



Auburn University Strategic Plan





2008-2009

President's Report to the Board of Trustees

2008-2009 Report



STRATEGIC PRIORITY I: Elevate undergraduate education and enrich the undergraduate experience

Initiative: Increase selectivity in the Auburn admissions process

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|--|---|--|
| <p>◆ 1) Auburn freshmen will meet higher academic standards through improved written communication skills and higher ACT scores.</p> | <p>All Auburn University students will have ACT or SAT writing scores used for placement by Fall 2012. Mean ACT of 26.5 by 2013.</p> | <p>Full implementation of ACT writing exam for all entering freshmen in 2009.</p> | <p>The writing requirement is communicated in written and online application materials and at events for prospective students.</p>  |
| <p>◆ 2) AU will improve and strengthen the Honors College for the future growth of top academic students.</p> | <p>New Honors College model and needed facilities fully implemented.</p> | <p>New Honors College model agreed upon with initial implementation by 2009.</p> | <p>First committee meeting Sept. 26; gathering campus and outside information.</p>  |

STRATEGIC PRIORITY I: Elevate undergraduate education and enrich the undergraduate experience

Initiative: Strengthen learning and teaching

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|--|--|---|
| <p>◆ 3) AU's general education requirements are innovative and will provide students with the educational foundation needed for lives as citizen-scholars.</p> | <p>Full implementation of changes and improvements identified in the general education review.</p> | <p>General education review completed.</p> | <p>First committee meeting Sept. 18; reviewing core requirements.</p>  |
| <p>◆ 4) AU students will possess the writing skills needed to excel in the workplace.</p> | <p>Students will excel in the writing sections of standardized tests (CLA, etc.). Writing Across Curriculum is fully implemented and a faculty development program is established.</p> | <p>Writing center is established.</p> | <p>The Writing Initiative Task Force has completed its report and recommends addressing class size, writing center availability, writing-in-the-disciplines and summer enhancement programs; initial budget needs identified.</p>  |

LEGEND:


Not Started






In Progress


In Progress


In Progress


Completed

◆ Denotes objectives that are first-year priority goals.

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|---|---|---|
| <p>◆ 5) AU students will possess international skills and abilities needed to excel in a global marketplace.</p> | <p>Students will be requested to demonstrate international competencies.</p> | <p>Establish a clear understanding of what international skills and abilities are needed and the requirements to achieve them.</p> | <p>First committee meeting Sept. 16; developing consensus on requirements.</p>  |
| <p>◆ 6) AU will encourage greater international experience for our students through study abroad programs.</p> | <p>Study abroad participation rates will increase and move above those of our peer institutions.</p> <p>Increase study abroad participation by AUM students by 5%.</p> <p>Three online international groups formed.</p> | <p>Each college and school will offer study abroad opportunities to their students.</p> | <p>All colleges/schools offered study abroad for the first time in 2007 – 08.</p>  |
| <p>◆ 7) AU will foster improved academic success and graduation rates through learning communities and service learning.</p> | <p>Learning communities and service learning are fully implemented for all students.</p> | <p>Design the learning/teaching community curriculum for implementation in Fall 2009; a service learning plan will be developed for those students who do not participate in these communities.</p> | <p>Learning communities under development; service learning plan under development.</p>  |
| <p>◆ 8) AU is committed to innovative and best-practice instructional methods.</p> | <p>COACHE surveys indicate superior instructional methods.</p> <p>Increase faculty participation in training activities by 30% over 4 years.</p> | <p>New faculty will participate in programs of the Biggio Center for Teaching Excellence.</p> | <p>Letter sent encouraging all new faculty to participate.</p>  |
| <p>◆ 9) AU embraces academic accountability and classroom improvement through its commitment to learning assessment models.</p> | <p>Advance to the top strata of CLA institutions.</p> | <p>Expand the Collegiate Learning Assessment and use the resultant data to improve the curriculum.</p> | <p>Participant pool expanded to 200 freshmen and 200 seniors; results to be provided to colleges and schools to improve curriculum.</p>  |




STRATEGIC PRIORITY I: Elevate undergraduate education and enrich the undergraduate experience

Initiative: Strengthen learning and teaching

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|----------------------------------|--|---|---|
| 10) AU values student diversity. | Evaluate and adopt additional diversity efforts; establish a Diversity Research Institute. Establish AUM Office of Diversity and Multicultural Affairs. | Implement three additional strategies from the AU Strategic Diversity Plan. Internationalize AUM's programs (AUM Strategic Plan 1.F.). | Work is under way on minority recruitment and retention, a diversity research initiative and programs for persons with disabilities.  |


