Strategies**

- Establish robust, meaningful living-learning communities in residence halls that infuse curricular and co-curricular experiences
- Foster a supportive, safe, and rich out-of-the-classroom learning environment that supports a diverse student body

**Performance Metric**

- Housing Occupancy

**2023 Goal** Maintain 95% housing occupancy of CAU-operated housing.

**Objective 4** Increase the Baccalaureate Degree Recipients Career Placement rate of CAU graduates to be competitive with the national average -- 78% job placement in Southeast Region (NACE).

**Key Strategies**

- Expand internship, education abroad, and experiential learning opportunities related to advancing academic and career success
- Initiate and implement a comprehensive internationalization plan that infuses international and intercultural dimensions into curricular and co-curricular experiences, and develops citizens who will be effective in the global marketplace

**Performance Metric**

- Baccalaureate Degree Recipients Career Placement Rate

**2023 Goal** the Baccalaureate Degree Recipients career placement rate will increase to 72%.

**Objective 5** Improve financial well-being of students.

**Key Strategies**

- Expand support programs in financial literacy, planning, awareness, and responsibility
- Establish strategic campus partners to identify and procure funding to create scholarships and financial incentives for talented, ambitious undergraduate
- Collaborate with Institutional Advancement and other key stakeholders to develop retention/completion financial incentives and/or grant funding dedicated toward supporting undergraduate and graduate students in the latter part of their academic degree program

**Performance Metrics**

- Baccalaureate Degree Recipients Debt Load  
**2023 Goal** is to reduce Baccalaureate Degree Recipients debt load to \$29,000
- Baccalaureate Degree Recipients average starting salary  
**2023 Goal** is to increase the average starting salary for Baccalaureate Degree Recipients to \$55,000
- Loan Cohort Default Rate (CDR)  
**2023 Goal** is to reduce the CDR for Undergraduate and Graduate Degree Recipients to 10%

## Strategic Goal 2 **Academic Planning**

Maintain and develop excellent, innovative academic programs, strategic partnerships, and new modes of teaching and learning to produce graduates who are successful.

**Objective 1** Conduct academic program reviews for all undergraduate and graduate academic degree programs (Internal/External) to gather evidence to create strategies for programmatic enhancements and improvement.

**Key Strategies**

- Review existing assessment tools to measure student-learning outcomes (a) Degree plans, (b) Core Curriculum, and (c) MUSE (Discovery of Scholarship and Scholarly Inquiry Levels)
- Update 5-year academic program review cycles to include a comparison of where each program is relative to professional accreditation standards, peer comparison, and to determine program viability and sustainability

**Performance Metric**

- Academic Program Reviews will be conducted for undergraduate and graduate academic degree programs

**2023 Goal** CAU will identify the quality, effectiveness, and relevance of 100% undergraduate and graduate academic degree programs and implemented strategies for programmatic enhancements and/or improvements for each program.

**Objective 2** Develop and/or enhance undergraduate and graduate academic degree programs through strategic partnerships, internationalization, online learning, and interdisciplinary programs that increase enrollment.

**Key Strategies**

- Develop a tracking mechanism to monitor enrollment growth for new and/or enhanced programs
- Develop a program design in accordance with the goal of meeting the various learning styles of 21st century learners

**Performance Metric**

- Fall enrollment headcount will be reported by academic degree program, specifically, programs that have undergone programmatic improvements and/or new curricular developments.

**2023 Goal** CAU will have developed and/or enhanced UG and GR Academic Degree Programs that will support the increase for the Fall 2023 Enrollment Headcount **4,110-4,230 (5 - 7.5%)**.

**Objective 3** Increase CAU’s experiential learning activities, including, internships, high-impact practices, research and creative activities and capstone experiences for all Undergraduate and Graduate Academic Degree Programs.

