



AUBURN UNIVERSITY

AT MONTGOMERY

**2019-2024
Strategic Plan**

Auburn University at Montgomery

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.

Vision

Auburn University at Montgomery will be 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, 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.

Statement of 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

Strategic Plan Working Document

Recruitment

Goal: Make Auburn University at Montgomery (AUM) the institution of choice.

Strategic Directions:

1. Increase enrollment to 7,000 students by the end of 2023. The enrollment will be comprised of 6,000 undergraduate and 1,000 Graduate students.
2. Maintain AUM as an affordable campus.
 - a. Explore additional ways to reduce textbook and course material costs
 - i. Increase options for Rent-a-Book
 - ii. Create partnerships with textbook publishers to develop an all-inclusive program focusing on cost reduction
 - iii. Increase usage of Online Educational Resources (OER)
 - b. Explore additional scholarship opportunities
 - c. Examine tuition and fee structure to maintain median cost of attendance compared to regional peer institutions
 - d. Increase externally-funded scholarships by 5% annually
3. Expand collaborations with school districts, community colleges, Auburn University, and international partners to enhance and strengthen the pipeline programs that include dual, bridge, transfer, and concurrent programs.
 - a. Increase and enhance partnerships with community colleges: the current MOU's need to be strengthened and augmented.
 - b. Increase dual enrollment by 5% each year
 - c. Better serve the needs of transfer students with the creation of
 - i. Dedicated transfer recruiter to meet the needs of this particular population.
 - ii. Identify office that is responsible for transition needs of transfer students
 - iii. Strengthen the orientation program to better address the needs of transfer students
 - iv. Institutionalize annual AUM days at partner community colleges
 - d. Improve Auburn Referral program to be more proactive and explore options of increasing the scope with the goal of doubling current enrollment.
 - e. Double international admissions by increasing international partnerships and focusing on specific programs at the graduate level.
 - f. Increase international enrollment to 5% of total student body.
4. Expand outreach and marketing efforts to target new markets.
 - a. Target a 5% annual increase in admitted and registered students from new markets.

5. Streamline admission processes.
 - a. Guarantee graduate and undergraduate admissions decisions within five business days.
 - b. Fully implement CRM to communicate admissions decisions to applicants at each step of the admissions process.

6. Focus on strategic diversity across academic programs.
 - a. Develop a diversity learning outcome to be implemented in each of the four areas of the core.
 - b. Examine diversity by colleges, programs, and academic levels (undergraduate and graduate)
 - c. Establish benchmarks to increase diversity across colleges, programs, and academic levels (undergraduate and graduate)
 - d. Develop support programs for diverse populations to ensure student access and success.

7. Develop academic programs to serve current and emerging community needs.
 - a. Examine degree program inventory to identify high-demand, high-growth programs
 - b. Explore options of adding certificate programs including interdisciplinary certificates

8. Increase and enhance online program and course offerings.
 - a. Double enrollment of students in online classes over five-year period
 - b. Add one new online academic program each year.
 - c. Ensure parity between academic and student support services for online and traditionally enrolled students.
 - d. Perform an accessibility audit and develop an accessibility plan by 2021.
 - e. Ensure by 2021 at least 50% of all online courses will be reviewed using Quality Matters Reviewer.
 - f. Ensure review of all courses in online programs using Quality Matters Reviewer by 2023
 - g. Maintain a ratio of one instructional designer per 100 online courses in our inventory.
 - h. Provide software and equipment to facilitate engaging in online learning (e.g. soft chalk, voice thread, etc.)

9. Expand housing and dining to accommodate growth of residential students.
 - a. Build new residence hall to accommodate 25% of undergraduate student population and 15% of graduate population by 2023
 - b. Identify short term housing options to increase residence hall capacity
 - c. Expand food venue capacity to meet increased enrollment.
 - d. Identify and develop meal plans supportive to institutional growth and student financial needs.

