

AUBURN UNIVERSITY AT MONTGOMERY STRATEGIC PLAN **2019-2024**



**AUBURN UNIVERSITY
AT MONTGOMERY**



FROM OUR CHANCELLOR

Defining Auburn University at Montgomery's future

Consider, for a moment, the various triumphs of human persistence and innovation that emerged in 1969. The world watched as Neil Armstrong walked the surface of the moon, while inventors, working with far less fanfare, scratched the surface in building toward the sort of powerful and portable technology that has removed barriers to information and education. The invention of the microprocessor and the creation of the Internet's precursor, ARPANET, in 1969, served as the initial building blocks for computerization, wireless technology, interconnected societies and a global economy.

In that same year, Auburn University at Montgomery experienced its own breakthrough moment. Although AUM came into conceptual existence in 1967, one could argue that it did not truly become a university until it welcomed its first cohort of students — some 600 who registered for courses in 16 different program areas — on September 16, 1969.

While it is certainly appropriate to celebrate our past as we mark our 50th year educating AUM students, faculty and staff representing a variety of disciplines and functions have worked diligently and collaboratively to define its future. On these pages, you will find the results of their information gathering and ideation — AUM's 2019-2024 Strategic Plan, which will guide us as we embark on our next half-century of service to students. This plan, which serves as a living document, outlines opportunities and action items that will enable us to move forward from a position of strength and with a clarity of purpose.

The turning radius for change within higher education can be frequently compared to that of an ocean liner. One of the great advantages of being a young university relative to so many of our peers is that we can be more nimble and creative in adjusting to the ever-evolving needs of students, industries and communities.

The priorities and processes defined in our 2019-2024 Strategic Plan represent our own version of Armstrong's 1969 moon walk in one respect. We have outlined a series of small steps that, taken as a whole, will add up to a giant leap for Auburn University at Montgomery and those we serve. Beyond confirming that we have the will to improve, our Strategic Plan shows we also have the way.



Dr. Carl A. Stockton
Chancellor

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INTRODUCTION

► 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 strives to 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 lifelong 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.



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► STATEMENT OF VALUES

Auburn University at Montgomery values and promotes:

- A student-centered experience.
- Citizenship and community engagement.
- Excellence as our standard.
- A commitment to constant improvement.
- Diversity of people and perspective with a culture of inclusiveness.
- Lifelong learning, and
- An environment of collaboration.



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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 2024. The enrollment will be composed of 6,000 undergraduate and 1,000 graduate students.**
- 2. Maintain AUM as an affordable campus.**
 - Explore additional ways to reduce textbook and course material costs
 - Increase options for Rent-a-Book
 - Create partnerships with textbook publishers to develop an all-inclusive program focusing on cost reduction
 - Increase usage of Online Educational Resources (OER)
 - Explore creation of additional scholarship opportunities
 - Examine tuition and fee structure to maintain median cost of attendance compared to regional peer institutions
 - Increase externally funded scholarships by 5 percent 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.**
 - Increase and enhance partnerships with community colleges: AUM's current memoranda of understanding needs to be strengthened
 - Increase dual enrollment by 5 percent each year
 - Better serve the needs of transfer students by:
 - Hiring a dedicated transfer recruiter to meet the needs of this particular population
 - Identifying the office that is responsible for transition needs of transfer students
 - Strengthening the orientation program to better address the needs of transfer students
 - Institutionalizing annual AUM Days at partner community colleges
 - Improve Auburn University referral program to be more proactive and explore options of increasing the scope with the goal of doubling Auburn University at Montgomery's current enrollment