STRATEGIC PRIORITY I: Elevate undergraduate education and enrich the undergraduate experience

Initiative: Raise Auburn's position in rankings

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|--|--|--|
| ◆ 11) AU will achieve graduation rates in the top 25% of land-grant institutions. | Increase undergraduate graduation rate at AU by 10% in 6 years. Increase undergraduate graduation rate by 5% at AUM in 6 years. | Increase graduation rates through better advising, use of summer schedule, class loads and student retention programs. | First committee meeting on Sept. 16; analyzing policies that impact retention and graduation rates.  |
| ◆ 12) AU is committed to matching class size with the pedagogy of each academic discipline. | Reduction and/or increase of class size appropriate to academic program. | Determine optimal class sizes to improve graduation rates. | Reviewing literature on class sizes and learning effectiveness.  |
| 13) AU students will learn from nationally and internationally known experts and academic leaders who are brought to campus to serve as distinguished professors. | 2 visitors per year. | Establish guidelines and process for selecting and bringing to campus nationally and internationally known visitors and professors. | NA. |
| 14) AU will be recognized as a top destination for students and for its significant contribution to the state, region, and nation through improved marketing and communications. | Attitudes changed in targeted constituencies to become more supportive of AU. | Design an integrated marketing and communications plan that promotes the AU brand and positions AU programs among targeted constituencies. | Draft plan is completed; will be implemented pending budget availability.  |


STRATEGIC PRIORITY 1: Elevate undergraduate education and enrich the undergraduate experience

Initiative: Implement new projects

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|---|---|---|
| <p>◆ 15) AU will improve the physical and emotional health of students with a new wellness and sustainability center.</p> | <p>Determination as to how to proceed with wellness/sustainability center and implementation.</p> | <p>Support students in the creation of a wellness and sustainability center (student activities center) with preparation of 2 conceptual models for student vote (student fees to cover, as necessary).</p> | <p>Board of Trustees in August approved as an expedited project and initiated selection of a design consultant.</p>  |

STRATEGIC PRIORITY 1: Elevate undergraduate education and enrich the undergraduate experience

Initiative: Strengthen the academic organization structure and management processes

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|---|---|--|
| <p>◆ 16) The Auburn and Montgomery campuses will better serve their students and missions through increased collaboration in academics and admissions.</p> | <p>5 programs will be integrated and/or collaboratively operated.</p> | <p>Determine the best areas for collaboration between the two campuses and begin implementation by Fall 2009.</p> | <p>Seamless admission started fall 2008; exploring collaboration in outreach, international programs and others.</p>  |



STRATEGIC PRIORITY 2: Build the foundation for a stronger and larger research enterprise

Initiative: Build on existing strengths and natural competitive advantages

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|--|---|---|
| <p>◆ 17) AU will maximize its unique research strengths and its regionally, nationally, and internationally recognized research programs.</p> | <p>Increase in research funding by 75% in 5 years. Health Science Center created and research proposals increased.</p> | <p>Identify established research areas with opportunities for growth and implement methods to foster their development. Develop a Health Science Center Task Force to explore coordinating development of research proposals for submission to sponsors, with all faculty invited to participate and become a part of the center.</p> | <p>New VPR will solicit input from the deans.</p> |

STRATEGIC PRIORITY 2: Build the foundation for a stronger and larger research enterprise

Initiative: Expand graduate programs in research disciplines

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|---|---|---|
| <p>◆ 18) AU will become a destination of choice for high-ability graduate students and will grow its graduate student population.</p> | <p>5,000 graduate students. 800 graduate students at AUM.</p> | <p>Determine which programs and departments are targeted for graduate student growth and begin implementation of programs to attract high-performing graduate candidates. Increase graduate student enrollment at AUM to a total of 800.</p> | <p>Working with colleges and schools on growth areas; identifying opportunities for Auburn – AUM collaboration.</p>  |
| <p>◆ 19) AU will become a digital learning destination by offering online courses with a specific emphasis on graduate programs.</p> | <p>10 new distance programs developed.</p> | <p>Develop a presence in distance education by offering one online master's degree and two general elective courses online by Fall 2009.</p> | <p>Master's degree completed; general ed courses under development.</p>  |





STRATEGIC PRIORITY 2: Build the foundation for a stronger and larger research enterprise

