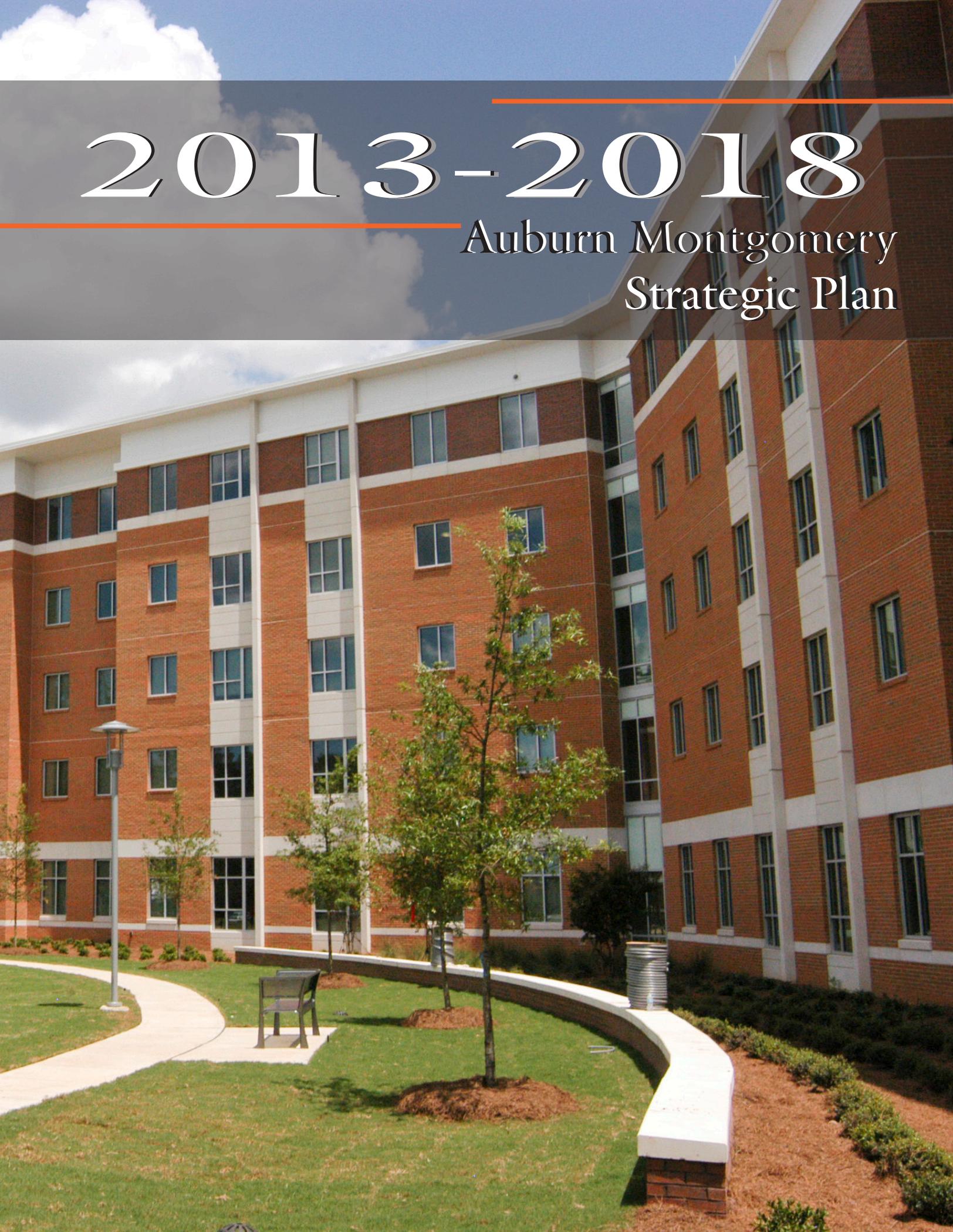


2013-2018

Auburn Montgomery Strategic Plan



Auburn University at Montgomery

Core Values and Identity, Mission, & Vision Statements

Identity

Auburn University at Montgomery is a fully accredited comprehensive, public university with a diverse student population that includes a blend of traditional and non-traditional learners awarded degrees in a variety of disciplines from its programs. Created by an act of the Alabama legislature signed into law by its governor in 1967, Auburn Montgomery operates under the authority of the Auburn University Board of Trustees and guidance of the Auburn University President. Our personalized and caring learning environment offers academically strong undergraduate and graduate programs designed and taught by faculty who are active researchers in their fields and who play a vital role in each student's success. We stand apart from our peers as an institution with an applied emphasis, having a history of producing leaders prepared to make a positive impact in their chosen fields. As a critical partner in our community, we provide expertise that enhances economic development and the quality of life for individuals in the region and beyond. These partnerships strengthen not only our community, but our students and faculty as well.

Mission

The mission of Auburn University at Montgomery is to provide quality and diverse educational opportunities at the undergraduate and graduate levels through the use of traditional and electronic delivery systems, and to foster and support an environment conducive to teaching, research, scholarship, and collaboration with government agencies, our community, and other educational institutions.

Core Values

Auburn University at Montgomery values and promotes:

- a Student-Centered Experience,
- Citizenship & Community Engagement,
- Excellence as Our Standard,
- Commitment to Constant Improvement,
- Diversity of People & Perspective with a Culture of Inclusiveness,
- Lifelong Learning, and an
- Environment of Collaboration

Vision 2018

Auburn University at Montgomery will become a university that...

- Is known for its commitment to developing dynamic and applied academic and research programs.
- Is a student's first choice in a variety of programs of distinction.
- Embraces and builds an international presence at home and abroad and is increasingly known for its ability to prepare students to thrive in a global community.
- Graduates students who become engaged alumni with a life-long interest in and personal connection to AUM.