**Key Strategies**

- Perform audit of current experiential learning and community engagement at CAU per the academic curricular
- Develop International Experiences (a) Internationalization in courses, (b) Faculty-led programs with clear SLO’s, (c) Students participating in study abroad programs, and (d) Resources for international programs
- Develop strategic partnerships in aligned areas of workforce opportunities and host quarterly Major Explorations and Career Awareness Fairs

**Performance Metrics**

- First-Time, Full-Time Freshman Retention Rate
- Persistent Rate of Baccalaureate Degree Recipients
- Time to Degree Completion Rate (Master and Doctorate Levels)

**2023 Goal** CAU will have increased the retention, persistence, and time to degree completion rates of student retention and student engagement due to the implementation of experiential learning activities, including, internships, high-impact practices, research and creative activities, and capstone experiences.

**Objective 4** Increase faculty development to facilitate innovative research and creative activities and new modes of teaching.

**Key Strategies**

- Assess status of current faculty development initiatives and determine effectiveness in light of the new modes of teaching and innovative research
- Consider ways that non-traditional approaches to research (scholarship of teaching, social media interaction, creative works) can be supported and rewarded
- Based on the assessments from Step One, prepare a comprehensive set of recommendations to be considered and acted upon by senior administration and faculty governance at the departmental, school and university levels. Areas for review include faculty retention, annual evaluation, Third Year Review of tenure track faculty, tenure standards, and promotion standards in order to assure that these policies effectively support new strategic priorities

**Performance Metrics**

- The number of Faculty Development activities

**2023 Goal** CAU will annually increase faculty development activities that supports all faculty members as they expand their professional practices and examine their ongoing development of innovative research, creative activities, and new modes of teaching.

## Strategic Goal 3 Research and Creative Activity

Expand research capabilities and infrastructure to enhance creative activity and strengthen CAU's position as a private research-intensive institution, with national prominence that provides innovative solutions to the local and global communities.

**Objective 1** Increase pre-award proposal development activity, across all disciplines, year over year, as measured by the total value of proposals submitted.

### Key Strategies

- Increase opportunities for faculty to engage in research activities, (i.e., release time)
- Strengthen partnerships with federal funding agencies to increase support
- Regularly review and communicate long and short-term research priorities to federal agency decision makers

### Performance Metric

- Total value of proposals submitted, year over year

**2023 Goal** CAU will increase the total value pre-award proposal submitted (*across all disciplines*) by 10% year over year.

**Objective 2** Increase the total value of new awards received, year over year, as measured by Notice of Awards (NOA).

### Key Strategies

- Regularly review and communicate long and short-term research priorities to federal agency decision makers
- Strengthen partnerships with federal agency decision makers and influencers

### Performance Metric

- Total value of new awards received, year over year

**2023 Goal** CAU will increase the total value of new awards received by 10% year over year.

**Objective 3** Increase post-award, R&D activity, year over year, as measured by the total value of R&D expenditures.

### Key Strategies

- Strengthen the physical infrastructure, specifically lab space and legacy equipment
- Identify the benefits and challenges of centralized, shared lab, shared bench space to enhance innovation and collaboration, improve efficiencies and reduce costs

### Performance Metric

- Total value of R&D expenditures

**2023 Goal** CAU will increase the total value of R&D expenditures by 5% year over year.

**Objective 4** Increase international research activity, year over year, as measured by the total number of international research projects.

### Key Strategies

- Identify the benefits and challenges of centralized, shared lab, shared bench space to enhance innovation and collaboration, improve efficiencies and reduce costs
- Develop a way to share (IDC) generated by collaborative efforts across business units

## Performance Metric

- Number of International research activity/projects, year over year.

**2023 Goal** CAU will continually increase the number of international research activity/projects, year over year.

**Objective 5** Increase interdisciplinary research activity, year over year, as measured by the total number of interdisciplinary pre and post award projects.

## Key Strategies

- Designate physical and virtual workspace for interdisciplinary interactions and proposal development
- Identify interdisciplinary funding opportunities

## Performance Metric

- Number of Interdisciplinary research activity/projects, year over year

**2023 Goal** CAU will continually increase the number of interdisciplinary research activity/projects, year over year.

**Objective 6** Develop a comprehensive *Business Plan* for the Cancer Research and Therapeutic Development (CCRTD), which includes funding strategies that will correspond to the development of an *Implementation Plan*, each designed to enhance the Center's facilities and programs, as measured by the percent completed of the written plans.