Initiative: Strengthen research administration and management

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|---|---|--|
| <p>◆ 20) AU is committed to fostering research through a campus environment that provides needed resources to faculty.</p> | <p>100 joint research appointments.</p> | <p>Create 50 joint appointments to facilitate interdisciplinary research.</p> | <p>Approximately 40 joint appointments approved.</p>  |



STRATEGIC PRIORITY 2: Build the foundation for a stronger and larger research enterprise

Initiative: Strengthen research administration and management

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|---|---|---|
| ◆ 21) AU is committed to an infrastructure that facilitates faculty pursuit of research opportunities. | Non-profit research organization fully operational. | Establish a 501(c)3 research organization. | Development of procedures and policies is under way.  |
| ◆ 22) AU's research proposal process will foster increased submissions through efficiency and streamlining. | Increased number of proposal submissions. | Establish a training program that certifies each college and school for the submission of proposals. | Plans for a pilot program are under way.  |
| ◆ 23) AU will measure its success against national standards in research, scholarship, and creative endeavors. | First report/summary of research Spring 2009. | Develop an annual report that will measure success, based on agreed upon expectations, for research, publications, and other creative endeavors at the departmental level. | A process will be developed by the end of the calendar year.  |
| ◆ 24) AU's organizational structure will optimize research. | | Implement organizational changes; develop an AU presence in Huntsville for research growth; extend an offer to a member of the National Academy of Sciences or Engineering to join AU, with cost to be partially supported centrally. | Initial plans for Huntsville are under way; a member of the National Academy of Engineering accepted Auburn's offer.  |


STRATEGIC PRIORITY 3: Expand the impact of the university’s extension and outreach activities, better serving our communities and the state

Initiative: Redesign and redefine extension programs for greater impact, leveraging new technologies

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|--|--|---|
| <p>25) AU will expand its impact in the state and beyond by improving and strengthening its outreach and continuing education programs.</p> | <p>Renovated Outreach/ Continuing Education Office. 3 to 5 conferences/ institutes per year.</p> | <p>Assess best practices at other institutions in relation to leveraging new technologies and making Auburn expertise available to a broader range of customers through distance degree programs as well as non-degree offerings; recommendations prepared for implementation beginning Fall 2009.</p> <p>Determine and report on appropriate structure for outreach and continuing education.</p> <p>Develop and conduct two interdisciplinary conferences and institutes model to expand AU’s offerings in contract training and certification for industry.</p> | <p>NA.</p> |
| <p>26) AU students will participate in service to the state’s citizens through increased linkages between academic programs and Cooperative Extension.</p> | <p>10 projects per year.</p> | <p>Incorporate student learning into the instructional mission with implementation of at least 5 external projects by Fall 2009.</p> |  |
| <p>27) AU will enhance its service to the state by providing professional development to Cooperative Extension employees.</p> | <p>Additional online programs identified and implemented.</p> | <p>Develop an online master’s degree.</p> |  |


STRATEGIC PRIORITY 3: Expand the impact of the university's extension and outreach activities, better serving our communities and the state

Initiative: Increase AU's involvement in developing communities and improving their schools (K-16)

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|------------------------------|--|---|
| 28) AU will be recognized as a key resource for communities in the state through outreach to targeted school districts. | 6 initiatives per year. | Identify ways AU can make the most impact in local school districts; develop and implement initiatives with two districts beginning Fall 2009. | NA. |
| ◆ 29) AU will be recognized as a key educational resource for the state's growing Hispanic population. | 4 training modules per year. | Provide computer-based English as a second language in extension offices. | Determining most effective means of delivery and administration.  |


STRATEGIC PRIORITY 3: Expand the impact of the university's extension and outreach activities, better serving our communities and the state

Initiative: Continue to expand AU's service to state government

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|---|---|---|
| 30) AU will be recognized as an valuable resource to state government and will expand its services based on state government needs. | 3 new collaborations with state government. | Complete survey of state government customers for ideas on improvement in current services and emerging challenges. |  |



STRATEGIC PRIORITY 4: Redouble efforts to support, develop, and strengthen our people

Initiative: Strengthening faculty and staff recruitment and retention

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|---|--|--|
| ◆ 31) AU is committed to matching faculty positions with the instructional demands of each academic department. | High demand programs will meet the norm in number of faculty positions. | Add faculty positions to departments producing student credit hours at 20% above the norm; a minimum of three departments per year will be assisted. | Positions offered to three departments; all three accepted.  |




STRATEGIC PRIORITY 4: Redouble efforts to support, develop, and strengthen our people

