



CLARK ATLANTA
UNIVERSITY

STRATEGIC PLAN
2018-2023

Executive Summary

Clark Atlanta University's 2018-2023 Strategic Plan will guide the University for the next five years. The new plan is a blueprint for strengthening CAU's long-term health and sustainability and will build upon areas where CAU's comparative advantage can have far-reaching impacts. The University's Strategic Plan was developed to identify the critical performance areas that decisively affect and influence the University's capacity to accomplish its mission and actualize its strategic vision.

This five-year plan will outline the University's institutional effectiveness activities and serve as a foundation upon which our planning, assessment, and budgetary initiatives are built to improve programs, support services, and operations in all areas of the University. **At its core**, the Strategic Plan reaffirms that teaching, learning, and discovery plays a critical role at our University. In this way, CAU will achieve its mission and fulfill its vision of being a leader in helping to make the world a better place at the local, regional, national, and global levels.

CAU is committed to providing excellent teaching, research, creative works, scholarship, and services which are linked to CAU's history and heritage, mission, and core values. Based on the shared perspectives and values gathered from CAU's Board of Trustees, Students, Faculty and Staff, Alumni, and Community Business Leaders, the University Strategic Plan Steering Committee developed six strategic goals to fulfill the University's purpose and guide CAU's path toward becoming a leading research university -- Over 500 internal and external Campus Stakeholders guided the development 2018-2023 Strategic Plan.

STRATEGIC GOALS:

1. Enrollment and Student Success
2. Academic Planning
3. Research and Creative Activity
4. Fundraising, Marketing, and Branding
5. Institutional Effectiveness
6. Facilities, Technology, and Real Estate

CAU 2018-2023 Strategic Plan Approved by the Board of Trustees, May 17, 2019





HISTORY AND HERITAGE

Leveraging its distinctive and historic legacies of W.E.B. DuBois and Bishop Davis W. Clark, Clark Atlanta University (CAU) provides an educational experience of exceptional quality at the undergraduate, graduate, and professional levels. Over its 150- year history, Clark Atlanta University has been a cradle of educational opportunity and a driver of learning.

Clark Atlanta University is the result of the consolidation of two historically significant institutions: Clark College, and Atlanta University. Clark College was founded in 1869 by the Freedmen’s Aid Society of the Methodist Episcopal Church, which later would become the United Methodist Church and the nation’s first private liberal arts institution to award baccalaureate degrees to African Americans. Atlanta University was founded in 1865 and was the nation’s first graduate-level institution for African Americans. In 1957, the controlling boards of six institutions (Atlanta University, Clark College, Morehouse College, Morris Brown College, Spelman College and Gammon Theological Seminary) ratified new articles of affiliation to create the Atlanta University Center (AUC), the most prevalent consortium of African-American private institutions of higher education in the United States. Connected by a common heritage, a shared set of commitments focused on providing quality education to African American, the historic consolidation brought together Clark College and Atlanta University to create “*One Exceptional University*” in 1988.

MISSION

Building on its social justice history and heritage, Clark Atlanta University is a culturally diverse, research-intensive, liberal arts institution that prepares and transforms the lives of students. CAU is located in the heart of Atlanta which is the epicenter of the Civil Rights Movement and modern center of emerging technologies and innovation. Ignited by its history, CAU is committed to delivering education that is accessible, relevant, and transformative.

(Approved by the Board of Trustees, May 17, 2019)

VISION

Clark Atlanta University will be recognized internationally as a leading research institution of higher education and learning. The University will impact society through global innovation, transformative educational experiences, and high-value engagement.

(Approved by the Board of Trustees, May 17, 2019)

OUR CORE VALUES

Our University’s core values are like a compass, a tool that guides the campus community when trying to figure out how to navigate uncertainty while keeping the big picture in mind. These values serve as the foundation of the steps the University will take towards achieving its strategic vision.

“ CAU P . R . I . D . E . S ITSELF ON BEING ... ”

People-Centric

Treat students, colleagues, and broad beneficiaries of our services with professionalism, respect, responsiveness, focused on effective solutions.

Research-Focused, Innovative and Creative

Ignite new possibilities in research and advance knowledge of humankind.

Inclusive and Accountable

Promote collaboration and unity among students, faculty, and staff to provide a significant contribution are added to the University’s body of knowledge.

Diverse and Global

Embrace and support all forms of human differences, ideas and perspectives, and our natural environment.

Excellence

Commit to high-quality in all we do to achieve our noble cause.

Student-Centered

Commit to leveraging our students’ experience through teaching, learning, and service.

(Approved by the Board of Trustees, May 17, 2019)



Strategic Goal 1 Enrollment and Student Success

Provide programs and services to achieve strong undergraduate and graduate enrollments and high retention, graduation, and career placement rates and become the national model for student success among HBCUs.

OBJECTIVE 1

Increase Undergraduate and Graduate Student Headcount Enrollment.

OBJECTIVE 2

Strengthen Retention, and Graduation Rates, and Time-to-Degree Rates for Graduate Masters/Graduate Doctorate students.

OBJECTIVE 3

Achieve Optimal Residential Settings And Experiences.

OBJECTIVE 4

Increase The Baccalaureate Degree Recipients Career Placement Rate Of CAU Graduates To Be Competitive With The National Average -- 78% Job Placement In Southeast Region (NACE).