## Key Strategies

- Increase community engagement activities, raise program awareness, and showcase successes annually
- Heighten CCRTD faculty efforts to secure grants and contracts that support CCRTD research and training programs
- Showcase our Core Facilities, and identify the benefits and challenges of centralized, shared lab, shared bench space to enhance innovation and collaboration, improve efficiencies and reduce cost

## Performance Metrics

- Development of CCRTD Business Plan
- Development of CCRTD Implementation Plan

**2023 Goal** The CCRTD will be 60% implemented, as measured by business and implementation Plans.

## Strategic Goal 4 Fundraising, Branding, and Marketing

Enhance the University’s comprehensive fundraising support while marketing CAU’s distinction and accomplishments to raise its public profile in the eyes of prospective students, potential stakeholders, benefactors, the higher education community, and the public at large.

**Objective 1** Enhance CAU’s fundraising infrastructure and capacity to expand the annual giving to support the continuation of CAU’s Scholarships & Academic Excellence, Faculty Support and Research, and Capital Improvements and Infrastructure.

### Key Strategies

- Enhance the University’s advancement model by reorganizing the current infrastructure to create synergy around reaching the University’s fundraising and giving goal
- Identify advancement liaisons for each school and in the appropriate units to facilitate fundraising and development, and cultivate new relationships with potential donors
- Visit other colleges and universities’ Office of Institutional Advancement and University Relations.
- Establish new technology/processes for giving/fundraising

### Performance Metric

- Restructure business unit to include additional personnel, and advancement liaisons for each school.

**2023 Goal The** restructured business unit is developed and operational.

**Objective 2** Develop and implement a comprehensive capital campaign plan to raise funds to renovate Paschal’s building to house CCRTD. Identify interdisciplinary funding opportunities.

### Key Strategies

- Identify multi-year fundraising strategies around building and operating the development of Center Cancer Research Center – Prostate Cancer
- Develop a “Quite” and “Public” phased timeline by identifying and connecting with major internal and external donors

### Performance Metric

- Conduct a feasibility study to determine objectives and funding strategies to include internal and external partners and investors.
- Development of comprehensive Capital Campaign Plan

**2023 Goal CAU’s** 100% comprehensive Capital Campaign Plan is approved by the BOT and phased implementation has begun.

**Objective 3** Meet fundraising and giving goal from all donor sources.

**Key Strategies**

- Strengthen CAU's constituent engagement to improve knowledge and participation in planned giving programs
- Increase and diversify the philanthropic base for the university by cultivating and soliciting major gifts for external support of academic units and programs
- Hire additional institutional personnel to support the annual increased fundraising and giving from corporations, foundations, and major gifts
- Execute a donor engagement system that begins with strategically assessing CAU Board of Trustees and faculty and staff annual giving
- Develop shared engagement strategies aligned with college, unit, and institutional priorities and shared engagement services that support the University in achieving its vision
- Conduct semi-annual fundraising policies and process training and orientation for campus partners
- Expand the annual giving campaign to include a re-launch of a senior class gift program with at least 100% participation
- Develop targeted scholarship campaign based on geographic and academic major preferences
- Develop a communication and messaging plan to inform internal and external campus partners of annual fundraising and giving efforts

**Performance Metric**

- Total value of fundraising and giving from all donor sources reported annually

**2023 Goal** is to increase funding and giving from all donor sources by 20%.

**Objective 4** Enhance CAU's profile and reputation.

**Key Strategies**

- Continue building University Relations, Events, & External/Community Affairs (UREECA) staff to increase media coverage, in-house creative/marketing, and event management
- Develop strategy to organize the University media properties to increase value and maximize efficiency.
- Upgrade tools and technology to enhance archiving and internal story telling
- Execute brand strategy as per refresh process across multiple media channels

**Performance Metric**

- Develop and implement a strategic marketing and communication plan.