10. Provide safe and secure campus
 - a. Perform in the top quartile nationwide of lowest campus-crime incidence
 - b. Maintain security of IT infrastructure and data consistent with international standards

Retention (Student and Academic Support)

Goal: Enhance pathways for educational success

Strategic Directions:

1. Achieve national retention and graduation rates for regional comprehensive institutions.
2. Refocus freshman seminar course (UNIV) into a pathway into academic disciplines, programs, and the University.
 - a. Align UNIV with program-specific learning communities.
 - b. Develop a peer mentor program within UNIV.
 - c. Enhance connections to the Career Development Center.
3. Expand supplemental instruction model within Learning Center and Instructional Support Lab to improve student success in barrier courses.
 - a. Implement supplemental instruction model in all programs with a DFW rate greater than 25% by 2023.
4. Enhance support for students with special needs.
 - a. Enhance the visibility of Center for Disability Services (CDS) with a marketing campaign
 - b. Enhance the visibility of Counseling Center with a marketing campaign
5. Adopt national advising best practices standards.
6. Enhance student support for fully online classes.
 - a. Provide training to students in the use of online resources.
7. Increase opportunities for student engagement and service learning on campus, within their majors and across the campus.
8. Create a campus culture of care to support students' academic and non-academic success.
 - a. Implement a training program to support faculty and staff providing information on university wide counseling services.
9. Develop and expand initiatives to assist students with successfully articulating career readiness throughout their educational experience.
 - a. Involve alumni and current students in career services offerings.

10. Focus on degree completion options for all students seeking alternative plans of study and develop an integrated communication plan for drop-outs and stop-outs.
11. Increase and enhance Living and Learning Spaces to foster student engagement across campus.
 - a. Provide at least one quality gathering space for students in each academic building.
 - b. Ensure that learning spaces meet the academic and technology needs of all students, faculty, and staff.
 - c. Ensure sufficient number of testing labs to support the needs of different academic and student support offices.
12. Develop an enrollment communication plan to increase yield rates.
13. Develop a comprehensive retention scholarship program including external funding.
14. Improve student engagement by increasing student attendance at athletic events by 5% annually.
15. Maintain 3.0 team-GPA across all athletics teams

Research

Goal: Enhance a culture/community of scholars whose research and creative activity supports teaching and program quality.

Strategic Directions:

1. Enhance research expenditures, culminating in 5% of Education and General Expenses by the end of the five-year period.
2. Develop a reward structure that emphasizes cost sharing and workload management to promote research and creative activity.
3. Provide enhanced pre-grant, grant, and reward support to faculty competing for external awards by 2021.
 - a) Ensure that one grant writer is in place for each 100 tenure-track faculty members.
 - b) Develop a comprehensive training program for faculty grant-writing.
 - c) Institute a program to assist faculty with statistical analysis.
 - d) Enhance the database of grant opportunities organized by discipline and train faculty to use it.
 - e) Institute a research mentorship program.

4. Cultivate a scholarly community that promotes research/creative activity by developing a Marketing and Communications infrastructure.
 - a) Create regular events such as lecture series, lunch-and-learns, and publication showcases for faculty, students, and staff to share their work both internally and externally.
 - b) Create a website promoting faculty and staff research and creative activity both internally and externally.
 - c) Create a program to connect faculty and staff to op-ed opportunities to share their research and creative activity with the general public.
 - d) Create a comprehensive plan to leverage the above via the university's communications and marketing outlets, such as social media.

5. Increase student participation in research and creative activity to ensure 5% undergraduate participation and 15% graduate participation by 2023.
 - a) Expand the Undergraduate Research Symposium.
 - b) Create a Graduate Research Symposium.
 - c) Enunciate a formula to reward faculty who provide students with research opportunities leading to presentation/publication opportunities.

6. Enhance collaborative research partnerships and funding opportunities with Auburn University.

7. Increase Library collections, services, and support to promote and advance scholarship.

Alumni and Community Engagement

Goal: Build lasting alumni engagement in university life

Strategic Directions:

1. Integrate messaging platforms in support of alumni participation and giving initiatives to achieve gifts from 5% of alumni.
2. Create lifelong learning and community engagement opportunities through Continuing Education programs
3. Achieve 10% growth in alumni attendance for university events each plan year.
4. Create new signature events to celebrate alumni successes.
5. Engage students early to become active alumni to achieve 10% annual growth in student-alumni membership each plan year.

