STRATEGIC PLAN 2035

# STRATEGIC PLAN
## TIMELINE
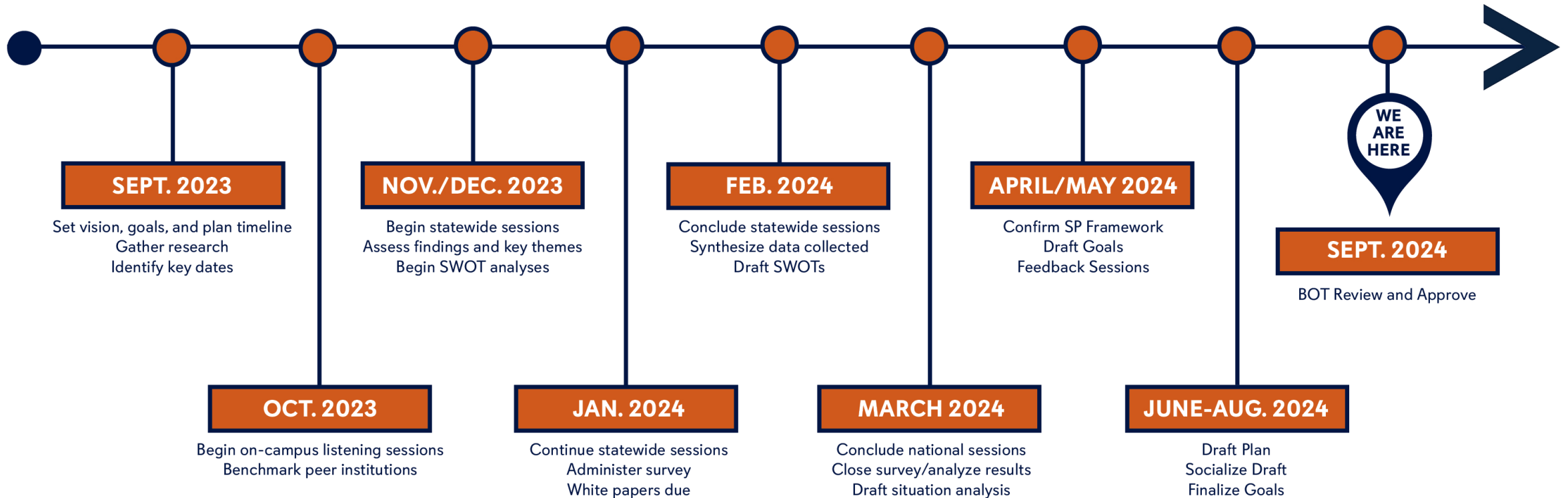
**SEPT. 2023**
Set vision, goals, and plan timeline
Gather research
Identify key dates

**OCT. 2023**
Begin on-campus listening sessions
Benchmark peer institutions

**NOV./DEC. 2023**
Begin statewide sessions
Assess findings and key themes
Begin SWOT analyses

**JAN. 2024**
Continue statewide sessions
Administer survey
White papers due

**FEB. 2024**
Conclude statewide sessions
Synthesize data collected
Draft SWOTs

**MARCH 2024**
Conclude national sessions
Close survey/analyze results
Draft situation analysis

**APRIL/MAY 2024**
Confirm SP Framework
Draft Goals
Feedback Sessions

**JUNE-AUG. 2024**
Draft Plan
Socialize Draft
Finalize Goals

WE ARE HERE

**SEPT. 2024**
BOT Review and Approve

BUSINESS MODERNIZATION PLAN
RESEARCH AND SCHOLARSHIP PLAN
NATIONAL BRAND CAMPAIGN

# GOALS

**ONE:** EXCEPTIONAL STUDENT EXPERIENCE

**TWO:** IMPACTFUL RESEARCH AND CREATIVE SCHOLARSHIP

**THREE:** COMMITMENT TO EXCELLENCE AND INNOVATION

**FOUR:** CATALYTIC ENGAGEMENT

**FIVE:** DISTINCTIVELY AUBURN

# STRATEGIC PLAN
## GOALS, SUB-GOALS, ACTION ITEMS, AND KEY PERFORMANCE INDICATORS

- 5 Goals:            Overarching areas of emphases over the next decade.