**2023 Goal CAU will enhance the** significant steps it has already taken to strengthen CAU's profile and reputation by utilizing both traditional media and social media, and develop relationships with influencers, community leaders, and media professionals. The University will have established a plan to increase interaction and engagement with external audiences, among them alumni and affiliate groups, legislators, parents of prospective students, the media and community residents.

## Strategic Goal 5 Institutional Effectiveness

Reflect CAU's commitment to institutional effectiveness, continuous improvement, added value, and return on the investment to those it serves by streamlining administrative procedures and expanding the capacity of faculty and staff to serve the long-term health and sustainability of the University.

**Objective 1** Increase organizational effectiveness by developing a mission-centric culture.

### Key Strategies

- Redesigned HR processes and policies to provide effective methodologies and guidance.
- Implement an enhanced HR service delivery model to support the current and emerging workforce.
- Promote the role of HR to provide strategic support and guidance for leadership across the institution.
- Define and implement best practice improvements that ensure the quality and usability of equitable policies, procedures and guidelines as well as ensure they keep pace with current and emerging workforce.

### Performance Metrics

- Develop a systematic process to guide the University's talent management that reflects a mission-centric culture of individual and organizational accountability enabled by ongoing supervisor/manager assessment and feedback regarding performance
- Design a systematic process for identifying and addressing workforce assessment and improvement plans that assess current resources, support future resource needs

**2023 Goal** CAU will increase organizational effectiveness 100% by developing a mission-centric culture, as measured by the completion of each of the aforementioned performance metrics.

**Objective 2** Increase management effectiveness and employee engagement by providing management development annually.

### Key Strategy

- Implement training in the areas of goal setting, performance management, establishing key performance metrics, providing feedback, resolving conflict, team development and other areas of compliance and risk management

### Performance Metric

- Number of managers trained annually

**2023 Goal** CAU will have 100% of managers trained.

**Objective 3** Increase employee effectiveness by providing continuous professional development annually.

### Key Strategy

- Implement a training plan for employees to improve performance, productivity and employee engagement, provide feedback, resolve conflict, enhance team development and other areas of compliance and risk management

### Performance Metric

- Number of employees trained annually

**2023 Goal** CAU will have 100% of employees trained.

**Objective 4** Annually increase the number of employees who are recognized for exemplary performance to reinforce employee engagement in the areas of service excellence, teamwork, and student experience.

**Key Strategy**

- Implement performance-based rewards and recognition program to reinforce employee engagement in the areas of service excellence, teamwork, and student experience.

**Performance Metrics**

- Development of rewards and recognition program
- Development of employee satisfaction survey
- Number of employee recognition awards
- Number of employees that complete survey

**2023 Goal** The University’s rewards and recognition program is established and the employee satisfaction survey is being administered annually.

**Objective 5** Increase the percentage (%) of completed Annual Assessment and Improvement Plans.

**Key Strategies**

- Refine and enhance the existing University Effectiveness Committee (UEC) to include a newly-implemented working group Sub-committee S-UEC
- Refine and enhance the existing University Effectiveness subcommittee to focus on the evaluation of University services
- Increase the End User’s Performability and Accessibility for CAU’s Electronic Assessment System (EAS) – IMPROVE
- Establish a timeline and structure for the annual reporting of evaluation tools and outcomes related to enhancing institutional effectiveness to the University community and external constituencies
- Expand data-driven approach to identify new development opportunities to address unmet staff needs

**Performance Metric**

- Percentage of Assessment and Improvement Plans completed annually

**2023 Goal** is to increase the percentage of completed annual Assessment and Improvement Plans by 50%.

**Objective 6** Evaluate and complete the annual compliance assessments plans for all of CAU’s operating units.

**Key Strategy**

- Implement performance-based rewards and recognition program to reinforce employee engagement in the areas of service excellence, teamwork, and student experience

## Performance Metrics

- Implement flexible and responsive institutional regulatory compliance risk management processes, internal control self-assessments, internal audit plans, policies and procedures in all key sectors of the University with 100% of the units completing self-assessments on an annual basis
- Assess and approve corrective action plans for all high-risk areas for 20% of the units on an annual basis with 100% being completed by 2023

**2023 Goal** CAU will increase the percentage of completed annual compliance assessments plans by 100%.

**Objective 7** Maintain or exceed a strong financial position for CAU's annual growth based on the College of Independent Colleges (CIC) Key Indicator benchmarks.

