2009-2010 STRATEGIC GOALS STATUS UPDATE
2009-2010 Strategic Goals: Instructional Mission

1. **Implement new Honors College model.**
   - New interdisciplinary curriculum will be implemented beginning Fall 2010.

2. **Implement recommendations of the General Education Task Force.**
   - University Senate approved revisions to the Core Curriculum; plans are to implement the updated Core Curriculum in Fall 2011.

3. **Implement writing in the disciplines and the new model for the Writing Center.**
   - The Office of University Writing is fully functional and is serving all students in the Core Curriculum with two locations on campus; a plan for writing in the disciplines will be presented to the University Senate for approval in Spring 2011.

4. **Implement recommendations of the International Skills Task Force.**
   - Increased opportunities for students to acquire international education and experience are being created through the Global Passport Program (for freshmen) and the International Scholars Program (available to all students).
5. Continue to support all new faculty participating in the programs of the Biggio Center for the Enhancement of Teaching and Learning.
   • The New Faculty Scholars Program invites new faculty to participate in the conference on Cross-Cultural Perspectives each year.

6. Expand Collegiate Learning Assessment (CLA) and use the data to improve curriculum.
   • In Fall 2009, the Office of Institutional Research and Assessment launched a longitudinal study with freshmen and will continue to collect data from this sample in 2011 and 2013; faculty members will attend a two-day Performance Task Academy to learn how to incorporate CLA-like performance tasks into their courses.

7. Increase graduation rates through better advising, use of summer schedule, and class loads taken.
   • The University Advising Council is developing a Comprehensive Advising Manual for professional and faculty academic advisors and is collaborating with the SGA to develop a Peer Advising Model; academic advisors are encouraging students to register for a full 15-hour course load, and to take summer classes, including distance education options.
8. **Establish standards based on pedagogy and discipline to determine optimum class sizes to improve graduation rates.**
   - Research conducted by the Office of Institutional Research and Assessment suggests a larger impact on student performance could be attained by further reduction in small class enrollment, as opposed to reducing overall class size.

9. **Continue to support Distance Education by creating additional online courses and targeted programs at both undergraduate and graduate levels.**
   - New University guidelines were established for Distance Education, and a Request for Proposals was issued for new Distance Education courses/programs for both the Core Curriculum and Undergraduate Completion Programs.

10. **Continue to support the creation of joint Faculty appointments.**
    - The original goal was to create 50 joint appointments; to date 65 appointments have been created.
11. Create a standing campus-wide Assessment Council to analyze data and recommend ways to enhance teaching.
   • The Assessment Council has been appointed and is meeting regularly; members will begin reviewing program-level assessment reports in April 2010.

12. Examine Graduate School policies and ensure they are aligned with those of our peer institutions.
   • In Fall 2009, a peer review team visited campus and provided several recommendations for improvement to the Graduate School, and, as of March 2010, over half of the recommendations have been implemented; those remaining will be completed in the coming months.
2009-2010 Strategic Goals: Research Mission

13. Increase the number of graduate students -- goal is 5,000.
   • Overall, graduate enrollment has increased 4.8 percent since 2008 with continued projected growth; the Accelerated Bachelor/Masters Degree Program was approved for high-achieving students.

14. Develop training and certification program for college-level research administrators.
   • To date, staff in Engineering, Education, Human Sciences, and Veterinary Medicine have been trained to process federal online programs; the remaining colleges will identify appropriate individuals to be trained.

15. Develop an Annual Report by department for research, publications, and other creative endeavors.
   • An Annual Report for 2009 is under development; beginning in 2010, we will use the software Digital Measures for a campus-wide approach to all faculty activity reporting.
2009-2010 Strategic Goals: Research Mission

16. **Develop an AU presence in Huntsville for research growth.**
   • Selection of the Executive Director is in the final stages, and research space has been identified.

17. **Provide opportunities to eligible faculty for sabbatical programs.**
   • Half of the faculty who applied for sabbaticals received awards.

18. **Continue efforts to develop a Health Science Initiative (HSI) for interdisciplinary activities across all Auburn University units.**
   • An interdisciplinary HSI core team was established to organize scholarly research in five thematic areas; a goal is to identify a core facility that will provide multidisciplinary labs for areas across campus.

19. **Establish an Auburn University Research Advisory Board.**
   • Members have officially met and established a set of by-laws.