Initiative: Strengthening faculty and staff recruitment and retention

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|--|---|--|
| <p>◆ 32) Exemplary AU faculty are recognized.</p> | <p>80 new professorships and alumni faculty professorship program created.</p> | <p>Establish 80 new professorships to award faculty with exceptional merit.</p> | <p>Development efforts underway.</p>  |
| <p>33) AU is committed to faculty and staff diversity.</p> | <p>Full implementation of faculty/staff initiatives in the Strategic Diversity Plan.</p> | <p>Implement faculty/staff initiatives in the Strategic Diversity Plan and report on progress.</p> <p>Develop and implement a comprehensive AUM diversity plan (AUM Strategic Plan 5 and 5.A.).</p> | <p>A progress report will be published in January.</p>  |



STRATEGIC PRIORITY 4: Redouble efforts to support, develop, and strengthen our people

Initiative: Enhancing faculty and staff professional development

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|---|---|--|
| <p>◆ 34) AU values faculty development and renewal opportunities outside of Auburn and recognizes its importance in improving instruction, research, scholarship, and creative endeavors.</p> | <p>Eligible faculty take sabbatical leave.</p> | <p>Develop sabbatical program and provide opportunities to eligible faculty consistent with policy.</p> | <p>PIL program has been approved by Senate; needs to replace existing language in handbook; pilot program guidelines under review.</p>  |
| <p>◆ 35) AU values faculty consulting and recognizes its importance in promoting the Auburn brand and improving instruction, research, scholarship, and creative endeavors.</p> | <p>Increased faculty participation in consulting.</p> | <p>Report on faculty consulting and provide an award for outstanding service to government or industry.</p> | <p>Senate leadership helping draft a consulting policy.</p>  |
| <p>◆ 36) AU will enhance instruction through improved teaching reviews.</p> | <p>Teaching scores improved.</p> | <p>Academic departments will implement a peer and student review system to evaluate teaching; post tenure review will be triggered based on annual reviews.</p> | <p>Departments have been notified and asked to implement the peer review system.</p>  |

STRATEGIC PRIORITY 4: Redouble efforts to support, develop, and strengthen our people

Initiative: Enhancing faculty and staff professional development

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|---|---|---|
| ◆ 37) AU embraces international experience for faculty and recognizes its importance in improving instruction, research, scholarship, and creative endeavors. | Increased participation each year. | Provide small grants to increase faculty international experience in study and work abroad. | Process developed for small travel grants; available this academic year.  |
| ◆ 38) AU will keep pace with changing media, cultures, and styles of learning and will provide digital learning opportunities in accordance with those changes. | 50 online continuing education courses are offered. | Develop 20 online courses, including Spanish language training, for employees. | Seventeen courses are under development or redesign; Spanish training is available at no cost; a working group is assessing further online training opportunities.  |





STRATEGIC PRIORITY 4: Redouble efforts to support, develop, and strengthen our people

Initiative: Reinforcing faculty and staff recognition and rewards

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|--|---|---|
| 39) AU is committed to competitive faculty salaries. | AU faculty salaries at or above SREB average; AUM faculty salaries at or above regional norms. | Report on the percentage of salary variation. | NA. A market evaluation was completed in 2007. |
| 40) AU is committed to recognizing outstanding faculty with financial rewards. | Initial recipients identified Spring 2009; 5 faculty recognized annually. | Implement financial recognition program based on accepted criteria. | NA. |
| 41) AU is committed to recognizing outstanding staff with financial rewards. | Competition held, using ideas identified Fall 2009; 5 staff recognized annually. | Implement financial recognition program based on ideas to make AU and AUM more efficient. | NA. |
| 42) AU is committed to competitive staff salaries. | AU staff salaries at or above relevant norm; AUM staff salaries at or above regional norms. | Report on the percentage of salary variation. | NA. |





STRATEGIC PRIORITY 5: Committing to continuous improvement in strengthening our management approaches and increasing our efficiency