## Key Strategies

- Conduct ongoing evaluations and reporting of benchmarks for the Composite Financial Index (CFI)
- Utilize National Association of College and University Business Officer (NACUBO) benchmarking tool to create customized reports to complete a comparison study against self-selected peer groups
- Enhance University collaboration with peer institutions to achieve better financial outcomes through shared degrees

## Performance Metrics

- Primary Ratio compared against (CIC) Key Indicator benchmarks benchmark
- Viability Ratio compared against (CIC) Key Indicator benchmarks benchmark
- Return on Net Asset Ratio compared against (CIC) Key Indicator benchmarks benchmark
- Net Operating Ratio compared against (CIC) Key Indicator benchmarks benchmark

**2023 Goal** CAU will maintain or exceed a strong financial position for CAU's annual growth, annually.

## Strategic Goal 6 Facilities, Technology, and Real Estate

Provide facilities and technology to support recruitment, teaching, research and the enhancement of the student experience and to establish new avenues for long-term revenue-generation.

**Objective 1** Improving the overall condition and routine maintenance of CAU's building stock annually.

### Key Strategies

- Identify methods to reduce the outstanding value of deferred maintenance projects annually
- Develop and implement a financial strategies for funding routine depreciation on an annual basis, incorporating institutional funding, Title III funds, donors and other resources, to decrease the current level of deferred maintenance from its current level
- Develop and implement plans for renovating Bumstead-Ware and Park Street Church, financed through debts, grants, major gifts and other resources, bringing our value of off-line properties from the current level

### Performance Metrics

- Deferred maintenance total (Institutional funds and Title III funds)
- Conduct A+E study for renovation of Bumstead-Ware
- Develop and begin implementation of strategy to fund renovation
- Explore funding possibilities for Park Street Church (PSC) with United Methodist Church and secure grants for renovation of historic properties

**2023 Goal** CAU will continuously reduce deferred maintenance levels, complete renovation of a residence hall (Bumstead-Ware), and continue with the rehabilitation of PSC.

**Objective 2** Develop a Master Plan that guides the long-term (10-15 years) optimization of CAU's entire real estate portfolio, that supports the University's strategic plan and that will also provide a framework for non-academic development that generates long-term revenues.

### Key Strategies

- Hire a firm to advise and develop the Master Plan, working with an appointed Master Plan Committee from the University, providing recommendations to the President for review and presentation to the Board
- Establish priorities, a phasing timeline, funding strategies for near-term (within 5 years), renovation, modernization or new construction of priority projects, and elimination of non-performing assets
- Establish partnerships, financing strategies for at least one major project, according to the timetable
- Conduct an assessment of existing facilities and future needs completed. Clear development priorities established and phased

### Performance Metrics

- Develop CAU Master Plan
- Development of MBC Reversionary property

**2023 Goal** CAU will have at least one significant revenue-generating project at or near completion, and the additional projects are on track for completion, according to priorities and timetable established in Master Plan.

**Objective 3** Develop the appropriate legal structure(s) to most effectively manage the University’s real estate portfolio and related commercial developments.

**Key Strategies**

- Research prototypes of similar foundations and private institutions with comparable profile to that of CAU, to develop knowledge of best practices
- Establish an institutionally-related foundation, with the university ceding control of development, financing, management and ownership of various real estate projects, and generate resources to support university mission and goals

**Performance Metrics**

- University’s real estate portfolio, and related commercial developments
- Development of the legal structure

**2023 Goal** CAU will have determined and operationalized appropriate structure(s), commensurate with real estate development priorities and implementation, as defined in Master Plan. Focus on requirements for CAU participation in reversionary property development.

**Objective 4** Develop a comprehensive technology plan to creating an IT platform that supports research at the R2 institutional level, develops new teaching modalities and accommodates the technology needs of the robust student experience.