- 25 Sub-Goals:       Objectives that advance our tripartite mission.

- ≈ 85 Action Items:  Actions and efforts.

- ≈ 86 KPIs:          Metrics that demonstrate achievement and success.

| Goal #1 | Goal #2 | Goal #3 | Goal #4 | Goal #5 |
|---|---|---|---|---|
| 6 Sub-Goals<br>26 Action Items<br>27 KPIs | 5 Sub-Goals<br>18 Action Items<br>21 KPIs | 5 Sub-Goals<br>15 Action Items<br>14 KPIs | 5 Sub-Goals<br>13 Action Items<br>10 KPIs | 4 Sub-Goals<br>13 Action Items<br>14 KPIs |

# STRATEGIC PLAN
## GOAL #1: EXCEPTIONAL STUDENT EXPERIENCE

A. Rigorous, robust, and relevant **academic programs**.

B. Attract, hire, mentor, reward, and retain **world-class educators**.

C. Extensive array of **high-quality student success services** and **programs**.

D. Students create their own **distinct Auburn Experience** through participation in high-impact practices.

E. **Vibrant campus culture** characterized by student life programs, intercollegiate athletics, and co- and extra-curricular activities.

F. **Accessible** to exceptional graduate and undergraduate students.

# STRATEGIC PLAN

## GOAL #1: EXCEPTIONAL STUDENT EXPERIENCE - KPIs

| GOAL ONE: Exceptional Student Experience \| Key Performance Indicators | I | E | N | NM |
|---|---|---|---|---|
| **Institutional Reputation and Rankings** | | | | |
| *US News and World Report* Ranking - Best Colleges | | • | • | |
| *The Times Higher Education* Ranking (International) | | • | • | • |
| *QS (Quacquarelli Symonds)* Ranking (International) | | • | • | • |
| Number of Academic Programs Ranked or Considered Top Tier | | • | • | • |
| **Named Faculty Awards (Professorships)** | • | | | • |
| **First Destination Success - Undergraduate*** | • | | | |
| **First Destination Success - Graduate*** | • | | | • |
| **Six-Year Graduation Rate** | | • | • | |
| **First-Year Retention Rate (First-Time Freshmen)** | | • | • | |
| **Number of National Prestigious Scholars Awarded** | • | • | • | • |
| **Undergraduate Degree Recipients Completing a High-Impact Practice (%)** | | | | |
| Community-Engaged Course | • | | | |
| Internship | • | | | |
| Auburn Abroad | • | | | |
| Co-Op | • | | | |
| Undergraduate Research | • | | | |
| Leadership | • | | | • |
| **Number of Students Involved in One or More Student Organizations** | • | | | • |
| **Number of Active Student Organizations** | • | | | • |
| **Students Receiving Scholarships or Grant Aid (%)** | | | | |
| Merit-Based | | • | • | |
| Need-Based | • | | | |
| **Student Enrollment in Pathway Programs** | | | | |
| Auburn First | • | | | • |
| Path to the Plains | • | | | • |
| **Average Federal Indebtedness of Graduates** | | • | • | |
| **Completion of Core Curriculum Review (Ongoing)** | | | | |
| **Completion of Faculty Handbook Review (Ongoing)** | | | | |

* Measures job placement, graduate and professional school admission, etc., six months post-graduation.

I = Internal Metric   E = External Metric   N = National Metric   NM = New Metric

A. **Double overall** research, scholarship, and creative works.

B. **Leverage strengths** with local, regional, and national agencies and the private sector to address the most pressing challenges.