- Is recognized as an integral community partner and a resource for the enrichment and economic development of the Southeast region and beyond.

Auburn University at Montgomery Strategic Plan September 2013 – August 2018

I. Enhance academic quality and program development reinforced by scholarship

A. Develop and sustain nationally recognized academic programs

Strategies:

Evaluate and adjust the University academic structure to optimize efficacy *

- Provide necessary resources to support and foster excellence in academic units
- Develop academic and research/scholarly programs of distinction for the University
- Increase the enrollment and enhance the experience of Honors Program students
- Develop and sustain graduate programs commensurate with highly qualified research faculty

B. Enhance globalization of AUM

Strategies:

Review and modify the University's structure for assimilating international students into the University culture and environment and providing support services to them, and add new services as deficiencies are identified *

- Increase recruitment strategies for international students
- Grow existing and develop new student and faculty study and research abroad programs

C. Strengthen and increase efficiency of Library services to support and expand the teaching, research, and outreach activities of the University

Strategies:

Evaluate and enhance the organization, staffing, and services of the Library *

- Further develop and expand the Library collections in high-demand areas
- Better utilize Library space and enhance technology and support staff training to meet the needs of the University and community

D. Broadly engage students in service learning

Strategies:

- Centralize the collection and dissemination of information about University service learning activities and student participation
- Increase the number of service learning opportunities for domestic and international students
- Support the development of international service learning opportunities

E. Expand and enhance the capabilities for alternative delivery of courses and programs

Strategies:

Develop an Online Learning Initiative with a completely self-supporting financial model*

- Maintain technology infrastructure, learning resources, and student services necessary to support distance learning courses
- Increase online instructional support and design

*Priority Strategy – Implementation targeted to be complete in 2013-14
*Priority Strategy – Implementation targeted to be complete in 2013-14

II. Grow faculty research and scholarly activities and increase support of intellectual property management and research commercialization

Strategies:

- ▣ **Assess the University-wide research infrastructure available and target for improvement those areas identified as needing additional financial and other resources***
- ▣ Initiate a faculty research development program, including a summer program, designed to increase faculty involvement in funded research
- ▣ Build relationships and link University expertise to the community to solve industry problems, engage in outreach and entrepreneurial opportunities, stimulate the growth of research and technology development, develop intellectual property, and foster innovation, commercialization, and economic competitiveness
- ▣ Establish a reward and accountability system to set expectations for schools and departments for an increased number of master's degree completers, and recognize and promote faculty for outstanding publications, presentations, and grants
- ▣ Establish additional endowed professorships
- ▣ Grow research efforts through the recruitment of faculty who are more research-focused

III. Increase student recruitment and retention

A. Increase enrollment to 6,500 students by 2018 through a comprehensive approach to recruitment and retention involving all stakeholders

Strategies:

- ▣ **Create curriculum maps for each department to provide clear guidance to students and faculty regarding the degree requirements in each program***
- ▣ Develop new and expand existing outreach and educational programs focused on effectively enhancing AUM interaction with high school students
- ▣ Develop a program to strategically engage alumni in targeted recruitment efforts
- ▣ Develop new and expand existing formal (e.g., 2+2) programs and agreements with local community colleges to recruit students

B. Increase student persistence and graduation rates

Strategies:

- ▣ **Develop a Student Success Center***
- ▣ Expand and continuously improve course content in University success courses
- ▣ Track student performance and counsel at-risk students
- ▣ Identify the sources of the academic difficulties of at-risk students and the support mechanisms that would increase the likelihood for their success
- ▣ Enhance and provide additional student support for remedial math, freshman math, English composition, and other courses that create academic difficulty for a disproportionate number of freshmen and sophomore level students
- ▣ **Increase student awareness of the Learning Center and tutoring services available***
- ▣ Identify student needs for access to on-campus facilities, such as computer labs, study areas, and campus dining, and establish hours of operation to meet student demand
- ▣ Provide advisors and students with electronic tools necessary to generate automated advising reports and status of the progress toward degree
- ▣ Expand the Learning Comes First program to other parts of the campus community

*Priority Strategy – Implementation targeted to be complete in 2013-14

C. Develop strategies to build connections between faculty and students and create a comprehensive faculty mentoring and advising system for students to enhance the quality of the learning environment

Strategies:

Evaluate and restructure the advising system and ensure those serving as advisors are equipped to provide the best guidance in students' pursuit of their academic and career goals*

- ▣ Adopt a University-wide policy on faculty-student mentoring and an appropriate evaluation system that fosters a culture of faculty-student interaction
- ▣ Provide professional development for advisors and counselors
- ▣ Develop tools to measure quality and effectiveness of the advising program
- ▣ Implement a mandatory faculty early alert mechanism for reporting student absences and at-risk behaviors and early assessment of progress

D. Broaden AUM's appeal by reducing the cost of attendance

Strategies:

- ▣ Conduct a pilot study of using electronic delivery of course materials in lieu of textbooks
- ▣ Increase the number of out-of-state students to limit future tuition increases
- ▣ Maintain a discount rate among the lowest quartile of in-state institutions to limit the need for future tuition increases
- ▣ Review cost-saving initiatives that have been successful at other similarly situated institutions
- ▣ Publicize the reduction in AUM's out-of-state tuition rate

IV. Create a culture of collaboration

A. Create greater internal collaboration

Strategies:

- ▣ Conduct regular informational and discussion sessions on campus, the purpose of which is to gain information about and discuss research interests, potential projects, community needs, and other facts of interest
- ▣ Develop opportunities for cross-unit and interdisciplinary consulting, research, and teaching for faculty and staff and internships, research, and job shadowing/site observations for students

Develop a mechanism to spotlight faculty and professional staff background, research interests, and current courses, projects, etc. to allow individuals to learn more about each other and potential opportunities for collaboration*

- ▣ Create a program that identifies opportunities to get involved in new projects or initiatives, campus activities, research, and events