**Key Strategies**

- Develop and implement an **Information** Technology Plan Including elements, such as:
  - Update the fiber backbone
  - Schedule updates/replacement of wireless equipment (similar to computer rotation.
  - Integrate information technologies in appropriate spaces in all new buildings and renovation
  - Hire personnel to maintain the growing need for technology
  - Evaluate all current administrative system
- Create and implement an **Instructional** Technology Plan Including elements such as:
  - Support classroom technology and online courses
  - Implement and maintain technology with the capacity to evolve with new modes of learning.
  - Sufficient capacity to support the demands of an R-2 institution
  - Hire a firm to advise and develop the Master Plan, working with an appointed Master Plan Committee from the University, and providing recommendations to the President for review and presentation to the Board
  - Establish priorities, a phasing timeline, funding strategies for near-term (within 5 years), renovation, modernization or new construction of priority projects, and elimination of non-performing assets
  - Establish partnerships, financing strategies for at least one major project, according to the timetable
  - Conduct an assessment of existing facilities and future needs completed. Have clear development priorities established and phased

**Performance Metrics**

- Conduct a needs assessment to determine the University’s research and instructional needs, and efficacy of current technology infrastructure
- Develop a phased implementation technology plan

**2023 Goal** CAU will have significantly strengthened technology infrastructure with the capacity to provide basic support of online learning objectives and research needs. The University will significantly increase its bandwidth to accommodate the increased number of devices per capita.

## Goal Taskforce Committees



### Enrollment and Student Success

- Dr. Michael Marshall**, *Co-Chair*  
*AVP Enrollment Services and Interim Dean of Student Services and Campus Life*
- Dr. Jenny Jones**, *Co-Chair*  
*Dean, Whitney M. Young, Jr. School of Social Work*
- Mr. Sam Burston**,  
*Vice President and Chief Advancement Officer*
- Ms. Lorri Saddler-Rice**  
*Director, Admissions*
- Mr. William Taggart**  
*Undergraduate Student*
- Mr. James Stotts**  
*Director, Financial Aid*
- Dr. Tamalyn Peterson**  
*Director of Graduate Programs*
- Dr. Cynthia Clem**  
*Executive Director, Center for Academic and Student Success*
- Ms. Susan Gibson**  
*University Registrar*
- Dr. Rico Chapman**  
*Assistant Dean and Director, Doctoral Program in the Humanities*
- Mr. Arthur Evans**  
*Graduate Student*
- Omar Torres**,  
*Dean, Student Affairs\**

### Academic Programs

- Christopher Hickey**, *Co-Chair*  
*Interim Chair/Professor, Art and Fashion Design*
- Dr. Danille Taylor**, *Co-Chair*  
*Dean, School of Arts and Sciences*
- Dr. Michael Williams**  
*Professor, Physics*
- Dr. Paul D. Brown**  
*Associate Professor, Decision Sciences*
- Dr. Felicia Mayfield**  
*Interim Chair/Associate Professor, Curriculum and Instruction*
- Dr. Barbara Combs**  
*Interim Chair, Associate Professor, Sociology and Criminal Justice*
- Dr. Eve Graves**  
*Chair, Associate Professor, Speech and Communication Arts*
- Dr. Roy George**  
*Chair, Associate Professor, Computer and Information Sciences*
- Dr. Barbara Hill**  
*Interim Associate Dean, School of Education*
- Mr. André McKinney**  
*Associate Dean, Student Services and Campus Life*
- Dr. Dorcas Bowles\***  
*Interim Provost and VP for Academic Affairs*
- Dr. J. Fidel Turner, Jr. \***  
*Dean, School of Education*
- Dr. Sylvanus Udoka\***  
*Dean, School of Business Administration*

*\*Members added Spring 2019 Semester*

## Goal Taskforce Committees



### Research and Creative Activity

**Ms. DeLisa Wilson, Co-Chair**  
*Associate Vice President, Research and Sponsored Programs*

**Dr. Shafiq Khan, Co-Chair**  
*Eminent Scholar/Executive Director, Center for Cancer Research and Therapeutic Development*