C. Attract, mentor, reward, and retain **exceptional faculty scholars** and research professionals.

D. Translation of research by **commercializing** novel products and services.

E. **Communicate** our research, scholarship, and creative work achievements.

# STRATEGIC PLAN

## GOAL #2: IMPACTFUL RESEARCH AND CREATIVE SCHOLARSHIP - KPIs

| **GOAL TWO:** Impactful Research and Creative Scholarship  \|  Key Performance Indicators | I | E | N | NM |
|---|:---:|:---:|:---:|:---:|
| National Science Foundation (NSF) HERD* Survey Ranking | | • | • | |
| Total R&D Annual Expenditures as Measured on NSF HERD | | • | • | |
| Total Extramural Funding (Annual) | • | | | |
| Federally Funded Research | | • | • | |
| State Funded Research | • | • | | |
| Industry Funded Research | • | • | | |
| Scholarship | | | | |
|     Articles | • | | | |
|     Citations | • | | | |
|     Books | • | | | |
|     Chapters | • | | | |
|     Conference Proceedings | • | | | |
|     Creative Works | • | | | • |
| Intellectual Property | • | | | • |
| COACHE** Faculty Survey (Biannual) | | | | |
|     Support for Research | • | • | | |
|     Support for Obtaining Grants | • | • | | |
|     Support for Maintaining Grants | • | • | | |
| Auburn-Affiliated Research Centers and Institutes | • | | | |
| Average Amount of Research Laboratory Space Per Faculty Member (SF) | • | | | • |
| Total R&D Expenditures Per SF (reported biannually to NSF) | • | • | • | • |
| Research Space Quality – Superior/Satisfactory Condition (Reported Biannually to NSF) | • | • | • | • |
| Capital Projects Involving Research Laboratories (Completed) | • | • | • | • |

*\* HERD: Higher Education Research and Development*

*\*\* COACHE: Collaborative on Academic Careers in Higher Education, comprised of Five-Point Likert Scale Items*

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# STRATEGIC PLAN
## GOAL #3: COMMITMENT TO EXCELLENCE AND INNOVATION

A. **Culture** of excellence and enablement.

B. An environment where all are **welcomed, valued, respected,** and **engaged**.

C. Attract, mentor, reward, and retain **high-performing** employees.

D. **Continuously improve** institutional processes and systems.

E. Build, maintain, and upgrade the **physical** and **technological infrastructure**.
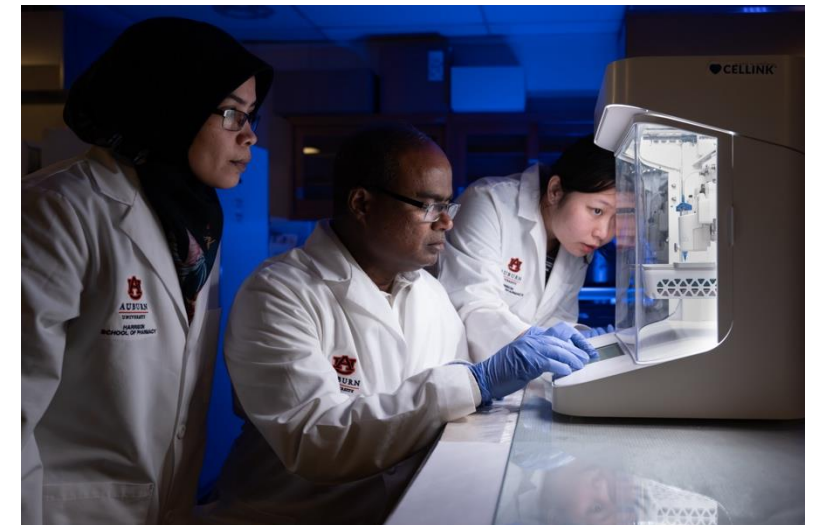
# STRATEGIC PLAN
## GOAL #3: COMMITMENT TO EXCELLENCE AND INNOVATION - KPIs

