

Alabama A&M University 2015-2025 Strategic Plan



Into The Future

(Amended October 25, 2019)





PRESIDENT'S MESSAGE

I am pleased to present the Alabama Agricultural and Mechanical University (AAMU) 2015-2025 Strategic Plan. This ten-year Strategic Plan reflects our commitment to academic excellence in meeting the changing needs of the students we serve and lays the foundation for a future that will take us to new heights. This is an exciting time as we sharpen our focus on providing an enriching student-centered learning environment and extend our reach into the state and the region we serve.



This plan is important for a number of critical reasons. First and foremost, it is a public declaration of our aspirations, priorities, and the principles we stand on. The plan builds on the momentum and success we have experienced in recent years and, at the same time emphasizes directions and priorities that will enhance our competitive position and make our University a more distinctive one. Second, it is a statement of accountability and a roadmap for becoming the institution of choice for students, faculty, staff, and employers of our graduates. The quality and success of the student experience at AAMU is the ultimate barometer of what this plan achieves. We expect our students, faculty, staff, alumni, and other stakeholders to hold us accountable for achieving the goals outlined in the plan. Third, it provides direction for the future. As the plan was developed, a vision of the future was formulated. We believe we will help students develop the intellect, character, and skills required to lead productive lives in the global community of the 21st century. Our strategic priorities and goals were determined with this vision in mind. While we worked to provide a focused and clear direction for AAMU over the next ten years, we remained steadfast in our commitment to academic excellence and being responsive to the needs of a racially, culturally, and economically diverse student population. At the same time, we also accepted the challenge to continually evolve in the recognition that higher education in the 21st century will be much different than it has been in recent decades.

This plan is our commitment to creating productive citizens who are critical thinkers by optimizing resources and providing an environment in which students can study, learn, and develop through their interaction with fellow students, faculty, staff, administrators, and community leaders. The goals in this plan focus on several key areas:

- 1) enhancing the quality and distinctiveness of the AAMU educational experience for all students;
- 2) promoting excellence, innovation, and creativity throughout all areas of the University;
- 3) upgrading the University's infrastructure; and,
- 4) diversifying and growing the financial base of the University.





The Alabama Agricultural and Mechanical University 2015-2025 Strategic Plan is the result of hard work by the AAMU Strategic Planning Committee and was developed in consultation with members of the Board of Trustees, faculty, staff, students, alumni and community. I thank members of the AAMU Strategic Planning Committee for their fine work in producing an excellent Strategic Plan for AAMU. Throughout the next ten years, we will evaluate whether the plan is meeting expectations and adjust it accordingly. I anticipate looking back at this plan ten years from now with a sense of pride in what can be accomplished through commitment, collaboration, creativity, and hard work.

I am delighted to share with you the Alabama Agricultural and Mechanical University 2015-2025 Strategic Plan, and I look forward to pursuing the many exciting challenges and accomplishments it identifies.

Andrew Hugine Jr.





MESSAGE FROM THE STRATEGIC PLANNING COMMITTEE

On behalf of Alabama Agricultural and Mechanical University, the Board of Trustees, and the President we are delighted to share with you the outcome of several months of thoughtful deliberation, reflection, and difficult choices by the AAMU Community: a bold and comprehensive Strategic Plan for our University's next decade.

The Alabama Agricultural and Mechanical University 2015-2025 Strategic Plan outline the critical next steps we will take to secure AAMU's future. Like all higher education institutions, we share national concerns about student retention and graduation rates, quality, excellence, and thriving in these economically challenging times. We used these issues and others as we developed the strategic plan. Our goal was to develop a forward thinking ambitious agenda for the next ten years. The plan sets a clear, achievable, measureable, and powerful path for AAMU's future.

We believe the core premise upon which AAMU rests—the life-changing value of the “**AAMU educational experience**”—remains compelling. Our optimism is buttressed by strong student demand, exceptional faculty and staff, loyal and generous alumni and a supportive and committed local and state community. However, we must not be complacent. These are fluid times in higher education, with online learning blossoming, declining public support for colleges and universities, and questions about the relevance and value of a college degree.

To position AAMU in this dynamic environment, the strategic plan has been developed to guide our decision-making. This plan, which is described in greater detail throughout this document, is intended to be a living, breathing document that will guide us as we work to recruit, retain, and graduate our students. As we emerge from this process of strategic planning, we do so with a heightened awareness and a renewed commitment to the future of Alabama Agricultural and Mechanical University.





STRATEGIC PLANNING COMMITTEE MEMBERS

President Andrew Hugine
Abbiegail Hugine
Alease Sims
All'wyn Graham
Allen Vital
Andrea Cunningham
Angela Debro
Annie Payton
Archie Tucker
Ashley Simmons
Barbara Jones
Gary Crosby
Bryan Hicks
Chance Glenn
Charles Hyder
Demetrius Hightower
Clayton Gibson
Pamela Thompson
Constance Wilson

Lena Walton
Daniel Wims
DeWayne Jones
Edgar King
Malcolm Brasher
Gerald Vines
Isaiah Robinson
Jacobi Gray
Jeanette Jones
Jennifer Vinson
Jocelyn Boustani
Johnnie Richardson
Pamela Arrington
Kevin Campbell
Delmonize Smith
Damian Clarke
Langdon Conaway
Larry McDaniel
Laura Hall

Lloyd Walker
Malinda Swoope
Martha Verghese
Nadis Carlisle
Nicole Herring
Roslyn Crews
Sandra Stubbs
Snyder Washington
Terrence Frazier
James Walke
Tim McCanelley
Tommy Battle
Vann Newkirk
Dwayne Green
Brian Shipp
Virginia Caples*
Yong Wang
Yvette Clayton
Zachary Senwo

STRATEGIC PLANNING WORKING GROUP

Allen Vital
Chance Glenn
Clayton Gibson
Daniel Wims
Malcolm Brasher

Jacobi Gray
Jeanette Jones
Pamela Arrington
Gary Crosby
Malinda Swoope

Sandra Stubbs
Terrence Frazier
James Walke
Brian Shipp
Virginia Caples*

*Deceased





CONTENTS

EXECUTIVE SUMMARY	1
WHY A STRATEGIC PLAN?	2
STRATEGIC PRIORITIES AND GOALS	2
IN CLOSING	5
MISSION, VISION, VALUES	6
INTRODUCTION.....	8
AAMU AT A GLANCE	8
PLANNING PROCESS	12
BACKGROUND	12
PLANNING PROCESS OVERVIEW	13
LANDSCAPE OF HIGHER EDUCATION	15
HIGHER EDUCATION	15
HISTORICALLY BLACK COLLEGES AND UNIVERSITIES	17
ENVIRONMENTAL SCAN.....	18
KEY INSTITUTIONAL CHARACTERISTICS	19
STAKEHOLDER INPUT	25
ENVIRONMENTAL SCAN SUMMARY STATEMENT	26
PRIORITIES, GOALS, AND STRATEGIES.....	27
STRATEGIC PRIORITIES	27
STRATEGIC GOALS	28





EXECUTIVE SUMMARY

In recent years, Alabama Agricultural and Mechanical University (AAMU) have made tremendous strides. The quality of its incoming students, retention and graduation rates, and career opportunities upon graduation has all improved markedly. Also, the faculty has become more productive in its scholarly activities and research, while upholding its traditional commitment to teaching and service. In 2014, AAMU launched a strategic planning process to develop a comprehensive plan to guide the Institution over the next ten years. It is energizing to craft bold plans. But it is even more gratifying to bring those plans to fruition. During the past several months, AAMU has worked to develop this strategic plan. This document describes how AAMU will respond over the next decade to the needs of a diverse student population and the social and economic needs of the state and region.

This plan focuses resources to maximize results by ensuring quality and excellence in all aspects of the Institution's academic and administrative operations. The plan is aligned with AAMU's mission, vision, values, and critical needs and priorities that must be addressed in order to ensure AAMU's future. The premise of the Strategic Plan is for AAMU to build on its strong foundation as a comprehensive 1890 Land-Grant institution that is ideally positioned to continue to meet

the educational needs of a racially, culturally, and economically diverse student population.

This plan recognizes and capitalizes on AAMU's legacy that spans over 140 years. One of the major objectives of the strategic planning process is the establishment, communication, and execution of AAMU's fundamental purpose. It is the lens through which challenges and opportunities are examined and analyzed, strategic priorities framed, and strategic goals articulated. The Strategic Plan will enable AAMU to adapt, take advantage of its opportunities, and manage the strategic priorities and goals that are critical to taking the University to new heights.



This plan boldly challenges AAMU to move forward in ways that will directly and measurably enhance the quality of the education the University delivers. It requires

optimizing resources to achieve greater effectiveness, efficiency, and responsiveness in meeting the needs of students. It is aggressive and focuses on strategic priorities, which are critical in maintaining a distinctive, competitive, and student-centered institution. Most important, the Strategic Plan recognizes that in order for AAMU to remain relevant, it must evolve in ways that track both the pace of change and the diversity of the student population in order to sustain the growth that is so critical to AAMU's future.



Why A Strategic Plan?