**Dr. Dinadayalane Tandabany**  
*Associate Professor, Chemistry*

**Dr. Sheila Flemming-Hunter**  
*Associate Professor, Sociology and Criminal Justice*

**Dr. Eric Mintz**  
*Professor, Chemistry and Special Assistant to the Provost*

**Ms. Tomisha Brock**  
*Band Director*

**Mr. Bryan Jenkins**  
*General Manager, CAU TV*

**Ms. Maurita Poole**  
*Director, CAU Art Galleries*

**Ms. Gayle Watts**  
*Program Manager, Compliance Office*

**Mr. Phillip Davis**  
*Associate Professor, Music*

### Fundraising, Branding, and Marketing

**Mr. Sam Burston, Co-Chair**  
*Vice President and Chief Advancement Officer*

**Dr. Lori Boyer, Co-Chair**  
*Assistant Professor, Management*

**Dr. Michael Marshall,**  
*AVP Enrollment Services and Interim Dean, Student Services and Campus Life*

**Ms. Chasdity Harris**  
*President, Staff Assembly*

**Dr. Ndirika Ekuma-Nkama**  
*Assistant Professor, Art and Fashion Design*

**Ms. Kamala Boyd**  
*Web Master, Institutional Advancement and University Relations*

**Ms. Lorri Saddler-Rice**  
*Director, Admissions*

**Ms. Amanda-Louise Poole**  
*Graduate SGA President*

**Mr. Elisha Harris**  
*Undergraduate SGA President*

**Tony Cooper\***  
*Brand Consultant*

*\*Members added Spring 2019 Semester*

## Goal Taskforce Committees



### Institutional Effectiveness

- Mr. Rob Clark, Co-Chair**  
*Chief Compliance Officer, Compliance Office*
- Professor Henry Whitlow, Co-Chair**  
*Adjunct Professor, Decision Science and Management*
- Dr. Calvin Brown**  
*Associate Provost*
- Ms. Ramona Roman**  
*Business Partner and Title IX Coordinator, Human Resources*
- Ms. Debra Hoyt**  
*Chief People Officer, Human Resources*
- Ms. Ernita Hemmitt**  
*Associate Dean, Student Services and Campus Life*
- Dr. Lauren Lopez,**  
*Interim Assistant Vice President for Planning, Assessment and Institutional Research\**
- Dr. Paul M. Brown**  
*Associate Professor, English and Modern Foreign Languages and Chair, Faculty Assembly*

### Facilities, Technology, and Real Estate

- Ms. Lucille Maugé, Co-Chair**  
*Executive Vice President and Chief Financial Officer\**
- Ms. Marilyn Davis, Co-Chair**  
*Chief Real Estate Officer, Finance and Administration*
- Mr. Lance Dunning**  
*General Counsel*
- Mr. Rodney Fowlkes\***  
*Chief Information Officer, Information Technology and Communications (OITC)*
- Mr. Getchel Caldwell\***  
*Senior Vice President, Institutional Advancement and University Relations*
- Ms. Bonita Dukes\***  
*Associate Vice President for Business Services*
- Dr. Margaret Counts-Spriggs**  
*Associate Dean/Associate Professor, Whitney M. Young, Jr. School of Social Work*
- Mr. Perry Herrington**  
*Director, Title III Administration*
- Ms. Wendy Williams**  
*General Manager, CAU-TV*
- Dr. Jaideep Chaudhary**  
*Associate Dean, School of Arts and Sciences and Professor, Biological Sciences*

*\*Title prior to Dec 2018*

*\*Prior to January 2019*





# CLARK ATLANTA UNIVERSITY

Clark Atlanta University (CAU) is a leading research institution of higher education, offering 38 exciting areas of study at bachelor's, master's, specialists, and doctoral levels. Established in 1988 by the historic consolidation of Atlanta University (1865) and Clark College (1869), CAU continues a 150-year legacy rooted in the African-American tradition and focused on the future. Through global innovation, transformative educational experiences, and high-value engagement, CAU **cultivates lifted lives that transform the world.**



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