| GOAL THREE: Commitment to Excellence and Innovation \| Key Performance Indicators | I | E | N | NM |
|---|:---:|:---:|:---:|:---:|
| COACHE* Faculty Survey: Would Work at Auburn Again (Biannual) | • | • | | |
| COACHE Faculty Survey: Overall Job Satisfaction** (Biannual) | | | | |
|     Teaching | • | • | | |
|     Research | • | • | | |
|     Service | • | • | | |
| Named Awards for A&P and Staff | • | | | • |
| Employees Participating in Aspire Auburn Leadership Development | • | | | • |
| Employee Engagement Survey – Campus Climate | | | | |
|     Faculty | • | | | • |
|     Administrative and Professional | • | | | • |
|     Staff | • | | | • |
| Employee Engagement Survey – Satisfaction | | | | |
|     Business Processes | • | | | • |
|     Employee Benefits | • | | | • |
|     Human Resources | • | | | • |
|     Information Technology | • | | | • |
| Customer Satisfaction Rating for Facility Services and Operations | • | | | • |

*COACHE: Collaborative on Academic Careers in Higher Education

**COACHE Survey consists of five-point Likert Scale items

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## GOAL #4: CATALYTIC ENGAGEMENT

A. Provide **impactful solutions** to social, health, technological, economic, and environmental challenges through **extension** assets.

B. Synergistic **partnerships** with **industries, organizations, research centers** and **institutes, universities**, and **governmental** and **non-governmental** entities.

C. Drive **innovation** and economic advancement, support **new enterprises**, promote **workforce** advancement, and catalyze overall **economic growth**.

D. Next-generation **extension** and **outreach** approaches to increase the delivery of programs.

E. Broaden and deepen Auburn's **engagement** with and **impact** on the local community.

# STRATEGIC PLAN
## GOAL #4: CATALYTIC ENGAGEMENT - KPIs

| GOAL FOUR: Catalytic Engagement  \|  Key Performance Indicators | I | E | N | NM |
|---|:---:|:---:|:---:|:---:|
| **Auburn University Economic Impact (Biannual)** | | | | |
|     Overall Contribution to Alabama's Economy | | • | • | |
|     Economic Impact | | • | | |
|     Auburn Graduates in the Workforce | • | • | | |
|     Jobs Created | • | • | | |
| **Carnegie-Designated Community Engaged Institution** | | • | • | |
| **Collaborative Agreements with Federal Agencies** | • | | | • |
| **Collaborative Agreements with State Agencies** | • | | | • |
| **Collaborative Agreements with Companies** | • | | | • |
| **Extramural Funding for Outreach and Extension Activities** | • | | | • |
| **ACES\* Annual Contracts and Grants** | • | • | | |