Initiative: Strengthen Auburn's management approaches and processes

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|--|--|--|
| <p>◆ 43) AU is committed to efficient and streamlined management and operations.</p> | <p>Policies and procedures are current, consistent and available on policy Web site.</p> | <p>Complete review of internal policies and procedures to determine relevance, currency, and value.</p> | <p>Reviewing existing Board policies; report expected in early 2009; functional area policies to be reviewed in 2009.</p>  |
| <p>44) AU will maintain an efficient, effective organizational structure that supports the university's mission and strategic priorities.</p> | <p>Structure enhances effectiveness and efficiency.</p> | <p>Initiate annual review of organizational structure and implement needed changes.</p> | <p>NA.</p> |
| <p>45) Improvements to campus facilities will involve campus constituents and follow an agreed upon priority framework.</p> | <p>Discussion of facilities priorities with campus stakeholders, leading to placement of specific projects in categories of top-level, second-level, and third-level priorities.</p> | <p>Establish a policy for BOT review that sets priorities for campus master plan implementation.</p> | <p>NA.</p> |
| <p>46) AU's athletics program will maintain a tradition of academic, competitive, financial, and operational success.</p> | <p>Athletics remains in compliance and successful.</p> | <p>Develop a plan to monitor adherence to athletic standards and provide annual performance reports.</p> | <p>Measurable goals have been established; annual report completed in August.</p>  |
| <p>47) AU is recognized by key constituent groups as transparent and accountable.</p> | <p>Reports are provided annually.</p> | <p>Identify key constituent groups, define accountability guidelines, and develop reporting mechanisms.</p> | <p>Launched College Portrait, a voluntary accountability system.</p>  |
| <p>48) AU is committed to the safety of students, employees, visitors, and university resources.</p> | <p>Top ten percent of rural/suburban NASULGC campuses.</p> | <p>Develop a campus security plan and provide an annual safety 'report card'. Develop, implement, and maintain a comprehensive Safety and Security Plan for AUM (AUM Strategic Plan 7.C.).</p> | <p>Increased operations of campus security shuttle; increased safety education programs; increased camera surveillance in process.</p>  |

STRATEGIC PRIORITY 5: Committing to continuous improvement in strengthening our management approaches and increasing our efficiency

Initiative: Increase the efficiency of the university's operations

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|---|--|--|
| <p>◆ 49) AU embraces modern information technology to increase operational efficiency.</p> | <p>Classrooms and auditoriums are IT-enhanced by 2013.</p> | <p>Bring the IT facility into planning and consideration.</p> | <p>Included in the campus master plan.</p>  |
| <p>◆ 50) AU facilities will be utilized to best meet student needs and reduce operating costs.</p> | <p>Maximization of facilities use.</p> | <p>Develop criteria and complete review of facilities.</p> | <p>New assistant vice president for facilities starts in December.</p> |
| <p>51) AU will demonstrate national academic leadership in sustainability.</p> | <p>Sustainability plan developed and fully implemented, including LEED construction guidelines for campus facilities.</p> | <p>Develop a campus sustainability agenda with initial implementation.</p> | <p>Dr. Lindy Biggs providing campus guidance and education.</p>  |
| <p>52) AU and AUM will plan and prepare for long-term infrastructure and facilities needs.</p> | <p>Campus master plan followed and regularly updated.</p> | <p>Report on implementation progress of Sasaki campus master plan. Develop, implement, and maintain a comprehensive Facilities Master Plan at AUM (AUM Strategic Plan 7.B.).</p> | <p>Master plan is periodically reviewed and reported; the first update was completed November 2007 and adopted by the Board January 2008.</p>  |
| <p>◆ 53) AU will serve as good stewards of its resources by generating revenue from non-traditional sources.</p> | <p>An additional \$5 million per year from auxiliary sources.</p> | <p>Identify auxiliary sources of revenue and report on best options.</p> | <p>Several revenue areas have been targeted and are under study.</p>  |



STRATEGIC PRIORITY 6: Continue to dramatically expand the endowment, annual fund, and gifts to the university, to support academic excellence and increase scholarships

Initiative: Implement a new capital campaign

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|--|--|--|---|
| <p>◆ 54) AU will call on the Auburn family and others important to our future for private support.</p> | <p>Plan developed and fundraising initiated.</p> | <p>Develop the plan for the next comprehensive capital campaign.</p> | <p>Analyzing last campaign; seeking input from major donors and campus.</p>  |

STRATEGIC PRIORITY 6: Continue to dramatically expand the endowment, annual fund, and gifts to the university, to support academic excellence and increase scholarships

Initiative: Build a new Auburn tradition of annual giving

| SPECIFIC GOALS | ULTIMATE METRICS | PROGRESS EXPECTED | PROGRESS ACHIEVED |
|---|--|--|---|
| <p>55) The bond between AU and its alums is strengthened through improved communications.</p> | <p>Increased alumni membership and giving.</p> | <p>Develop and implement an alumni survey to assess their interests.</p> |  |
| <p>56) AU will embrace innovative fundraising.</p> | <p>Implement new fundraising methods.</p> | <p>Conduct a survey of peer institutions and incorporate best practices into AU capital campaign plan.</p> | <p>Currently collecting data from other institutions.</p>  |



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