20. **Report on the external and internal reviews of the Auburn University Research Enterprise.**
   • A draft of the report from the internal reviewer has been presented; follow-up work will now be initiated with the Research Task Force, the Research Council, and other University entities.
2009-2010 Strategic Goals: Outreach Mission

21. Implement new learning community and service learning curriculum, fall 2009. For students that do not participate in the “learning community,” then an agreed upon plan for “service learning” will be developed and available.
   • Learning community offerings will increase by 100 percent in 2010-11 and all Communities will include a service learning component and the Common Book; currently more than 200 courses throughout the schools and colleges have an engagement requirement.

22. Report on faculty consulting and provide an award for outstanding service to government or industry.
   • Nominees for the Faculty Consulting Award have been submitted and the award committee will choose a recipient in Spring 2010; a report has been completed for faculty consulting during the calendar year 2009.
23. **Identify ways AU can make the most impact in local school districts; develop and implement initiatives with two districts in Fall 2009.**
   - Groups of faculty and students are involved at local schools in service learning projects focused in the areas of math, music, and theatre; the groups are creating programs designed to bring area students to campus for leadership and enrichment programs.

24. **Ensure Outreach Programming is financially sustainable.**
   - The Outreach Program Office has been renamed the Office of Professional and Continuing Education and has developed new policies for collaborating with other campus entities regarding Outreach grants and partnerships.
2009-2010 Strategic Goals: Collaborative Efforts

25. **Continue to find several areas of collaboration between Auburn and AUM and implement in Fall 2009.**
   - Successful collaborations of joint academic programs include: the Masters of Science in Nursing and a planned joint Masters in the Teaching of Writing, provision of housing and access to AU-specific activities for Seamless Admission students, efforts to reduce red tape for students who interact with both campuses, provision of faculty to teach in each other’s programs, and continued joint research efforts.

26. **Continue to support the creation of 80 new professorships.**
   - This effort was successfully completed on time and within budget with 96 committed pledges; two events will be held to celebrate and recognize both the donors who gave to the campaign and the professors who will receive the awards.
2009-2010 Strategic Goals: Collaborative Efforts

27. **Develop plans for one new major income stream.**
   - We continue to explore possible options for net revenue enhancement including, but not limited to: significant development of on-line credit courses and degrees, Design-Build Options for Auxiliary Operations of Dining and Parking, Retirement Home Facilities on Campus, more extensive Advertising Venues for our campus assets, Real Estate investment options, and other areas of potential.

28. **Improve AU’s promotion and tenure process.**
   - Each academic department is in the final stages of submitting Promotion and Tenure guidelines for approval, and the process for soliciting external letters on candidates has been improved.

29. **Implement faculty/staff initiatives in the Strategic Diversity Plan and report on progress.**
   - The following initiatives have been implemented for faculty: Early Career Mentoring Program, Diversity Faculty Mentoring Program, Research in Disabilities Education Program, and the endowment of two professorships to support faculty who have demonstrated a strong interest in diversity.
30. **Support students in the creation of a Wellness and Sustainability Center (Student Activities Center).**
   - Design plans for the facility are in the final stages; the 240,000-square-foot facility will include several new amenities, and plans will be presented to the Board of Trustees at the June 2010 Board meeting.

31. **Develop the plans for the next comprehensive fund-raising campaign.**
   - The Office of Development has completed some of the internal interviews with the Deans, President, and Provost; we are now refining the “wish list” in preparation for an external study on the feasibility of the next campaign this spring; timing and space are critical issues when planning a campaign.

32. **Develop criteria and complete review of facilities.**
   - Over the last 6 months, we have worked to develop a set of prioritized, major facilities objectives for Auburn University for the period of 2010-2020.
33. **Establish a policy for Board of Trustees review that sets priorities for campus master plan implementation.**
   - The Capital Projects Plan has recently been approved by the Executive Facilities Committee and will be reviewed by President Gogue and the Board of Trustees; when approved, the Capital Project Plan will be a key component of the future Auburn University Master Plan.

34. **Initiate annual review of organizational structure and implement needed changes.**
   - Organizational Structure is reviewed on a continuous basis to increase efficiency in Academic Affairs, Student Affairs, and Business Affairs.

35. **Develop a campus sustainability agenda with initial implementation.**
   - We completed our campus greenhouse gas inventory in Fall 2009 and then began our Climate Action Planning process; with ten working groups (Buildings, Energy, Information Technology, and Purchasing being the most significant), we will complete draft recommendations by the end of Spring 2010.