To maintain AAMU's historic legacy and continue to thrive and compete above its weight class will require creative adaptation to changes inside and outside of higher education. The challenges and opportunities of AAMU's changing environment suggest the need for enhanced institutional capacity to act as a unit, that is, to chart strategic directions and mobilize the University around those directions. The AAMU 2015-2025 Strategic Plan prioritizes the work of the University for the next ten years. It was developed with careful consideration of the feedback received from the key stakeholders including the Board of Trustees, faculty, staff, students, alumni, and community and is the result of a vigorous and often times passionate series of conversations and discussions about AAMU's future. The plan is shaped with the understanding that the higher education marketplace is rapidly changing and AAMU must operate in a global environment. In such a rapidly evolving and changing higher education marketplace, we presume our specific action steps may look different from year to year. At the same time, we remain steadfast in our mission and vision and will maintain our core values. Moving forward, we will measure everything we do against our mission and remain focused on serving our students. As you review the plan, you will note our goals and strategic initiatives for the next ten years contribute directly to addressing our strategic priorities.

Strategic Priorities and Goals



The highest overall priority for AAMU is to continue to strive toward institutional excellence. This plan affirms AAMU's commitment to excellence in all aspects of university operations. Within this context, six strategic priorities emerged from the input gathering and feedback during the development of the Strategic Plan. These strategic priorities serve as the organizing framework for the Strategic Plan. For each priority, one or more strategic goals were developed and broad strategies were identified for achieving goals. The strategic priorities, goals, and strategies are the foundation of the Alabama Agricultural and Mechanical University 2015-2025 Strategic Plan.



PRIORITY 1: Enhance AAMU's Distinctiveness and Competitiveness

GOAL 1: Strengthen and grow the University by creating strategic academic investments and enhancing the academic and co-curricular experience to meet the changing educational needs of students.

GOAL 2: Develop or enhance undergraduate and graduate programs in areas that address the social, economic, environmental, ethical, scientific, and political issues of the 21st century.

GOAL 3: Promote excellence in teaching, scholarship, research, and service by recruiting, retaining, and rewarding faculty who are outstanding scholars and teachers who make significant contributions to student success.

GOAL 4: Provide students the Global and Interdisciplinary perspectives necessary to address the social, economic, environmental, ethical, scientific, and political issues of the 21st century.

PRIORITY 2: Strengthen Structures, Operations, and Systems to Promote and Support Organizational Excellence and Stewardship

GOAL 1: Improve the effectiveness, efficiency, and stewardship of University operations to sustain the transformation of the University.

GOAL 2: Continue to improve university operations, programs and services through a systematic and ongoing process of planning, assessment, and review to create an environment and culture that is responsive to the needs of students, staff, faculty, alumni, and other constituents.

PRIORITY 3: Upgrade University Infrastructure and Facilities

GOAL 1: Develop a comprehensive funding plan to implement the AAMU Master Plan to improve and maintain the University's physical facilities in order to enrich the teaching and learning environment.

GOAL 2: Fully modernize campus facilities and infrastructure to create an environment that is accessible and inviting to students, staff, faculty, alumni, employers, and the greater community.

GOAL 3: Provide up-to-date facilities and infrastructure to enhance academic, co-curricular, extracurricular programs, and university operations.



PRIORITY 4: Secure the University's Financial Future

- GOAL 1:** Expand the University's resource base to generate revenue and build the financial resources vital to fulfilling its mission and vision.
- GOAL 2:** Create additional streams of revenue by maximizing the University's intellectual assets.
- GOAL 3:** Expand and enhance an aggressive fund-raising campaign to support the University's goals and initiatives.
- GOAL 4:** Achieve long-term financial security by growing the University's endowment.

PRIORITY 5: Enhance the University's Image and Recognition

- GOAL 1:** Strengthen the public perception of the University's role and value in addressing the social, economic, environmental, ethical, scientific, and political issues of the 21st Century.
- GOAL 2:** Create greater internal and external awareness of the University's outstanding contributions and its role as a critical resource and valuable partner in meeting the educational, economic, and cultural needs of the state and region.
- GOAL 3:** Build upon the University's HBCU traditions, history, and legacy in formulating future strategic initiatives.

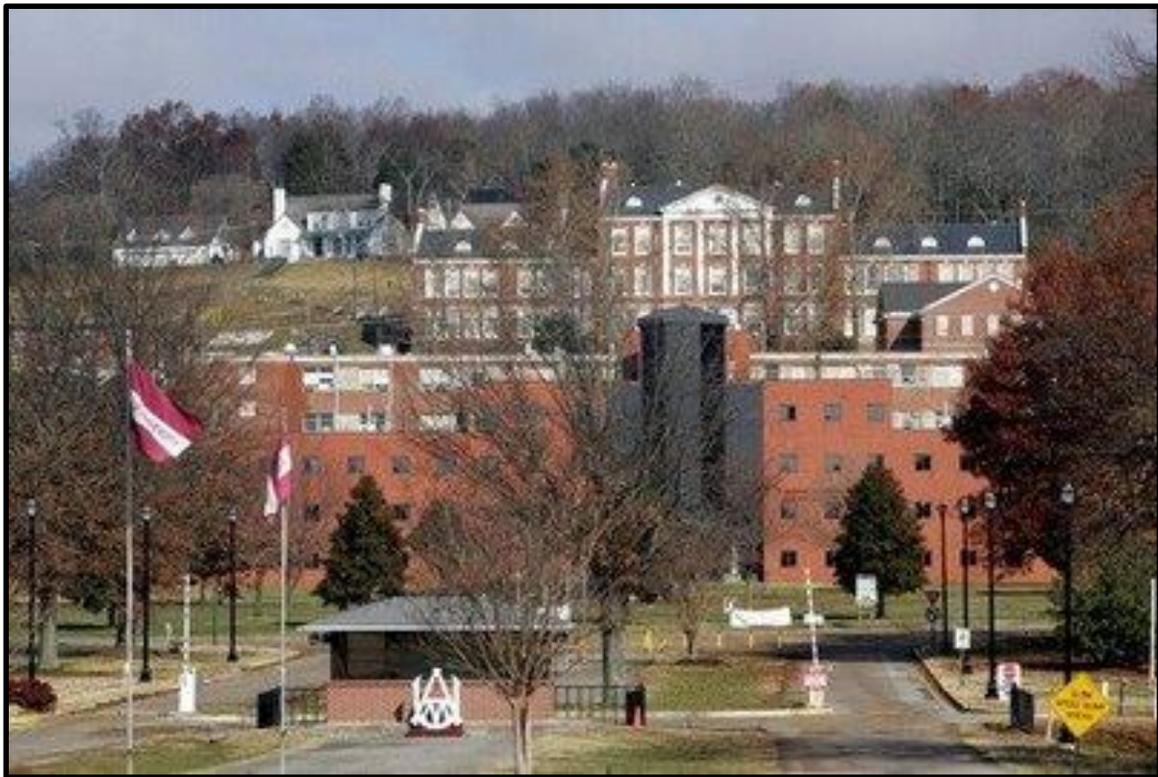
PRIORITY 6: Enhance University Engagement through Expanded Outreach

- GOAL 1:** Integrate community service initiatives into student academic and development activities.
- GOAL 2:** Engage, through expanded outreach and distance learning activities, by offering continuing education activities and programs that match University competencies with community needs.
- GOAL 3:** Integrate community service and distance learning initiatives that support the University's commitment to the development of the total student.
- GOAL 4:** Strengthen and expand the University's outreach, engagement, and service to benefit the people of Alabama.
- GOAL 5:** Promote and increase university-wide public service activities, which include faculty, staff, students, alumni, and partners in outreach and engagement efforts.



In Closing

This Alabama Agricultural and Mechanical University 2015-2025 Strategic Plan is the result of a commitment to AAMU's continuing transformation, and is intended to provide direction and serve as a dynamic, living document that evolves as AAMU adjusts and adapts to emerging challenges and opportunities. We are committed to providing the support and resources needed to reach our goals, and we will recommit ourselves as an institution to modernizing our systems and processes to deal effectively with the needs and expectations of today's students as well as faculty and staff colleagues. Ultimately, the plan is designed to ensure AAMU's future legacy as the institution of choice for students, faculty, staff, and employers of our students.





MISSION, VISION, VALUES



MISSION

Alabama Agricultural and Mechanical University is a public, comprehensive 1890 Land-Grant institution, committed to access and opportunity, and dedicated to intellectual inquiry. The application of knowledge and excellence in teaching, research and service is responsive to the needs of a diverse student population and the social and economic needs of the state and region. The University offers contemporary baccalaureate, master's, educational specialist and doctoral level degrees to prepare students for careers in the arts, sciences, business, engineering, education, agriculture and technology. As a center of excellence, the University is dedicated to providing a student-centered educational environment for the emergence of scholars, scientists, leaders and critical thinkers, who are equipped to excel through their contributions and leadership in a 21st century national and global society.

VISION

The vision of Alabama Agricultural and Mechanical University is to be recognized as the premier Land-Grant institution of choice for students, faculty, staff, and future employers of its students. The University will be recognized nationally and internationally for excellence in teaching, research, outreach, exceptional academic programs and globally competitive students.

VALUES

STUDENT CENTERED ▶ The University strives to promote the intellectual, physical, social, and emotional development of students in all facets of University life.

EXCELLENCE ▶ The University is committed to excellence in all aspects of operations.