B. Enhance AUM's engagement with Auburn University and other universities

Strategies:

- ▣ Increase the number of academic and non-academic collaborations
- ▣ Identify, propose, develop, and implement one signature collaborative program
- ▣ Expand existing and create new collaborative programming with Air University
- ▣ Establish a consortium between Auburn University and Auburn University at Montgomery to leverage online course offerings and to enable students at both institutions to earn credit and complete their degrees more quickly

C. Increase and enhance AUM's engagement with K-12 Schools

Strategies:

☐ Enhance the awareness of all collaborations, initiatives, activities, and assistance conducted with or provided to K-12 institutions*

☐ Develop a program to provide annually all public and private elementary school children (in a specific grade) in Montgomery with an AUM item (e.g., backpack, pencils, school supplies) to develop an awareness and attachment to AUM

☐ Develop a needs assessment of five area K-12 schools to identify potential projects, programs, partnerships, etc., and implement three projects, programs, or other partnership activities, each with a different school*

☐ Develop a proposal for one signature project with a River Region school and present it to the school system for possible implementation

☐ Create a summer research program for high school students to work with faculty

☐ Develop programs, in consultation with school teachers and administrators, designed to educate parents about college preparedness; assist them with helping their students choose a college and program, apply for financial aid, and choose a major; and identify the support programs available

☐ Actively pursue and build K-12 connections with international and cultural programming

D. Develop new and enhance existing relationships with businesses, governmental agencies, and other constituents in the community

Strategies:

☐ Enhance recognition as a leader of commerce and economic analysis and information

☐ Improve faculty and student engagement with businesses, governmental agencies, and other constituents in the community

☐ Conduct a feasibility study and proposal for developing a conference center on campus

☐ Conduct a feasibility study and proposal for creating a new business incubator on campus

☐ Grow the military appreciation activity and discuss potential activities that could become signature programs with Maxwell/Gunter

V. Foster an inclusive atmosphere that is supportive of students, faculty, and staff

A. Create an environment of positive interaction and service for students, faculty, and staff

Strategies:

☐ Develop an Office of Orientation and Transition*

☐ Enhance events and services to encourage greater relationships between faculty, staff, students, and the community

☐ Create a strong orientation, assimilation, and welcome program for new and returning students*

☐ Establish a Transfer Student Association

☐ Develop a Parent/Family Association*

☐ Create a learning community atmosphere with open sharing and exchange of scholarly ideas and collaboration

B. Create opportunities that allow students, faculty, and staff to gain an awareness and appreciation of diversity in a global environment

Strategies:

☐ Enhance the integration of international students into the AUM student body*

☐ Create programming with an emphasis on diversity for all new faculty and staff

*Priority Strategy – Implementation targeted to be complete in 2013-14

*Priority Strategy – Implementation targeted to be complete in 2013-14

- ☐ Develop strategies that strengthen interactions between domestic and international students
- ☐ Develop programming to enhance understanding and promote the awareness of the culture and philosophy of the people of other nations
- ☐ Identify universities that model a truly diverse, multicultural environment, and adopt best practices and study lessons learned

C. Recruit and retain diverse faculty whose collective talents will enhance the quality of teaching and contribute to scholarly productivity

Strategies:

☐ **Identify additional strategies to increase the likelihood of broad diversity of prospective applicant pools for various faculty positions***

- ☐ Aggressively recruit faculty with talent and experience as successful researchers and educators

☐ **Evaluate and strengthen faculty orientation and mentoring programs***

D. Develop specific initiatives to recruit and retain a professional staff

Strategies:

- ☐ Enhance staff recruitment strategies to attract, recruit, and retain a diverse staff of highly qualified individuals
- ☐ Establish recognition and reward programs for exemplary employee performance that can be applied campus-wide

E. Evaluate, develop, upgrade, and maintain campus facilities guided by a campus Master Plan

Strategies:

- ☐ Develop a plan for construction of a new academic building
- ☐ Update the campus Master Plan