► GOAL

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

- Double international admissions by increasing international partnerships and focusing on specific programs at the graduate level
- Increase international enrollment to 5 percent of total student body
- 4. Expand outreach and marketing efforts to target new markets.**
 - Target a 5 percent annual increase in admitted and registered students from new markets
- 5. Streamline admission processes.**
 - Guarantee graduate and undergraduate admissions decisions within five business days
 - Fully implement Customer Relationship Management to communicate admissions decisions to applicants at each step of the admissions process
- 6. Focus on strategic diversity across academic programs.**
 - Develop a diversity learning outcome to be implemented in each of the four areas of the core curriculum
 - Examine diversity by colleges, programs, and academic levels (undergraduate and graduate)
 - Establish benchmarks to increase diversity across colleges, programs, and academic levels (undergraduate and graduate)
 - Develop support programs for diverse populations to ensure student access and success
- 7. Develop academic programs to serve current and emerging community needs.**
 - Examine degree program inventory to identify high-demand, high-growth programs
 - Explore options of adding certificate programs, including interdisciplinary certificates
- 8. Increase and enhance online program and course offerings.**
 - Double enrollment of students in online classes over a five-year period
 - Add one new online academic program each year
 - Ensure parity between academic and student support services for online and traditionally enrolled students
 - Perform an online accessibility audit and develop an accessibility plan by 2021
 - Ensure by 2021 at least 50 percent of all online courses will be reviewed using Quality Matters Reviewer
 - Ensure review of all courses in online programs using Quality Matters Reviewer by 2024
 - Maintain a ratio of one instructional designer per 100 online courses in our inventory
 - Provide software and equipment to facilitate engagement in online learning (e.g. soft chalk, voice thread, etc.)

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9. Expand housing and dining to accommodate growth of residential students.

- ▶ Build a new residence hall to accommodate 25 percent of the undergraduate student population and 15 percent of the graduate population by 2024
- ▶ Identify short-term housing options to increase residence hall capacity
- ▶ Expand food venue capacity to meet increased enrollment
- ▶ Identify and develop meal plans supportive of institutional growth and student financial needs

10. Provide a safe and secure campus.

- ▶ Perform in the top quartile nationwide of lowest campus-crime incidence
- ▶ Maintain security of information technology infrastructure and data consistent with international standards



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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 toward academic disciplines, programs, and the University.**
 - Align UNIV with program-specific learning communities
 - Develop a peer mentor program within UNIV
 - Enhance connections to the Career Development Center
- 3. Expand supplemental instruction model within the Learning Center and Instructional Support Lab to improve student success in barrier courses.**
 - Implement supplemental instruction model in all programs with a DFW rate greater than 25 percent by 2024
- 4. Enhance support for students with special needs.**
 - Enhance the visibility of the Center for Disability Services with a marketing campaign
 - Enhance the visibility of the Counseling Center with a marketing campaign
- 5. Adopt national advising best practices.**
- 6. Enhance student support for fully online classes.**
 - Provide training to students on 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.**
 - Implement a training program to support faculty and staff providing information on university-wide counseling services

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9. Develop and expand initiatives to assist students with successfully articulating career readiness throughout their educational experience.

- ▶ 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 dropouts and stopouts.

11. Increase and enhance living and learning spaces to foster student engagement across campus.

- ▶ Provide at least one quality gathering space for students in each academic building
- ▶ Ensure that learning spaces meet the academic and technology needs of all students, faculty, and staff
- ▶ 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 percent annually.

15. Maintain 3.0 GPA across all athletics teams



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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 percent 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.**
 - Ensure that one grant writer is in place for each 100 tenure-track faculty members
 - Develop a comprehensive training program for faculty grant writing
 - Institute a program to assist faculty with statistical analysis
 - Enhance the database of grant opportunities organized by discipline and train faculty to use it
 - Institute a research mentorship program
4. **Cultivate a scholarly community that promotes research/creative activity by developing a marketing and communications infrastructure.**
 - Create regular events such as lecture series, lunch-and-learns, and publication showcases for students, faculty, and staff to share their work internally and externally
 - Create a website promoting faculty and staff research and creative activity internally and externally
 - Create a program to connect faculty and staff to op-ed opportunities to share their research and creative activity with the general public
 - Create a comprehensive plan to leverage the above via the university's communications and marketing vehicles, including its website, social media channels, and external media pitches