INTEGRITY ▶ The University maintains the highest standards of ethical professional practices in all that we do.



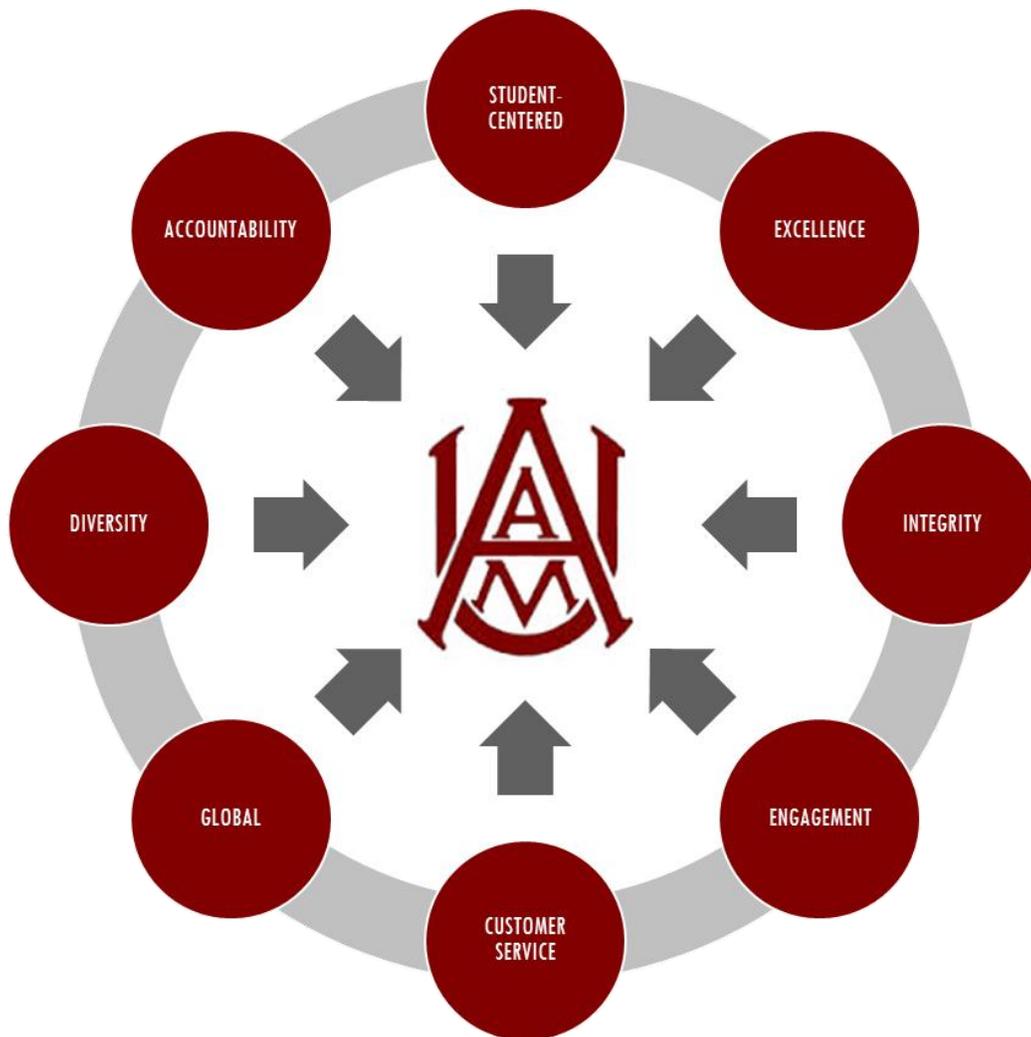
ENGAGEMENT ▶ The University extends its reach and impact through partnerships and collaboration with individuals, public and nonprofit agencies, community activist groups, educators, and businesses.

CUSTOMER SERVICE ▶ The University provides respectful, polite, and consistently excellent service to our internal and external constituents.

GLOBAL ▶ The University prepares globally aware and astute students for the 21st century.

DIVERSITY ▶ The University respects and embraces diversity and actively supports efforts that create an inclusive learning environment.

ACCOUNTABILITY ▶ The University is a responsible steward of the public's resources and public trust.





INTRODUCTION

Since its establishment, Alabama Agricultural and Mechanical University (AAMU) has distinguished itself as a leader in many areas. The University stands on a legacy of extraordinary achievement and is poised to play an even greater role in serving the state and the region. Our strategic planning effort has led us to examine and focus in particular on AAMU's distinctive features and culture; the impact an AAMU education has on students and their lives; and how we can become even better at the things that matter most to us. The 2015-2025 Strategic Plan sets the stage for bold and focused action that will further distinguish AAMU as a leader and an institution renowned for its exceptional academic programs and globally competitive students.

The Strategic Plan is an essential element for enabling the University to adapt and take



advantage of the opportunities presented by a dynamic and rapidly evolving higher education marketplace. We have settled upon a limited set of initiatives which, taken together, are a concrete and focused plan for AAMU's future. The plan also represents windows of opportunity and a commitment to positioning AAMU as a leading institution with a diverse student population and stellar faculty who are fully engaged in the intellectual, cultural, and social development of AAMU's students.

When viewed in its totality, the AAMU 2015-2025 Strategic Plan is a roadmap for guiding the future and

utilizing AAMU's many strengths and assets to ensure excellence in the provision of a teaching/ learning environment that promotes and encourages high levels of student and faculty achievement.

AAMU at a Glance

One hundred and forty years ago, William Hooper Council had the vision of fulfilling one's destiny through education. The idea for what would become Alabama Agricultural and Mechanical University was audacious and bold and grew out of William Hooper Council's vision and subsequent AAMU

leaders' conviction that higher education was important to the future of the region and the state. Established by the Alabama State Legislature in 1873 as the State Normal School and University for the Education of the Colored Teachers and Students, AAMU is one of only two public historically black institutions



in Alabama and one of only nineteen 1890 Land-Grant institutions in the country. When first established, AAMU's primary focus was preparing teachers. With the designation of land grant status pursuant to the Second Morrill Act of 1890, AAMU became a land grant institution and its curriculum was expanded to include instruction in agriculture and the mechanical arts and associated trades. In 1896, AAMU's name was changed from the State Normal and Industrial School of Huntsville to The State Agricultural and Mechanical College for Negroes. Between 1896 and 1949 there were several name changes. In 1949 the name was changed to Alabama Agricultural and Mechanical College. After becoming fully accredited by the Southern Association of Colleges and Schools in 1963, the current name of Alabama Agricultural and Mechanical University was adopted in 1969.

Since its inception over 140 years ago, AAMU has developed into a comprehensive land-grant institution with a diverse student body and several cutting edge academic programs delivered through four undergraduate colleges and Graduate Studies. Today AAMU offers 42 undergraduate degrees, 19

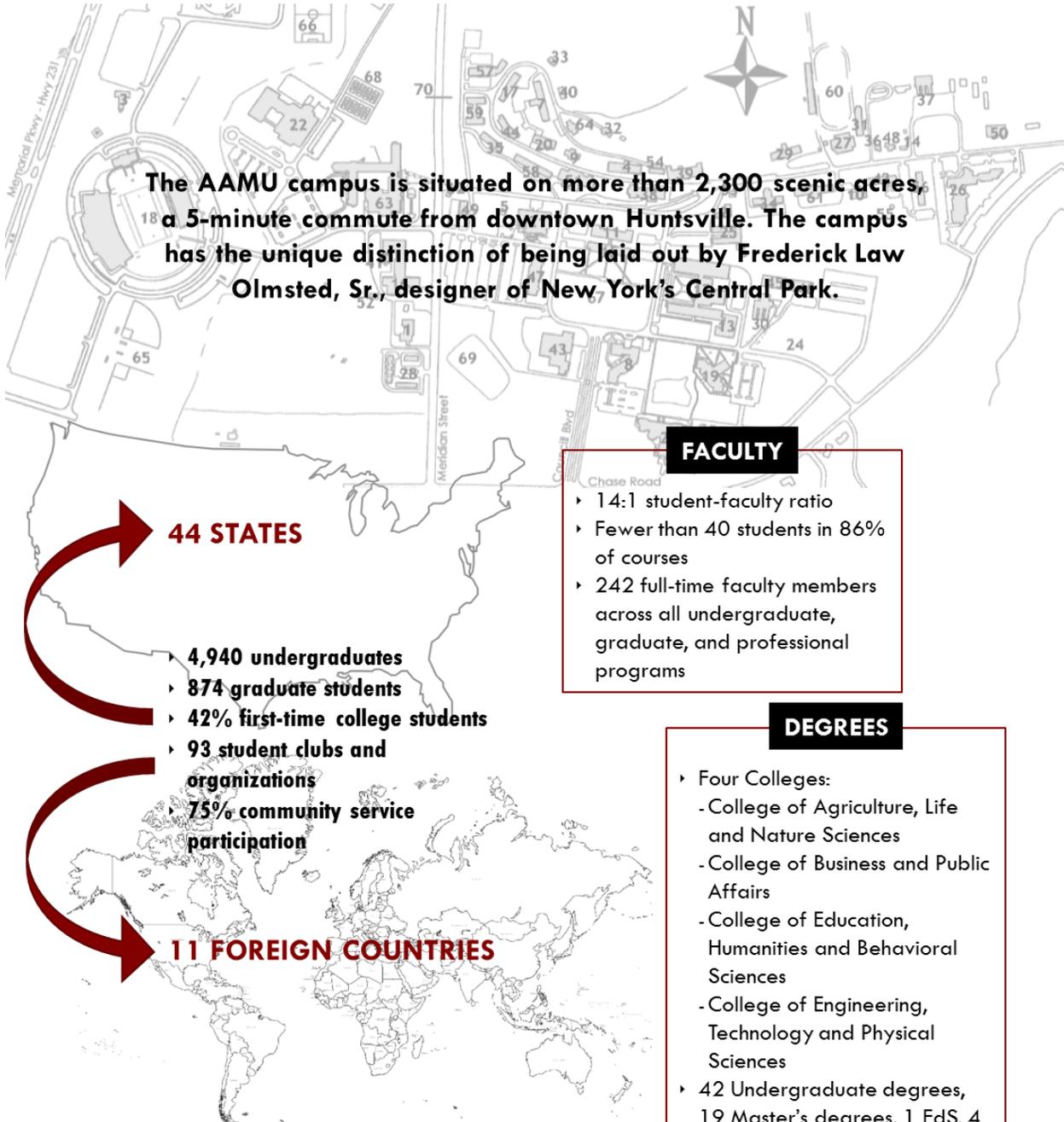
master's degrees, one EdS, and four doctoral degrees. AAMU is ranked number 24 among the nation's universities classified as "master's universities," and is the highest ranked HBCU for social mobility. Through its partnership with the National Science Foundation (NSF) and other funders, during the past decade AAMU has focused on growing its capacity to increase the number of students choosing Science, Technology, Engineering, and Mathematics (STEM). In recent years AAMU faculty and students have received regional and national honors in their respective disciplines. Particularly noteworthy is the fact that AAMU ranks in the top 15 in the nation producing graduates in a STEM discipline. In addition to STEM related areas, AAMU continues to play a significant role in other fields including teacher education and business development.

