

Auburn University at Montgomery

Strategic Plan

Auburn University at Montgomery was established in 1967 by Act 403 of the Alabama Legislature. This action resulted from the request of the citizens of the Montgomery area to establish an additional degree-granting institution to serve Montgomery and the surrounding counties. The first classes were offered in September 1969. A 500-acre tract on the east side of Montgomery was purchased for the site of the new campus. Two architectural firms developed the master plan for the new campus and designed the original buildings, which were occupied in the fall of 1971. A broad-based academic institution, AUM is organized into five schools: Business, Education, Liberal Arts, Nursing, and Sciences.

Vision Statement

Auburn University at Montgomery will be an institution of choice for discerning students seeking an excellent education and a preferred partner for government, industry, and other organizations.

Mission Statement

Auburn University at Montgomery's mission, as the metropolitan campus of Auburn University, a land-grant institution, is to foster and exemplify excellence in education through instruction, research, and service. Auburn University at Montgomery blends the traditional views of the university as a community of scholars with the contemporary view of the university as an integral part of the surrounding community, state, and region. AUM provides academic programs that are characteristic of the finest traditions of scholarship and consistent with the responsibility of the university to provide support for the functions of government, regional economic growth, and cultural enrichment through the arts.

As a center of learning dedicated to the examination of ideas and values influencing civilizations, AUM is committed to:

1. Providing students with an understanding of the issues, ideas, and values that have a significant impact on the development of society;
2. Developing in its students the methodological approaches essential to understanding contemporary society and its problems, and to fostering critical thinking;
3. Providing students with a broadly based education, as well as preparing them for the learned professions;
4. Conducting research that contributes to the advancement of knowledge;
5. Extending its knowledge, skills, and resources to the community, state, and region;
6. Providing opportunities for lifelong learning.

AUM encourages open and free inquiry and seeks to instill in its students ways of thinking, communicating, and learning that will be of enduring value.

Auburn University at Montgomery is committed to the following values:

- Excellence
- Accountability
- Accessibility
- Diversity and inclusiveness
- Creativity
- Responsibility
- Honesty
- Fairness

The personal and intellectual development of students is the inherent goal of a university education. This assumption, complemented by the belief that knowledge is valuable in itself, underlies the primary aspiration of AUM: to create in students a realization of their potential as responsible, ethical human beings. AUM adopts the following goals:

1. Enhance academic programs.
2. Increase student success and retention.
3. Enhance AUM's engagement with AU.
4. Increase AUM's partnerships with business, government, and the community external to AUM.
5. Attract, recruit, and retain a diverse faculty and staff of highly qualified individuals.
6. Identify and obtain the financial resources needed to support the University's mission.
7. Maintain a physical facilities infrastructure, including buildings and information technology, that enhances academic programs, business operations, and student life.

Auburn University at Montgomery Strategic Plan

Goal 1. Enhance academic programs.

Expected Outcomes:

- Enrollment Management Plan will be in place May 2008.
- Increase the percentage of students assessed who meet pre-established learning outcomes.
- Increase the number of new students enrolled.*
- Increase credit hour production.*
- Maintain SACS and school-specific accreditations.

**Numbers will be based on Enrollment Management Plan (See 2.A.1.)*

Objective 1A

Assess student outcomes and use results to support the teaching and learning processes.

Cost: \$250,000 one-time; \$255,000 per year

Deadline: August 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs, Director of Institutional Research

Objective 1B

Establish at the school and department level faculty performance benchmarks relevant to the discipline and the department.

Cost: Employee time

Deadline: Implemented for all schools and departments September 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs

Objective 1C

Establish a *writing across the curriculum* program as a quality enhancement plan.

Cost: \$145,000 in Year 1, \$1.2 million over 5 years

Deadline: September 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs

Objective 1D

Provide resources to improve teaching and research in support of the academic strategic plan.

1.D.1.

Provide faculty members access to professional development programs and resources.

1.D.2.

Establish a mentoring program in all academic departments.

1.D.3.

Strengthen the Faculty Development Institute.

1.D.4.

Enhance library services to support instruction and research.

Cost: \$170,000 per year

Deadline: May 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs

Objective 1E

Enhance undergraduate and graduate programmatic offerings.

1.E.1.