*ACES: Alabama Cooperative Extension System

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# STRATEGIC PLAN
## GOAL #5: DISTINCTIVELY AUBURN



A. Honor, preserve, and celebrate the **values** and **rich traditions** that distinguish Auburn University.

B. **National** and **international visibility** through comprehensive branding, marketing, and communications.

C. **Strengthen** and **grow** the Auburn Family through institutional pride and affinity.



D. **Invest** in our priorities through a **transformational philanthropic campaign**.

# STRATEGIC PLAN
## GOAL #5: DISTINCTIVELY AUBURN - KPIs

| GOAL FIVE: Distinctively Auburn | Key Performance Indicators | I | E | N | NM |
|---|---|---|---|---|
| Student Satisfaction Survey: Would go to Auburn Again | • | • | | • |
| Conference/National Championships Competed or Won * | • | • | • | • |
| Multi-Year Athletic Academic Progress Rate (APR) of 980 or above** | • | • | • | • |
| Student-Athlete Graduation Success Rate (GSR) of 85% or above | • | • | • | • |
| Brand Health Index | • | • | | • |
| National Earned Media | • | • | | • |
| Audience Engagement Across University Platforms | • | • | | • |
| Total Donors | • | • | | |
| Auburn Philanthropic Capacity (Households) | • | • | | |
| Planned/Estate Giving (% of Total Annual Giving) | • | | | |
| Major Gifts to the University (Donors) | • | • | | |
| Total Annual Gifts and Commitments | • | • | | |
| Annual Funds Raised (Gifts under $25,000) | • | • | | |
| Alumni Participation in Comprehensive Campaign | • | • | | |

\* At least 75% of athletics programs making the post season.

\*\* APR is a real-time measure of eligibility, retention, and graduation of student-athletes
   competing on every NCAA Division I athletics team; 18 sports are accounted for in APR.

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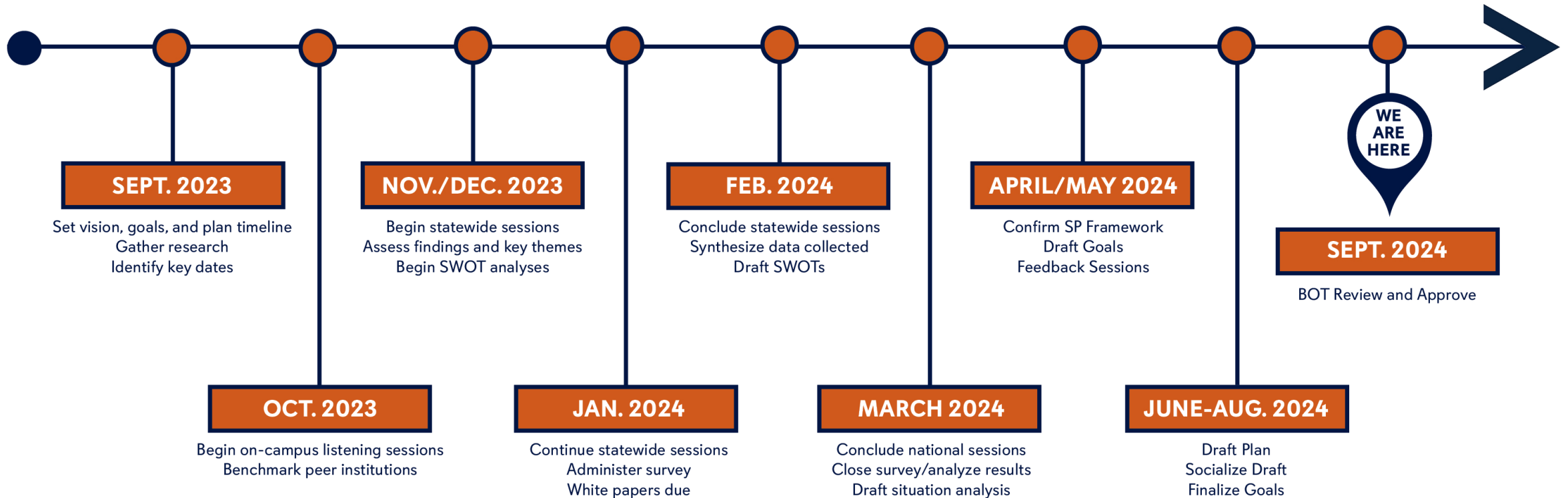
# QUESTIONS?

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# STRATEGIC PLAN
## NEXT STEPS

**Pending Review and Approval by AU BOT:**

- **AFTER September 6**

  - AU Academic and other units will develop their own strategic plans with goals, sub-goals, action items, and KPIs during the fall semester.

  - Concurrently, Advancement will coordinate a Comprehensive Campaign.

  - During the fall, the following will continue:

    - Business Modernization
    - Branding Campaign

Overarching Goal for Units: Continue to advance the mission of Auburn University to be a premier land-grant university.