AAMU has a legacy of being a nurturing and mission-driven institution. As AAMU moves into the future ***The Legacy of "The Hill"*** is much more than a catch phrase; it signals a rededication to enhancing the major attributes that have always been part of AAMU's legacy that will ensure AAMU's continued success in the future.



A bill is approved in the State Legislature for the establishment of the <i>Colored Normal School at Huntsville</i> , a school devoted to the education of black teachers.	1873	Peyton Finley introduces twin bills in the State Board of Ed. to establish 4 “normal” schools for whites and 4 for blacks. William H. Council, a former slave, founded Alabama A&M University.
Institution moves to first school-owned property on West Clinton Street (the land upon which Von Braun Center is now located) known as the <i>Dement Place</i> .	1875	
	1881	
Designation as a Land-Grant College of Alabama. School site becomes known as Normal, AL, and a post office is established. Students are called <i>Normalites</i> .	1885	Name changes to <i>State Normal and Industrial School of Huntsville</i> ; state appropriation increases to \$4,000; building erected for industrial training through \$1,000 grant from the Slater Fund.
	1890	
	1896	Name changes to <i>The State Agricultural and Mechanical College for Negroes</i> .
First honorary degree awarded.	1901	
	1903	Blues great, W.C. Handy, leaves as band director.
<i>Service is Sovereignty</i> motto introduced. Council dies at 61. Walter Solomon Buchanan becomes president.	1909	
	1910	Football program begins.
First baseball game.	1912	
Joseph Fanning Drake becomes fourth president and institutes a massive building program.	1927	
	1939	State Board of Education gives authority to offer course work on the senior college level.
Name changed to <i>Alabama A&M College</i> .	1949	
	1962	Richard David Morrison becomes fifth president.
AAMU becomes fully accredited by the Southern Association of Colleges and Schools.	1963	
	1969	State Board of Education adopts a resolution to change name to <i>Alabama A&M University</i> .
AAMU celebrates Centennial.	1975	
	1977	Volleyball for women begins. NCAA soccer championship.
Dr. Douglas Covington becomes AAMU’s sixth president.	1984	
	1989	Carl Harris Marbury becomes seventh president.
The University holds its first Grand Reunion.	1990	
Dr. John T. Gibson is named ninth president. AAMU launches Council Challenge Campaign. Football games return to campus.	1992	Dr. David Bernard Henson becomes eighth president. First AAMU Athletic Hall of Fame induction held.
	1996	
	2000	AAMU observes its 125 th anniversary celebration.
AAMU’s fundraising efforts earn it the distinction of lead institution in the Tom Joyner Foundation/HBCU program.	2001	
	2006	Dr. Robert R. Jennings becomes tenth president.
Dr. Andrew Hugine, Jr., becomes the eleventh president.	2009	
	2013	AAMU hosts 75 th anniversary of Alpha Kappa Mu National Honor Society.





FACULTY

- ▶ 14:1 student-faculty ratio
- ▶ Fewer than 40 students in 86% of courses
- ▶ 242 full-time faculty members across all undergraduate, graduate, and professional programs

DEGREES

- ▶ Four Colleges:
 - College of Agriculture, Life and Nature Sciences
 - College of Business and Public Affairs
 - College of Education, Humanities and Behavioral Sciences
 - College of Engineering, Technology and Physical Sciences
- ▶ 42 Undergraduate degrees, 19 Master's degrees, 1 EdS, 4 Doctoral degrees offered



44 STATES

- ▶ 4,940 undergraduates
- ▶ 874 graduate students
- ▶ 42% first-time college students
- ▶ 93 student clubs and organizations
- ▶ 75% community service participation



11 FOREIGN COUNTRIES

37,000 Alumni & Counting...



PLANNING PROCESS

Background

Initiated in the fall of 2014, the Alabama Agricultural and Mechanical University 2015-2025 Strategic Plan is the cornerstone of building a culture of excellence and success embedded in all aspects of the University's academic and administrative operations. The pursuit of this culture is accompanied by a vision that projects AAMU as the "**university of choice**," premised upon a foundation and environment of high quality, innovation, and accountability that is realized by reinvesting its resources and focusing on AAMU's many assets and strengths. In recognition of AAMU's strengths and assets, the 2015-2025 Strategic Plan provides a vision for the future and commitment to AAMU's position as a vibrant and growing institution with faculty members who are at the cutting-edge of their disciplines and with students who are fully engaged in the intellectual, cultural, and campus environment of AAMU.

Over the past year, AAMU has invested significant effort and resources in the strategic planning process. These efforts have been undertaken to position AAMU as the institution of choice for a racially, culturally, and economically diverse student population. The strategic planning process provided an opportunity for AAMU to ask the question:

What should AAMU look like in the future, and what attributes will a graduate need to prosper and be successful in the global economy?

The strategic planning process undertaken by AAMU is commonplace across the current higher education landscape. In an environment challenged by dwindling resources and other factors impacting all institutions, a strategic plan provides a unique opportunity to look beyond the short-term in order to make difficult decisions about the future and to take responsibility for making choices to assure a future that is academically, operationally, and fiscally sustainable.

AAMU's 2015-2025 Strategic Plan provides a roadmap for change within the framework of AAMU's historic mission. It is a bold and ambitious plan that is a public declaration of our strategic goals. When viewed in its totality, the 2015-2025 Strategic Plan is the mechanism for guiding our future by responding to the challenges that are unfolding in higher education, the state, and the nation by building on and taking advantage of our many assets and strengths



Planning Process Overview

In fall 2014, President Hugine formed a Strategic Planning Committee, consisting of administrators, faculty, staff, students, alumni and community representatives. The Strategic Planning Committee stood at the center of the planning process. The task or charge was to develop broad directions and priorities for AAMU for the next ten years. The strategic plan would serve as a general framework for decisions about where to invest resources and how to best foster



greater coherence, coordination, and unity across the University. AAMU awarded a contract to MGT of America, Inc. (MGT), a national management consulting and research firm, to facilitate the development of AAMU's strategic plan and work in partnership and collaboration with the Strategic Planning Committee throughout the strategic planning process.

The strategic planning process started with a series of meetings between the AAMU Strategic Planning Committee and MGT to finalize the scope, parameters, and expected outcomes of the strategic planning process. Over a period of several months, MGT worked in partnership with the AAMU Strategic Planning Committee to complete the strategic planning process, which was organized around the major components described below. Within each of the components, a series of activities and tasks were completed by the strategic planning team and MGT. Starting in November 2014, AAMU launched a process to gather broad input regarding the University's future direction. The input gathering was designed to develop a deeper understanding of opinions and perceptions about AAMU and to focus resources to address future challenges and opportunities. Input for this plan was gathered through a series of meetings, a campus-wide survey, and key informant interviews. During this same period, the strategic planning committee conducted several strategic planning meetings to address mission, vision, values, strategic priorities, and other components of the strategic plan.

The AAMU Strategic Planning Committee and the consulting team convened to refine draft mission, vision, and values statements and develop strategic goals and initiatives. The committee and consulting team also completed the following actions:

- ▶ Conducted an environmental scan, focusing on strengths and assets and the educational, technological, economic, and environmental factors that may affect the University the next ten years.
- ▶ Assessed strengths, weaknesses, opportunities, and threats.
- ▶ Conducted a web-based survey to solicit input from faculty, students, staff, and alumni.