Explore the development of academic programs in new areas based on needs assessments and opportunities to partner with Auburn University, industry, and community groups. (See 3.B.1.)

1.E.2.

Develop and implement a plan for offering identified Web-based or Web-supported courses and classes based on program needs.

1.E.3.

Identify and offer alternative methods of delivery for all students.

Cost: \$250,000 per year

Deadline: December 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs, Chief Information Officer

Objective 1F

Internationalize AUM's programs.

1.F.1.

Develop a University wide internationalization plan to include faculty and student exchanges and research opportunities.

1.F.2.

Target programs and services to respond to changing demographics in the state.

1.F.3.

Develop an internationalization plan within each school.

1.F.4.

Coordinate, maintain and centralize records of international activities.

1.F.5.

Develop partnerships with international universities.

Cost: \$50,000 one-time; \$100,000 per year

Deadline: June 2009

Overall Responsibility: Vice Chancellor for Academic and Student Affairs

Objective 1G

Prepare for and participate in the SACS accreditation process.

Cost: \$50,000 per year through 2009; \$15,000 per year thereafter

Deadline: August 2008

Overall Responsibility: SACS co-chairs

Goal 2. Increase student success and retention.

Expected Outcomes:

- Enrollment Management Plan will be in place May 2008.
- Increase credit hour production.*
- Increase student participation in academic support services.*
- Increase semester-to-semester retention.*
- Increase student social activities/opportunities.*
- Increase graduation rates in the next three years.*

**Numbers will be based on Enrollment Management Plan (See 2.A.1.)*

Objective 2A

Attract academically prepared students.

2.A.1.

Develop an integrated Enrollment Management Plan that includes systematic review, assessment, and increase in admission standards. Note: *The Enrollment Management Plan will identify ways in which Auburn University at Montgomery can continue to provide a quality education to the diverse population (e.g., traditional vs. non-traditional) in the five-county area from which it has historically drawn a substantial portion of its student body while exploring opportunities for growth outside that geographical area.*

2.A.2.

Communicate the reputation of outstanding academic programs through an integrated marketing program.

2.A.3.

Increase the number of competitive merit-based scholarships.

2.A.4.

Continue and expand the dual-enrollment program with high schools.

2.A.5.

Establish a relationship with local two-year schools to discuss potential 2 + 2 articulation agreements.

2.A.6.

Contact students who applied but did not register.

Cost: \$190,000 per year

Deadline: Ongoing

Overall Responsibility: Dean of Students, Enrollment Services, Director of University Relations, Vice Chancellor for Advancement

Objective 2B

Enhance the student-centered learning environment.

2.B.1.

Enhance student academic support programs.

2.B.2.

Review, evaluate, and modify existing advising procedures to increase effectiveness.

2.B.3.

Develop a student success course that is mandatory for all incoming students.

2.B.4.

Expand opportunities for students to participate in co-ops and internships.

2.B.5.

Modify existing facilities and areas to enhance activities of students and student organizations.

2.B.6.

Conduct ongoing, systematic assessment to identify student expectations, needs, and areas of dissatisfaction.

2.B.7.

Implement a comprehensive orientation program for freshman and transfer students designed to improve academic and personal transitions and deepen connections with peers and the University.

Cost: \$50,000 one-time; \$66,000 per year

Deadline: July 2008

Overall Responsibility: Dean of Students, Vice Chancellor for Academic and Student Affairs, Vice Chancellor of Financial Affairs

Objective 2C

Increase employee accountability for customer service behavior and reinforce positive customer service behaviors.

2.C.1.

Include an evaluation of customer service behaviors in each employee's annual performance evaluation.

2.C.2.

Conduct annual surveys of students to assess customer service in departments.

2.C.3.

Conduct "mystery shopper" assessments to identify positive and negative customer service behaviors.

Cost: \$10,000 per year

Deadline: December 2007

Overall Responsibility: All Vice Chancellors

Objective 2D

Increase retention of current students.

2.D.1

Implement an "early alert" system.

2.D.2

Call student "no shows" after first class session.

2.D.3

Call students who miss two classes in a row.

Cost: Employee time

Deadline: Ongoing

Overall Responsibility: Dean of Students, Vice Chancellor for Academic and Student Affairs

Goal 3. Enhance AUM's engagement with AU.

Expected Outcomes:

- Develop five activities or programs in partnership with AU.
- Host five activities on campus to connect with individual AU units and departments.