☐ **Evaluate opportunities to enhance campus safety and develop a culture of heightened awareness and emergency preparedness***

- ☐ Enhance the appearance of the campus
- ☐ Improve the technology infrastructure to create an environment conducive to learning, research, and scholarship

☐ **Utilize technology to enhance security and increase campus community awareness of safety and security***

- ☐ Evaluate the current status of campus facilities and provide an annual State of the Campus report

☐ **Explore opportunities to implement housing for affinity groups***

- ☐ Evaluate classroom effectiveness and redesign/upgrade classrooms with enhanced instructional technology capabilities, improved structure, and furniture and equipment that enhance the learning environment

F. Develop a rich AUM tradition that promotes a life-long student interest in, and personal connection to, AUM

Strategies:

- ☐ Develop the History and Traditions Council charged with bringing history, traditions, and spirit to AUM and the community
- ☐ Develop and cultivate a culture of participation in campus activities
- ☐ Create new traditions at AUM

*Priority Strategy – Implementation targeted to be complete in 2013-14

VI. Strengthen and promote the University's distinctive identity

A. Market internally to solidify and promote a common identity

Strategies:

- Develop internal marketing strategies to address and extend the intended positioning inherent in AUM's new vision, core values, and mission and identity statements***
- Increase internal promotion and strongly emphasize student, faculty, alumni, and staff achievements that reflect successes related to AUM's core values***
- Emphasize and promote AUM's strength as a broadly diverse university (e.g., faculty, teaching skills, student population, student demographics, cultural experiences)
- Develop and implement a long-term, integrated Strategic Communications Plan for the campus
- Utilize social media and other new media platforms to improve and expand opportunities for communicating internal news and information of importance to faculty, staff, students, and alumni
- Improve content management system tools, templates, and training to allow for more independent and proactive website content management campus-wide
- Implement highly visible, effective mechanisms for increased communication with students

B. Market externally to promote AUM's general image and strengthen its reputation, making the University more attractive to prospective students, faculty, and staff

Strategies:

- Collect and review data to assess AUM's position, name recognition, and reputation and to determine the message that should be projected***
- Conduct a comprehensive, in-depth marketing research study that polls members of the general public, as well as prospective students, students admitted but not enrolled, and AUM students, employees, and alumni***
- Develop specific communication messages and pieces that positively differentiate AUM from peers and competitors, showcasing our accomplishments and features of significance
- Target external communications to address any weaknesses or misinterpretations of the AUM image
- Broaden AUM's social media impact
- Create and broadly distribute an annual report
- Develop a distance education branding strategy and marketing effort that aligns with the University's overall branding initiative
- Expand targeted marketing and recruitment efforts for various audiences, including prospective students abroad

VII. Enhance relationships with alumni

Strategies:

- Expand alumni services and programming
- Expand alumni communications
- Develop Student Alumni Association
- Establish international alumni clubs in strategically targeted areas
- Establish and engage international alumni relationships

VIII. Increase funds from alternative revenue streams through sponsored programs, private giving, and outreach to ensure long-term viability of the University

A. Develop grant and other proposals, including collaborative efforts with other universities, businesses, and organizations

Strategies:

- ▣ Target state agencies and departments as potential partners for grant collaboration
- ▣ Attract funded projects from private businesses or organizations through marketing of AUM faculty and other experts
- ▣ Establish a grant writing center at AUM

B. Increase revenue-generating consulting and training projects with the business, government, and K-12 community

Strategies:

▣ Assess the training and consulting needs of area businesses and governmental agencies through a needs assessment*

- ▣ Conduct innovative training to meet the needs of businesses and governmental agencies in the area
- ▣ Provide consulting services to area businesses and governmental agencies to meet their needs

C. Increase private gifts and the AUM endowment

Strategies:

- ▣ Increase endowment revenue
- ▣ Increase annual fund revenue

*Priority Strategy – Implementation targeted to be complete in 2013-14