- ▶ Conducted focus group sessions with students.
- ▶ Drafted strategic priorities and strategic goals.
- ▶ Identified prospective performance measures and key performance indicators.
- ▶ Formulated draft strategies to achieve strategic goals and initiatives.

The Committee issued a draft strategic plan in February 2015, and forwarded it to the Trustees and the President for review. Following the review process, the strategic plan was revised and submitted for approval by the Board of Trustees on June 26, 2015.





administrative operations. Higher education institutions that are positioned to take advantage of these technologies in ways that do not diminish core academic strengths are better positioned to thrive in the future higher education marketplace.

Data from the Association for the Study of Higher Education (ASHE) point to steady growth for the nation's colleges and universities, particularly given the changing student demographic, changes in our economy due to globalization, and even greater demands for an educated workforce. In surveying the future landscape of higher education, ASHE cited several key factors that loom large for colleges and universities, including AAMU:

- ▶ A need to provide access to a new generation of students so that they can take their place as productive members of the community.
- ▶ A need to provide a more highly trained and educated workforce.
- ▶ A need to help students succeed and complete their programs.
- ▶ A need to maintain quality in the face of rising costs and declining financial resources.

To address these needs and other critical factors colleges and universities must embrace the changing higher education landscape that requires rethinking the future, while staying true to their traditional mission in order to prepare students and learners to enter and thrive in a technologically advanced, information-based, and continuously evolving workplace. Many institutions are redefining their futures by surveying their environment to assess how others are navigating a changing and much more competitive landscape. Most importantly, colleges and universities are leveraging their strengths and assets as they look ahead and envision a future focused on institutional financial health and institutional growth and stability.

It is against this backdrop that the environmental scan for AAMU was conducted. The environmental scan was designed to support and inform AAMU's strategic planning process which was premised on building on AAMU's considerable strengths and assets. Going forward, those strengths and assets serve as the foundation for taking advantage of opportunities and addressing challenges present in AAMU's environment.



Historically Black Colleges and Universities

Historically Black Colleges and Universities (HBCUs) are not immune to the environmental forces reshaping higher education. The 105 HBCUs across the nation have numerous strengths and assets, yet they, too, face major challenges that threaten their survival and existence. Some HBCUs have hesitated to embrace the changing higher education landscape that requires rethinking the future while staying true to their traditional and historical mission. In an environment where competition is intense, it has become more difficult for HBCUs, which tend to have fewer resources than their counterparts, to graduate students who are prepared to enter and thrive in a technologically advanced, information-based, and continuously evolving workplace.



More than in the past, HBCUs face questions about their relevance and future. As predominately white institutions aggressively recruit for African-American students, it is no longer a given that HBCU graduates and other African Americans will send their children to a HBCU. The economic downturn over the past few years has created a crisis for some HBCUs, not only for resources to operate and for recruitment, but also in terms of leadership.

Fortunately, many HBCUs are not relying solely on their past reputations and are redefining their futures by surveying their environment to assess how others are navigating this competitive landscape. Most importantly, some HBCUs are focusing on their strengths and assets as they look ahead and envision a better future that requires them to be vigilant and aggressive in ensuring their institutional financial health and well-being. Much to their credit, institutions such as AAMU have hired visionary leaders who bring a fresh mindset and outlook about institutional growth and viability, accompanied by a transformative vision that projects HBCU's as centers of educational opportunity, scholarship, and discovery.



ENVIRONMENTAL SCAN

An essential component of this 2015 – 2025 Strategic Plan, the environmental scan, was designed to account for AAMU’s internal and external environment and to identify the key factors, issues, and trends that help to shape that environment. An important part of the scan process was collecting data to help identify current and future trends and analyzing both quantitative and qualitative data collected from multiple data sources, including faculty, staff, students, and other stakeholders. Overall the environmental scan recognized three important factors:

1. AAMU’s internal and external environments influence its ability to deliver on its mission and goals.
2. The analysis of environmental factors is essential in order to provide evidence and support for strategic goals and priorities.
3. External trends/issues combined with internal factors help shape strategic priorities and strategies that will set AAMU’s focus for the next ten years.

Based on the results of the environmental scan, a number of *points of pride* emerged.

POINTS OF PRIDE

- ▶ AAMU has a tremendous legacy and historical value.
- ▶ AAMU has rich history of providing educational opportunities for first generation students.
- ▶ Faculty and staff are viewed as caring, engaged, and invested in AAMU’s students.
- ▶ AAMU offers a nurturing, family-oriented environment to its students.
- ▶ AAMU students and alumni are its strongest advocates and ambassadors.
- ▶ Several academic programs are nationally recognized: AAMU is second in the nation in awarding doctorates to minorities in agriculture-related fields; in the top 10 producing degrees to minorities in engineering; and, in the top 15 producing graduates in STEM disciplines.
- ▶ AAMU has an annual impact of \$350 million locally and in the region.



Key Institutional Characteristics

INSTITUTIONAL CHARACTERISTICS

Alabama Agricultural and Mechanical University was organized in 1875 as a result of an 1873 state bill that established a “State Normal School and University for the Education of the Colored Teachers and Students” and from the efforts of ex-slave William H. Council who, in 1869 founded its predecessor, The Lincoln Normal School. The doors were opened as The Huntsville Normal School and, after undergoing many changes in curriculum due to the vision of Council, rose in ranks from a junior college to a fully accredited university in 1963. Then, in 1969, our school became known as Alabama Agricultural and Mechanical University.

DID YOU KNOW . . .

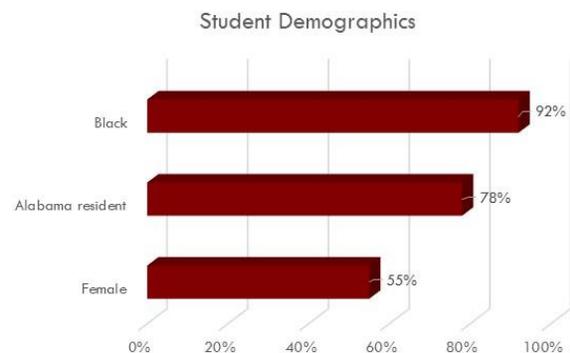
...AAMU combines the uniqueness of a traditional land-grant university with professional, vocational, and liberal arts pursuits?

The original mission of a land-grant university such as AAMU was to focus on teaching agricultural sciences and engineering in response to the Industrial Revolution. AAMU has expanded its curriculum to STEM disciplines and other areas to stay current with the times.

...AAMU is a center for substance and excellence providing a setting for the emergence of scholars, thinkers, leaders and other contributors to society?

The University is committed to:

- ▶ Excellence in education.
- ▶ Educating students for effective participation in local, state, national, and international societies, searching for new knowledge through research.
- ▶ Providing a comprehensive outreach program designed to meet the changing needs of a larger community.
- ▶ Developing programs necessary to adequately address the major needs and problems of capable students who have experienced limited access to education.
- ▶ The integration of state-of-the-art technology into all aspects of University functions.





...AAMU prepares students to do good AND to do well?

Alabama Agricultural and Mechanical University was founded in the waning years of the Reconstruction Period after the Civil War. The nation was dealing with rebuilding the South, as well as reconstructing the lives of people who had long been enslaved. AAMU's motto, "**Service Is Sovereignty**" returns power and nobility to those who devote their lives freely to the service of others. AAMU's motto is the perfect complement to the University's land-grant mission of teaching, research, and outreach.

...AAMU offers programs in agriculture, environmental science, liberal arts, business, education, and engineering as well as graduate, post masters, and doctoral degrees?

Degrees Conferred Over the Last Ten Years			
College	Bachelor's	Master's	Doctoral
Agricultural, Life and Natural Sciences	3,982	1,040	55
Business and Public Affairs	954	118	
Education, Humanities, Behavioral Sciences	1,234	633	9
Engineering, Technology & Physical Sciences	936	61	11

AAMU is distinguished by its small size complemented by the large number educational resources and undergraduate majors offered. Undergrads can choose from 42 different majors.

...AAMU's community atmosphere is as rich in diversity as the University itself, and the beautiful campus on the hill are two things you'll notice right away?

When you choose a university, you choose a home for four years. AAMU is a place where you'll enjoy living and learning. AAMU's hometown, Huntsville, Alabama, known as the "Rocket City" from its early history in the development of the defense and space industries, is a dynamic, culturally rich, and growing city of about 370,000 in the metro area. Huntsville is home to NASA's Marshall Space Flight Center and Redstone Arsenal.

...AAMU's student/faculty ratio is 14:1?

49 percent of the classes at AAMU have fewer than 20 students. This ratio allows for more personalized learning and interaction in the classroom.

242 Full-time Faculty Members

...78 percent of AAMU's fulltime undergraduate students receive need based financial aid?

The University's financial aid program allows students to enroll regardless of their financial situation.

...AAMU is home to one of the largest graduate schools among historically black colleges and universities?

The graduate program at the University is comprised of 1,300+ students or 20 percent of the student body.



...the AAMU campus houses the State Black Archives Research Center and Museum?