OBJECTIVE 5

Improve financial well-being of students.

Strategic Goal 2 Academic Planning

Maintain and develop excellent, innovative academic programs, strategic partnerships, and new modes of teaching and learning to produce graduates who are successful.

OBJECTIVE 1

Conduct academic program reviews for all undergraduate and graduate academic degree programs (Internal/External) to gather evidence to create strategies for programmatic enhancements and improvement.

OBJECTIVE 2

Develop and/or enhance undergraduate and graduate academic degree programs through strategic partnerships, internationalization, online learning, and interdisciplinary programs that increase enrollment.

OBJECTIVE 3

Increase CAU's experiential learning activities, including, internships, high-impact practices, research and creative activities and capstone experiences for all Undergraduate and Graduate Academic Degree Programs.

OBJECTIVE 4

Increase faculty development to facilitate innovative research and creative activities and new modes of teaching.

Strategic Goal 3 Research and Creative Activity

Expand research capabilities and infrastructure to enhance creative activity and strengthen CAU's position as a private research-intensive institution, with national prominence that provides innovative solutions to the local and global communities.

OBJECTIVE 1

Increase pre-award proposal development activity, across all disciplines, year over year, as measured by the total value of proposals submitted.

OBJECTIVE 2

Increase the total value of new awards received, year over year, as measured by Notice of Awards (NOA).

OBJECTIVE 3

Increase post-award, R&D activity, year over year, as measured by the total value of R&D expenditures.

OBJECTIVE 4

Increase international research activity, year over year, as measured by the total number of international research projects.

OBJECTIVE 5

Increase interdisciplinary research activity, year over year, as measured by the total number of interdisciplinary pre and post award projects.

OBJECTIVE 6

Develop a comprehensive *Business Plan* for the Cancer Research and Therapeutic Development (CCRTD), which includes funding strategies that will correspond to the development of an *Implementation Plan*, each designed to enhance the Center's facilities and programs, as measured by the percent completed of the written plans.

Strategic Goal 4 Fundraising, Branding, and Marketing

Enhance the University's comprehensive fundraising support while marketing CAU's distinction and accomplishments to raise its public profile in the eyes of prospective students, potential, stakeholders, benefactors, the higher education community, and the public at large.

OBJECTIVE 1

Enhance CAU's fundraising infrastructure and capacity to expand the annual giving to support the continuation of CAU's Scholarships & Academic Excellence, Faculty Support and Research, and Capital Improvements and Infrastructure.

OBJECTIVE 2

Develop and implement a comprehensive capital campaign plan to raise funds to renovate Paschal's building to house CCRTD. Identify interdisciplinary funding opportunities.

OBJECTIVE 3

Meet fundraising and giving goal from all donor sources.

OBJECTIVE 4

Enhance CAU's profile and reputation.

Strategic Goal 5 Institutional Effectiveness

Reflect CAU's commitment to institutional effectiveness, continuous improvement, added value, and return on the investment to those it serves by streamlining administrative procedures and expanding the capacity of faculty and staff to serve the long-term health and sustainability of the University.

OBJECTIVE 1

Increase organizational effectiveness by developing a mission-centric culture.

OBJECTIVE 2

Increase management effectiveness and employee engagement by providing management development annually.

OBJECTIVE 3

Increase employee effectiveness by providing continuous professional development annually.

OBJECTIVE 4

Annually increase the number of employees who are recognized for exemplary performance to reinforce employee engagement in the areas of service excellence, teamwork, and student experience.

OBJECTIVE 5

Increase the percentage (%) of completed annual Assessment and Improvement Plans.

OBJECTIVE 6

Evaluate and complete the annual compliance assessments plans for all of CAU's operating units.

OBJECTIVE 7

Maintain or exceed a strong financial position for CAU's annual growth based on the College of Independent Colleges (CIC) Key Indicator benchmarks.

Strategic Goal 6 Facilities, Technology, and Real Estate

Provide facilities and technology to support recruitment, teaching, research and the enhancement of the student experience and to establish new avenues for long-term revenue-generation.

OBJECTIVE 1

Improving the overall condition and routine maintenance of CAU's building stock annually.

OBJECTIVE 2

Develop a Master Plan that guides the long-term (10-15 years) optimization of CAU's entire real estate portfolio, that supports the University's strategic plan and that will also provide a framework for non-academic development that generates long-term revenues.

OBJECTIVE 3

Develop the appropriate legal structure(s) to most effectively manage the University's real estate portfolio and related commercial developments.

OBJECTIVE 4

Develop a comprehensive technology plan to creating an IT platform that supports research at the R2 institutional level, develops new teaching modalities and accommodates the technology needs of the robust student experience.







CLARK ATLANTA UNIVERSITY

Clark Atlanta University (CAU) is a leading research institution of higher education, offering 38 exciting areas of study at bachelor's, master's, specialists, and doctoral levels. Established in 1988 by the historic consolidation of Atlanta University (1865) and Clark College (1869), CAU continues a 150-year legacy rooted in the African-American tradition and focused on the future. Through global innovation, transformative educational experiences, and high-value engagement, CAU cultivates **lifted lives that transform the world.**



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