Goal: Enhance community engagement and collaboration

Strategic Directions:

1. Engage students, faculty, and staff in service learning with business, military, and community organizations.
 - a. Add at least one new service-learning project each plan year.
 - b. Create ongoing coordination among Student affairs, Alumni affairs, Athletics and Academic Affairs to identify prospective service-learning projects.
2. Expand AUM brand awareness and community outreach efforts beyond the tri-county region to increase enrollment from non-local counties by 10% annually.
3. Improve community engagement by unifying communication platforms.

Faculty and Staff Recruitment and Retention

Goal: Improve faculty and staff recruitment and retention

Strategic Directions:

1. Enhance the current professional development structure to provide support and direction for faculty in professional advancement, research, teaching, and collegiality.
 - a. Maintain Provost Fellows program
 - b. Identify professional development needs focused on teaching and learning across all environments (online, hybrid, f2f, and web facilitated) by 2019
 - c. Enhance professional development through Faculty Development Institute (FDI) for teaching based on identified needs
 - d. Develop a continuous professional development plan for unit heads
2. Create a professional development structure for staff that provides opportunities for career growth.
 - a. Establish a staff fellows program
 - b. Develop professional milestones for career development at all levels.
 - c. Develop a talent management system that promotes career progression.
 - d. Develop a competitive compensation and class structure.
 - e. Develop a continuous professional development plan for supervisors
3. Enhance the scope of new faculty and staff orientation to facilitate an easier transition and onboarding of employees.
 - a. Identify and develop partnerships with different community organizations to build resource database.
 - b. Create a “quick-facts” package for new hires to help navigate university and department processes

4. Maintain a competitive salary and resource allocation structure to support faculty and staff retention.
 - a. Develop an individual onboarding resource package.
 - b. Establish a salary equity framework and periodically evaluate salaries to stay competitive with peer benchmarks.
 - c. Develop a (RFP) for execution of a comprehensive compensation study.
5. Develop a comprehensive mentorship program for new faculty and staff and aspiring leaders.
 - a. Establish affinity groups which support retention.
 - b. Establish Funding structure to adequately support a comprehensive mentorship program.
6. Promote recruitment and retention of diverse faculty and staff to reflect the AUM community.
 - a. Review and revise current exit process by end of the first plan year.
 - b. Develop measurement system to capture retention metrics by fall 2020 and monitor retention metrics on an annual basis.
 - c. Establish benchmark to increase staff and faculty diversity across levels.
 - d. Identify different sources for recruiting a diverse candidate pool.
7. Meet the quality and capacity space needs of faculty and staff.

Development and Fundraising Growth

Goal: Enhance Fundraising and Endowment Growth

Strategic Directions:

1. Increase philanthropy to support Auburn University at Montgomery's mission.
 - a. Develop a coordinated fundraising plan to involve deans and other senior leadership in support of a comprehensive fundraising campaign.
2. Strengthen the development office by hiring additional staff with experience in large gift donations and corporate giving.
3. Substantially increase alumni participation in charitable support of Auburn University at Montgomery's goals.
4. Institutionalize a culture of philanthropy on campus to increase the number of scholarships for students.

AUM Athletic Program Growth and Development

Goal: Shape an Athletic Program of Excellence

Strategic Directions:

1. Enhance the vibrancy of campus life for AUM students by partnering with Student Affairs as it relates to the Game Day Experience and programming.
2. Enhance the institution's academic success, graduation rates and retention by improving on each component for student-athletes.
3. Compete for championships both in the Gulf South Conference and at the NCAA Division II levels.
4. Maintain institutional controls and promote compliance with NCAA and Gulf South Conference Rules.
5. Enhance the profile of AUM Athletics and the Institution by securing outside funds for capital projects and program support.
6. Achieve Acceptance into NCAA Division II
 - a. Enhance River Region Visibility with the new profile of AUM and its Department of Athletics as a Division II institution.
7. Complete an updated strategic program and facilities plan.