A unique addition to the University's diverse culture of learning, the State Black Archives opened in 1990 to encourage greater awareness of the achievements and contributions of African Americans and the role they played in American society and the world. The center is housed in the historic James H. Wilson building and contains several impressive permanent exhibits as well as traveling exhibits.

PEER COMPARISON

For planning purposes, AAMU selected five peer institutions for comparison on a variety of strategic indicators. Those institutions are:

- 1.** Florida Agricultural and Mechanical University
- 2.** North Carolina Agricultural and Technical State University
- 3.** Prairie View Agricultural and Mechanical University
- 4.** Southern University and Agricultural and Mechanical College
- 5.** Tennessee State University

The following exhibits depict how AAMU compares with the peer institution median measure in key performance areas:

- ▶ Enrollments
- ▶ Admissions Selectivity
- ▶ Retention and Graduation Rates
- ▶ Average Amount of Undergraduate Aid (Federal, State, or Local Sources)
- ▶ Student to Staff/Faculty Ratios

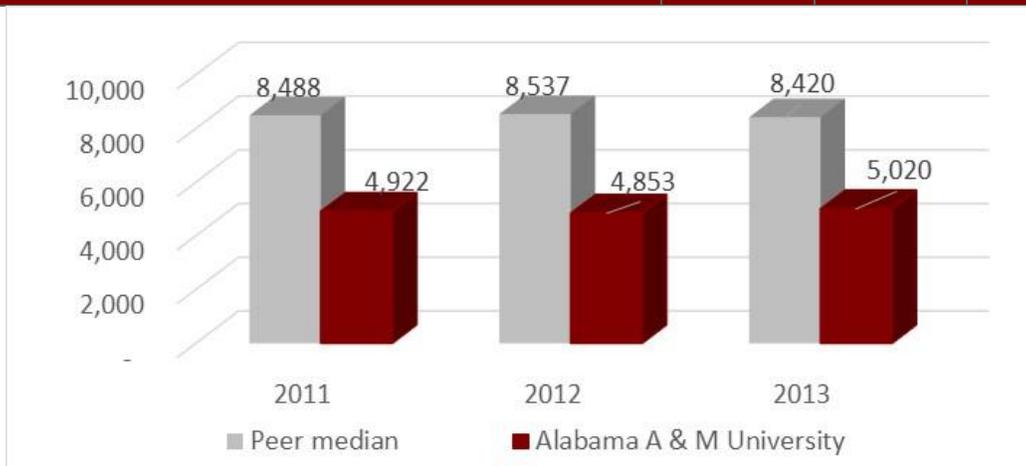
Relative to size, Alabama Agricultural and Mechanical University is smaller than the peer institutions but the extent of programming and levels of degrees offered at AAMU are comparable. As such, AAMU does not always compare favorably to the peer group on each measure, however, they identify critical points of focus for the University's strategic initiatives and opportunities to improve relative to similar institutions which might be considered by prospective students.

Enrollment at AAMU was the lowest of the peer institutions from 2011 through 2013. However, unlike other peer institution, enrollments at AAMU have risen over the recent three-year reporting period. Enrollments at four of the peer institutions have dropped between one and five percent (Florida Agricultural and Mechanical University enrollments declined 17% since 2011), while enrollments at AAMU have increased two percent. Continued enrollment growth will be a key to the future success of the University.



TOTAL ENROLLMENT 2011-2013

	TOTAL		
	2011	2012	2013
Florida Agricultural and Mechanical University	11,974	10,813	9,899
North Carolina Agricultural and Technical State University	11,230	10,927	10,685
Prairie View Agricultural and Mechanical University	8,488	8,537	8,420
Southern University and Agricultural and Mechanical College	7,339	6,740	7,298
Tennessee State University	8,244	7,914	7,847
PEER AVERAGE	9,455	8,986	8,830
PEER MEDIAN	8,488	8,537	8,420
Alabama Agricultural and Mechanical University	4,922	4,853	5,020

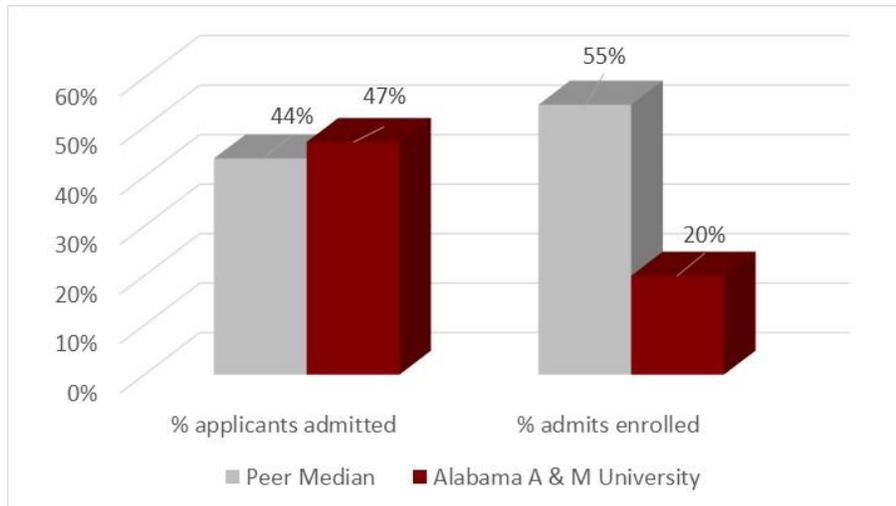


Source: IPEDS data accessed January, 2015.

AAMU admitted 47 percent of applicants compared to 44 percent of applicants admitted at the peer institutions in 2013. The percent of applicants admitted in 2011 and 2012 were 50 percent and 54 percent (this is not reflected in the exhibit), respectively, still higher than the peer median of approximately 45 percent, but not as dramatically. However, the percentage of admitted students who enroll at AAMU is much lower compared to the peer median (20% and 55%, respectively).



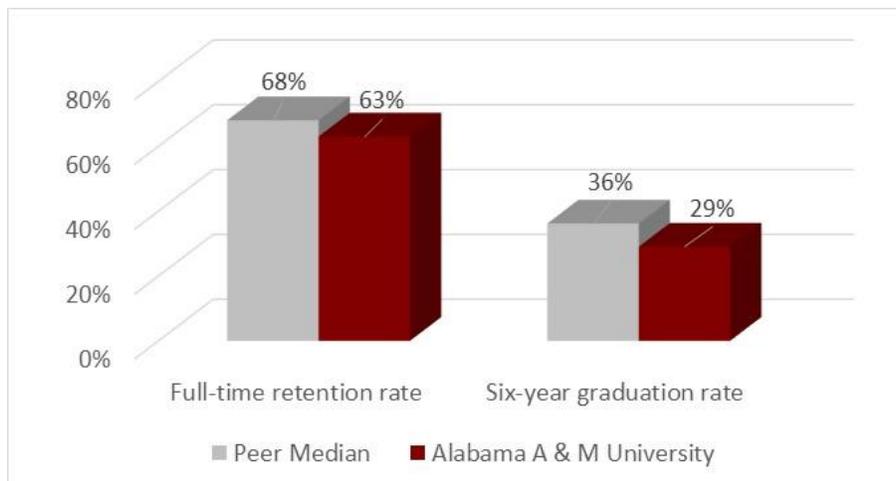
ADMISSIONS SELECTIVITY, 2013



Source: IPEDS data accessed January, 2015.

The AAMU full-time retention rate falls five points below the peer institutions, while their six-year graduation rate is seven points below the median rate of the peer group.

RETENTION AND GRADUATION RATES, 2013

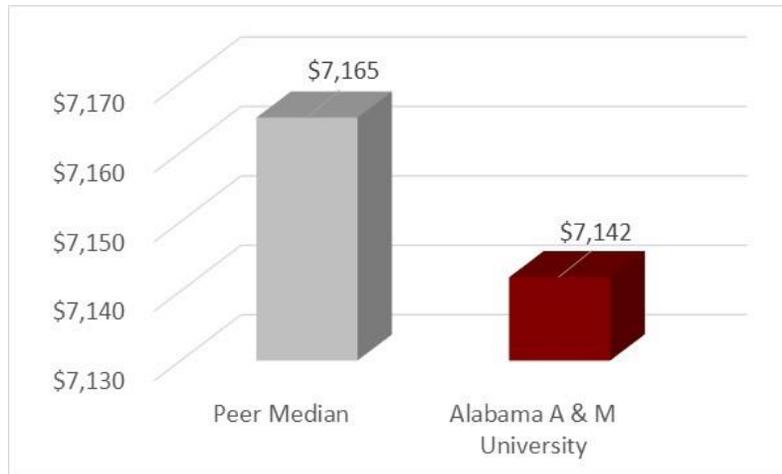


Source: IPEDS data accessed January, 2015.



AAMU students receive slightly less (\$23), on average in financial aid than students at the peer institutions.