Objective 3A

Share information about the activities, programs, and strengths of each campus with the other.

Cost: No new money

Deadline: December 2007

Overall Responsibility: All Vice Chancellors

Objective 3B

Strengthen and expand collaborative partnerships and academic endeavors with AU.

3.B.1.

Explore opportunities to partner with AU on academic program offerings.

3.B.2.

Identify and initiate activities that allow exchange and networking opportunities with faculty, administration, staff, or students.

3.B.3.

Provide Auburn Montgomery students with the option to participate in AU events.

3.B.4.

Identify joint Outreach efforts between the two campuses.

3.B.5.

Develop course transfer policy that will allow course grades to transfer between AUM and AU.

3.B.6.

Develop a policy to recognize graduate teaching status on both AU and AUM campuses when awarded by either campus.

3.B.7.

Explore opportunities to partner with AU on the internationalization efforts.

Cost: \$25,000 per year plus travel expenses

Deadline: August 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs; Vice Chancellor for Outreach

Objective 3C

Increase recruitment efforts targeted to academically prepared students who apply to AU and are not admitted.

Cost: Employee time

Deadline: December 2007

Overall Responsibility: Vice Chancellor for Academic and Student Affairs

Goal 4. Increase AUM's partnerships with business, government, and the community external to AUM.

Expected Outcomes:

- Introduce five new activities or programs targeting the community each year.
 - Train more than 1,000 government employees per year.
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Objective 4A

Develop partnerships and programs that will strengthen AUM's connection, reputation, and working relationship with State and Federal agencies.

4.A.1.

Host two events specifically targeted to bringing government officials on campus to maintain existing and develop new contacts with government officials.

4.A.2.

Offer enhanced and expanded training and development opportunities (e.g., GAAT, CPM) to State Government employees.

4.A.3.

Conduct a needs assessment and interest inventory for offering degree programs tailored to State government needs.

Cost: \$100,000 per year

Deadline: June 2008

Overall Responsibility: Special Assistant to the Chancellor - State Government, Vice Chancellor for Academic and Student Affairs, Vice Chancellor for Outreach

Objective 4B

Develop partnerships and programs that will strengthen AUM's connection, reputation, and working relationship with the automotive industry.

4.B.1.

Begin a Cultural Lecture Series targeted at Hyundai employees and employees of Hyundai suppliers.

4.B.2.

Offer training and development opportunities specifically targeted to automotive employees.

4.B.3.

Conduct a needs assessment and interest inventory for offering degree programs tailored to automotive employees.

Cost: Depends on needs identified

Deadline: January 2009

Overall Responsibility: Dean of School of Business, Vice Chancellor for Outreach

Objective 4C

Develop partnerships and programs that will strengthen AUM's connection, reputation, and working relationship with the information technology industry.

4.C.1.

Offer training and development opportunities specifically targeted to information technology employees.

4.C.2.

Conduct a needs assessment and interest inventory for offering degreed programs tailored to information technology employees.

Cost: Depends on needs identified

Deadline: January 2009

Overall Responsibility: Dean of School of Business, Vice Chancellor for Outreach

Goal 5. Attract, recruit, and retain a diverse faculty and staff of highly qualified individuals.

Expected Outcomes:

- Increase the number of employees in underrepresented groups.
 - Reduce the number of voluntary separations of faculty and staff by 10% per year.
 - Increase employee satisfaction by 10% per year.
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Objective 5A

Develop and implement a comprehensive University-wide diversity plan.

Cost: \$140,000 per year

Deadline: October 2007

Overall Responsibility: Vice Chancellor for Outreach

Objective 5B

Provide competitive compensation and reward systems to attract and retain the best employees.

5.B.1.

Maintain a comprehensive compensation plan designed to achieve and maintain overall faculty and staff salaries at no less than 100% of the median salary of our comparator groups, taking performance into account.

5.B.2.

Implement a career-ladder program for staff positions to reward good performance with internal promotions.

Cost: \$250,000 per year

Deadline: January 2009

Overall Responsibility: Vice Chancellors

Objective 5C

Develop a plan to anticipate and replace the high volume of upcoming retirements.

Cost: Employee time

Deadline: August 2008

Overall Responsibility: Vice Chancellors

Objective 5D

Promote a culture of open communication and continuous employee improvement.