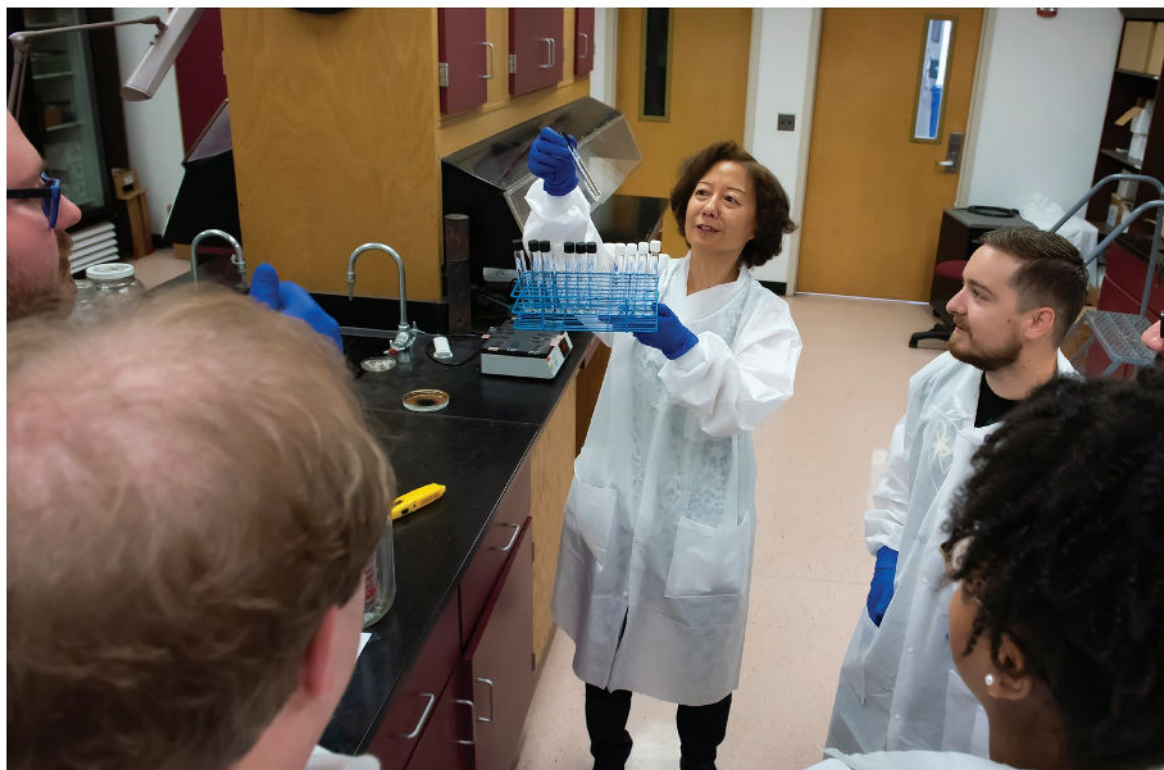
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5. Increase student participation in research and creative activity to ensure 5 percent undergraduate participation and 15 percent graduate participation by 2024.

- ▶ Expand the College of Sciences' Undergraduate Research Symposium
- ▶ Create a Graduate Research Symposium
- ▶ 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.



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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 percent of alumni.
2. Create lifelong learning and community engagement opportunities through Continuing Education programs.
3. Achieve 10 percent growth in alumni attendance for university events each year.
4. Create new signature events to celebrate alumni successes.
5. Engage students early to become active alumni to achieve 10 percent annual growth in student-alumni membership each year.



► GOAL

Enhance community engagement and collaboration.

Strategic Directions:

- 1. Engage students, faculty, and staff in service learning with business, military, and community organizations.**
 - Add at least one new service-learning project each plan year
 - 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 percent annually.**
- 3. Improve community engagement by unifying communication platforms.**



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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.**
 - Maintain Provost Fellows program
 - Identify professional development needs focused on teaching and learning across all environments (online, hybrid, face to face and web facilitated) by end of 2020
 - Enhance professional development through the Faculty Development Institute (FDI) for teaching based on identified needs
 - Develop a continuous professional development plan for unit heads
- 2. Create a professional development structure for staff that provides opportunities for career growth.**
 - Establish a staff fellows program
 - Develop professional milestones for career development at all levels
 - Develop a talent management system that promotes career progression
 - Develop a competitive compensation and class structure
 - 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.**
 - Identify and develop partnerships with different community organizations to build a resource database
 - 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.**
 - Develop an individual onboarding resource package
 - Establish a salary equity framework and periodically evaluate salaries to stay competitive with peer benchmarks
 - Develop a Request for Proposal for execution of a comprehensive compensation study

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DEVELOPMENT AND FUNDRAISING GROWTH

► GOAL

Enhance fundraising and endowment growth.

Strategic Directions:

- 1. Increase philanthropy to support Auburn University at Montgomery's mission.**
 - 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.**



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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 university by securing outside funds for capital projects and program support.
6. Achieve acceptance into NCAA Division II
 - 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.



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