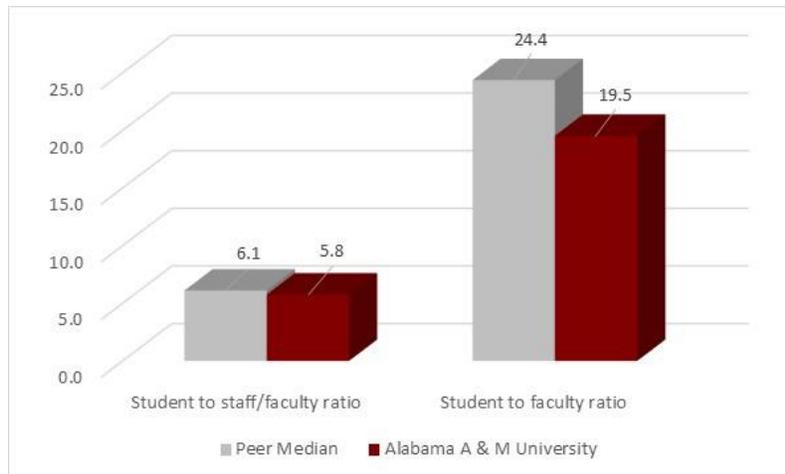
AVERAGE AMOUNT OF AID GIVEN TO UNDERGRADUATES FROM FEDERAL, STATE, OR LOCAL SOURCES, 2013



Source: IPEDS data accessed January, 2015.

AAMU offers a slightly lower student to staff/faculty ratio and student to faculty ratio than the peer institutions.

STUDENT TO STAFF/FACULTY AND STUDENT TO FACULTY RATIOS, 2013



Source: IPEDS data accessed January, 2015.



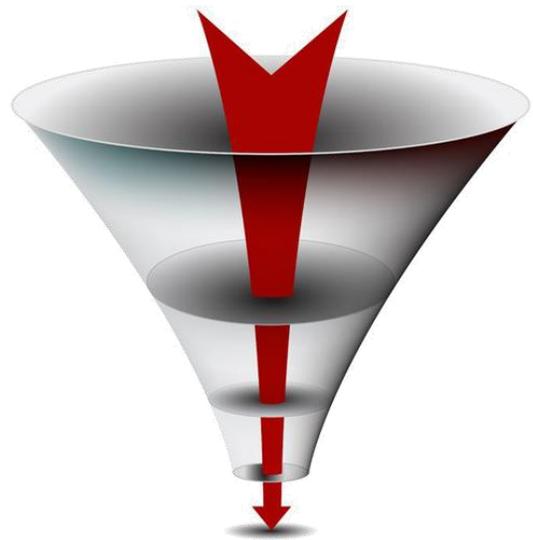
Stakeholder Input

The strategic planning process involved soliciting input from a diverse group of key stakeholders through focus groups, individual interviews, and surveys.

Input gathering for the environmental scan was conducted with the following constituencies:

- ▶ Board of Trustees
- ▶ Leadership Team
- ▶ Administrators
- ▶ Deans and Department Chairs
- ▶ Students
- ▶ Faculty and Staff
- ▶ Alumni
- ▶ Community

Overall, the environmental scan demonstrated there is broad based support for AAMU among its major stakeholders and that AAMU has a number of strengths, which can be maximized in positioning the University to achieve even greater success. Also, there is enthusiastic support for AAMU's leadership and the direction in which AAMU is heading. The nurturing and family-oriented environment of AAMU provides a strong sense of community, which is valued by students, faculty, and alumni. Like all institutions, AAMU faces a number of challenges as it moves into the future. However, there is confidence that AAMU is fully capable of confronting its challenges and taking full advantage of the opportunities on the horizon.





Environmental Scan Summary Statement

As an institution, AAMU's capacity to continue to deliver quality service to students and other key stakeholders is a direct result of internal strengths:

- ✓ *Visionary leadership.*
- ✓ *Commitment to collaboration, creativity, and innovation.*
- ✓ *Historic legacy as HBCU land-grant institution.*
- ✓ *Quality academic programs in certain fields.*
- ✓ *Competent faculty and staff.*
- ✓ *Sound fiscal management.*
- ✓ *An increasingly strong reputation.*

However, this capacity is adversely impacted by many of the challenges and uncertainties that threaten many institutions, particularly HBCUs. Despite these challenges, opportunities to expand partnerships and increase AAMU's value and footprint in the state and region are within AAMU's grasp. Most important, there is a heightened appreciation by key stakeholders, including Board of Trustees, faculty, staff, students, alumni, and community for AAMU's mission and recognition that AAMU can and should play a greater and more visible role throughout the state and region.



PRIORITIES, GOALS, AND STRATEGIES

Strategic Priorities

The environmental scan revealed a diverse range of issues and factors that have significant implications for AAMU's future. No single factor is more important or more critical than addressing strategic issues that impact our ability to fulfill our mission. For AAMU to thrive, it must vigorously recruit students and retain students through graduation. While retaining and graduating students is extremely critical, it also is important to develop resource streams to support growth and institutional enhancements, along with re-examining AAMU's academic program mix to ensure alignment with the needs of the students AAMU would like to recruit and retain. In addition, improving and enhancing students' "living and learning experience" also must be a priority in sustaining student retention and graduation. In this regard, attention must be paid to all aspects of student life in order to create an environment that is conducive to students wanting to remain at AAMU until they graduate. Six major strategic priorities have been identified to serve as the guiding framework for the goals, objectives, and strategies in AAMU's strategic plan. Taken on the whole, AAMU's strategic priorities are designed to focus attention and actions to maximize AAMU's strengths and opportunities and to minimize vulnerabilities and threats that may adversely impact AAMU's future.

- 1 Enhance AAMU's Distinctiveness and Competitiveness
- 2 Strengthen Structures, Operations, and Systems to Promote and Support Organizational Excellence and Stewardship
- 3 Upgrade University Infrastructure and Facilities
- 4 Secure the University's Financial Future
- 5 Enhance the University's Image and Recognition
- 6 Enhance University Engagement through Expanded Outreach



Strategic Goals



The following goals, objectives, and strategies serve as the framework for the strategic plan and will serve as AAMU’s road map over the next ten years. These goals, objectives, and strategies reflect and support AAMU’s purpose as articulated in its mission as well as key opportunities and challenges which the AAMU will face in the future.

AAMU’s plan will only add value if it is utilized — if it becomes a blueprint and roadmap for action. To this end, this section establishes the goals, objectives, and broad strategies that must be addressed in moving forward. It does not lay out the numerous tasks and management decisions required to achieve these goals. These decisions are more properly the domain of an implementation plan that presents specific action steps, indicates resource requirements, pinpoints accountability and responsibility, and provides benchmarks for measuring progress.

Ensuring AAMU’s Strategic Plan is implemented will require ongoing monitoring of progress on goals and objectives. Responsibility and accountability for implementation monitoring will be established by AAMU’s leadership team. At least annually, a report will be generated identifying and listing outcomes applicable to strategic plan goals and objectives to help determine the extent to which progress is being made. ***In addition to listing outcomes, strategies for improvements and use of results will be reported annually in an effort to ensure the plan is embedded in AAMU’s operations and that the plan becomes a living, breathing document.***

STRATEGIC PRIORITY 1

Enhance AAMU’s Distinctiveness and Competiveness

GOALS	OBJECTIVES
<p>GOAL 1: Strengthen and grow the University by creating strategic academic investments and enhancing the academic and co-curricular experience to meet the changing educational needs of students.</p> <p>GOAL 2: Develop or enhance undergraduate and graduate programs in areas that address the social, economic, environmental, ethical, scientific, and political issues of the 21st century.</p> <p>GOAL 3: Promote excellence in teaching, scholarship, research, and service by recruiting, retaining, and rewarding faculty</p>	<p>A. By 2023, evidence and maintain compliance with relevant SACSCOC core requirements and standards regarding implementation of academic program assessment plans and utilization of results for continuous improvement for each academic degree program.</p> <p>B. Maintain an enrollment of at least 6,000 students through 2023.</p> <p>C. Increase retention rate by 1 percentage point each year, from 61 percent to 64 percent by 2023.</p>



who are outstanding scholars and teachers who make significant contributions to student success.

GOAL 4: Provide students the Global and Interdisciplinary perspectives necessary to address the social, economic, environmental, ethical, scientific, and political issues of the 21st century.

D. Increase graduation rate to 30 percent, or by 1 percentage point each year, by 2023.

E. By 2023, sustain current programs and gain approval at all requisite levels and implement at least three (3) academic degree programs fully online (with at least one (1) developed per year), while ensuring that all online courses and programs are reviewed and certified each academic year.

IMPLEMENTATION STRATEGIES

- ▶ Establish multiple incentives and rewards to escalate the pursuit of excellence. Provide incentives for faculty, staff, and students to be aggressively engaged in research and other scholarly activities.
- ▶ Provide greater support for faculty development opportunities to enhance innovative instructional methods, course design, and curricular development.
- ▶ Engage all undergraduate students in experiential learning early in their careers at AAMU, through involvement in research, study abroad programs, service learning, internships, and other hands-on experiences appropriate to their curricula.
- ▶ Establish discipline appropriate start-up packages (including equipment/supplies and travel funds, research time release, teaching/research assistant support, etc.) to attract and retain outstanding faculty.
- ▶ Establish faculty incentives and reward structure, including development grants, load reduction, and promotion and tenure recognition to encourage the use of technology in the learning environment.
- ▶ Review academic programs to identify those that have low productivity or low priority or are unnecessarily redundant. Also, convert selected degree programs to online format.
- ▶ Recruit, enroll, and retain an academically well-prepared and diverse student body.
- ▶ Enhance co-curricular and extracurricular programs for the holistic education of students.
- ▶ Expand study abroad opportunities for students and research and teaching opportunities for faculty through agreements and joint programs with foreign universities.
- ▶ Provide up-to-date facilities and infrastructure to enhance academic, co-curricular, and extracurricular programs.
- ▶ Build on AAMU's strong STEM foundation by adding interdisciplinary and cross disciplinary STEM offerings across schools and academic departments.