5.D.1.

Create avenues for effective communication (e.g., town hall meetings).

5.D.2.

Implement, review, and maintain an effective performance management system.

5.D.3.

Provide employee training to foster professional development.

5.D.4.

Implement a mandatory employee orientation and training program to communicate university policies, procedures, and service expectations.

5.D.5.

Implement staff cross-training efforts to enhance knowledge, increase motivation, and provide future promotional opportunities for staff.

Cost: \$25,000 per year

Deadline: June 2008

Overall Responsibility: All Vice Chancellors

Goal 6. Identify and obtain the financial resources needed to support the University's mission.

Expected Outcomes:

- Increase the size of the AUM endowment by 20% per year.
 - Generate more than \$450,000 year in indirect cost through grants and contracts.
 - Increase the number of external grants awarded by 5% per year.
 - Reduce accounts receivable by 5% per year.
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Objective 6A

Develop an ongoing strategic planning process for each unit/department that identifies and documents all financial needs.

Cost: Employee time

Deadline: December 2008

Overall Responsibility: All Vice Chancellors

Objective 6B

Examine student fee structures, actual costs for student services, and opportunities for increased income through tuition and fees.

Cost: Employee time

Deadline: April 2008

Overall Responsibility: Vice Chancellor for Financial Affairs

Objective 6C

Increase operational efficiency to reduce costs and improve services provided.

6.C.1.

Identify opportunities to reduce costs and improve services by collaborating with AU.

6.C.2.

Improve services and processes that impact students outside the classroom.

6.C.3.

Maximize use of space to offer additional classes and rent rooms to internal and external customers.

6.C.4.

Identify and implement strategies to reduce accounts receivable.

Cost: Employee time

Deadline: August 2008

Overall Responsibility: All Vice Chancellors

Objective 6D

Develop and implement a plan to increase research activities including external grants and contracts.

6.D.1.

Establish incentives to encourage and support faculty and staff for increased grant writing activity.

6.D.2.

Expand the services provided by the Office of Contracts and Grants Administration.

Cost: \$225,000 per year

Deadline: December 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs; Vice Chancellor for Outreach

Objective 6E

Generate \$450,000 per year through indirect costs generated from contracts or agreements with external organizations.

6.E.1.

Market contract services to targeted business and government organizations.

6.E.2.

Increase faculty and non-Outreach staff involvement in Outreach contracts to enhance contracts and broaden available services.

Cost: Employee time

Deadline: September 2008

Overall Responsibility: Vice Chancellor for Academic and Student Affairs; Vice Chancellor for Outreach

Objective 6F

Increase funding from the Alabama Educational Trust Fund.

Cost: None

Deadline: Each legislative session

Overall Responsibility: Chancellor

Objective 6G

Increase development contributions by 20%.

6.G.1.

Develop a specific plan to increase endowment growth.

6.G.2.

Invest sufficient institutional resources to facilitate continued growth of private resources and alumni involvement with AUM.

6.G.3.

Engage alumni to increase involvement in AUM and total percentage of alumni donations.

6.G.4.

Develop unit-specific fund raising activities or projects.

Cost: \$50,000 per year

Deadline: October 2008

Overall Responsibility: Vice Chancellor for Advancement

Goal 7. Maintain a physical facilities infrastructure, including buildings and information technology, which enhances academic programs, business operations, and student life.

Expected Outcomes:

- Update and implement the Facilities Master Plan by June 2010.
 - Improve the campus appearance rating by 10% (employee and student surveys).
 - Finalize and begin implementing the Safety and Security Plan by December 2007.
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Objective 7A

Develop and maintain a secure technology infrastructure to support academic and administrative functions.

Cost: \$230,000 one-time; \$218,920 per year

Deadline: June 2008

Overall Responsibility: Chief Information Officer

Objective 7B

Develop, implement, and maintain a comprehensive Facilities Master Plan.

Cost: \$250,000 per year for three years.

Deadline: June 2010

Overall Responsibility: Vice Chancellor for Administrative Services

Objective 7C

Develop, implement, and maintain a comprehensive Safety and Security Plan.

Cost: \$750,000 one-time; \$150,000 per year

Deadline: Begin implementation December 2007; implement critical items June 2008

Overall Responsibility: Vice Chancellor for Administrative Services