STRATEGIC PRIORITY 2

Strengthen Structures, Operations and Systems to Promote and Support Organizational Excellence and Stewardship

GOALS	OBJECTIVES
<p>GOAL 1: Improve the effectiveness, efficiency, and stewardship of University operations to sustain the transformation of the University.</p> <p>GOAL 2: Continue to improve university operations, programs and services through a systematic and ongoing process of planning, assessment, and review to create an environment and culture that is responsive to the needs of students, staff, faculty, alumni, and other constituents.</p>	<p>A. By Fall 2023, conduct a comprehensive organizational assessment to determine effectiveness and efficiency to ensure that the university's structure is responsive to future needs and development.</p> <p>B. By 2023, implement an incentive-based data-driven management operations process which results in increased unit productivity and efficiency.</p> <p>C. By Fall 2018, develop and conduct a university-wide customer satisfaction / climate survey to establish a baseline.</p> <p>D. Increase university-wide customer service satisfaction by 10 percentage points from 60% to 70% by 2023.</p>
IMPLEMENTATION STRATEGIES	
<ul style="list-style-type: none"> ▶ Implement a focus on operational excellence across all areas of the University, with particular emphasis on leadership, management, fiscal operations, workplace climate, and customer service. ▶ Enhance the quality of faculty and staff through aggressive recruitment and support of talented faculty and staff. ▶ Enhance performance-based management for faculty, staff, and student employees ▶ Utilize best practices and technological enhancements to improve effectiveness and efficiency of operations. ▶ Review and update University policies and procedures. ▶ Improve front-line capabilities to fulfill University's commitment to quality service and responsiveness. ▶ Implement professional development workshops at all levels. ▶ Enhance institutional research to facilitate effective data-driven decisions. 	



STRATEGIC PRIORITY 3

Upgrade University Infrastructure and Facilities

GOALS	OBJECTIVES
<p>GOAL 1: Develop a comprehensive funding plan to implement the AAMU Master Plan to improve and maintain the University’s physical facilities in order to enrich the teaching and learning environment.</p> <p>GOAL 2: Continue to modernize campus facilities and infrastructure to create an environment that is accessible and inviting to students, staff, faculty, alumni, and the greater community.</p> <p>GOAL 3: Provide up-to-date facilities and infrastructure to enhance academic, co-curricular, extracurricular programs, and university operations.</p>	<p>A. By 2023, budget at least \$6M, or \$2M annually to fund renovations and/or upgrades of facilities included in the university’s master plan.</p> <p>B. By 2023, evaluate the University’s Information Technology support systems for administrative and academic operations and adopt a campus-wide Information Technology plan.</p> <p>C. By 2023, review, evaluate and revise as necessary the Campus Master Plan to determine the progress that has been made and modify to reflect the current and future needs of the university.</p>

IMPLEMENTATION STRATEGIES

- ▶ Develop and implement an operational plan to ensure recommendations in the Campus Master Plan are fully implemented.
- ▶ Enhance network capacity to accommodate the growing needs of instructional and business operations of the University.
- ▶ Upgrade classroom technology to accommodate distance learning and provide faculty development to make optimal use of the new technologies and devise effective models for supporting students online.
- ▶ Create accessible spaces for learning, living, and working that address the changing needs of students, faculty, and staff.
- ▶ Continue to upgrade physical facilities and environment to ensure ADA and OSHA compliance.
- ▶ Assist academic units in identifying instructional technology hardware/software and installations as appropriate.
- ▶ Assess and develop stable funding sources for improvements to infrastructure including funding sources for instructional technology updates, maintenance and repair.



STRATEGIC PRIORITY 4

Secure the University's Financial Future

GOALS	OBJECTIVES
<p>GOAL 1: Expand the University's resource base to generate revenue and build the financial resources vital to fulfilling its mission and vision.</p> <p>GOAL 2: Create additional streams of revenue by maximizing the University's intellectual assets.</p> <p>GOAL 3: Expand and enhance an aggressive fund-raising campaign to support the University's goals and initiatives.</p> <p>GOAL 4: Achieve long-term financial security by growing the University's endowment.</p>	<p>A. By 2023, increase annual external sponsored program/contract funding by 10.4% over FY2018.</p> <p>B. By Fall 2018, complete the capital / fundraising campaign Imagine the Future.</p> <p>C. By 2023, increase alumni giving to 15% from 11.6% in 2018.</p> <p>D. By 2023, increase charitable giving and donations from external sources (foundations, corporate, state, and local government and individuals) by 20 percent from FY2018.</p> <p>E. By 2023, increase the University's endowment by \$1M each year from ~\$50 million in FY2018.</p>

IMPLEMENTATION STRATEGIES

- ▶ Launch and execute a national comprehensive fundraising campaign in support of AAMU's strategic plan and high-priority initiatives.
- ▶ Establish campus-wide policies and practices to generate new resources and foster greater self-sufficiency.
- ▶ To generate additional revenues increase enrollment and offer a portfolio of degree programs and lifelong learning and professional development programs, including selective online programs to students in the region and across the globe.
- ▶ Develop a Student Loan Default Management Plan to engage the University in campus-wide efforts to educate, track, and assist students to keep them on a path to success and away from defaulting on their student loans.
- ▶ Implement and maintain a systematic and comprehensive approach to student loan repayment that will include calling and mailing delinquent student borrowers and promoting financial literacy and successful loan repayment.
- ▶ Increase partnerships to create new opportunities for students, faculty, staff, and alumni.
- ▶ Improve accountability and effectiveness through the use of technology for alumni and constituent relations, cultivation, and fund-raising.
- ▶ Enhance and develop new relationships with research funding entities to broaden the University's research portfolio and increase related funding.
- ▶ Promote stronger collaborations and partnerships between the university and stakeholders that can make use of and strengthen AAMU's research funding base.
- ▶ Encourage and support entrepreneurial endeavors of faculty, staff, and students.



STRATEGIC PRIORITY 5

Enhance the University's Image and Recognition

GOALS	OBJECTIVES
<p>GOAL 1: Strengthen the public perception of the University's role and value in addressing the social, economic, environmental, ethical, scientific, and political issues of the 21st Century.</p> <p>GOAL 2: Create greater internal and external awareness of the University's outstanding contributions and its role as a critical resource and valuable partner in meeting the educational, economic, and cultural needs of the state and region.</p> <p>GOAL 3: Build upon the University's HBCU traditions, history and legacy in formulating future strategic initiatives</p>	<p>A. Increase regional, national, and international audiences from FY2018 by 5% to promote the institution's brand awareness by 2023.</p> <p>B. By 2023, increase social media followers and digital engagement by 10%.</p>
IMPLEMENTATION STRATEGIES	
<ul style="list-style-type: none"> ▶ Develop and execute an overarching marketing strategy and plan that creates greater awareness and informed advocacy across the spectrum of AAMU's local, state, national, and international audiences. ▶ Pursue national recognition for the distinctive features of AAMU's undergraduate and graduate programs. ▶ Integrate marketing and communications goals, policies, and strategies throughout the University's schools and programs. ▶ Support the development and implementation of a comprehensive alumni engagement effort that will empower and engage alumni nationwide as greater champions of the University. ▶ Maximize the University's brand by cultivating stronger relationships with leading private or public employers and agencies, other educational institutions, and cultural and economic development organizations. 	



STRATEGIC PRIORITY 6

Enhance University Engagement through Expanded Outreach

GOALS	OBJECTIVES
<p>GOAL 1: Integrate community service initiatives into student academic and development activities.</p> <p>GOAL 2: Engage, through expanded outreach and distance learning activities, by offering continuing education activities and programs that match University competencies with community needs.</p> <p>GOAL 3: Integrate community service and distance learning initiatives that support University’s commitment to the development of the total student.</p> <p>GOAL 4: Strengthen and expand the University’s outreach, engagement, and service to benefit the people of Alabama.</p> <p>GOAL 5: Promote and increase university-wide public service activities, which include faculty, staff, students, alumni, and partners in outreach and engagement efforts.</p>	<p>A. By 2023, increase the number of instances of university-wide outreach and engagement.</p>
IMPLEMENTATION STRATEGIES	
<ul style="list-style-type: none"> ▶ Identify areas where AAMU has a competitive advantage relative to developing and expanding outreach and engagement. ▶ Identify communities that have needs that match AAMU’s expertise. ▶ Promote policies and practices that strengthen outreach and engagement throughout the state and region. ▶ Develop training and certification programs in partnership with local non-profit and for-profit organizations and government and public agencies. ▶ Expand student service learning in undergraduate and graduate programs. ▶ Pursue a research-based economic development agenda that focus on areas with the greatest impact for the state and region. ▶ Strategically expand online courses and programs and develop the necessary infrastructure to support the growing demand for online learning. 	

*****The revised objectives are in bold*****