

Strategic Plan **2025-2030**



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Education
Designed
for
Working
Adults.

President's Statement



**Education Designed
for Working Adults!**

- Bachelor's Degrees
- Master's Degrees
- Four-Course Certificates
- Garland/Frisco/Online

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I am pleased to present to you our institution's new 2025-2030 Strategic Plan, a comprehensive roadmap that will guide our efforts and shape our future in the coming years. This document is the culmination of months of dedicated work, collaborative thinking, and shared vision from every corner of our organization.

First and foremost, I want to express my deepest gratitude to everyone who contributed to this plan. Every level of our organization has played a crucial role in shaping this Strategic Plan. The diverse perspectives, innovative ideas, and collective wisdom brought forth have truly made this a holistic and robust plan that reflects our aspirations and goals.

As we embark on this new chapter, it is important to recognize that our strategic plan is not a static document, but rather a living, breathing guide. The landscape of higher education is ever-changing, so too must our approach be flexible and adaptive. This plan is designed to evolve with time, responding to new challenges and opportunities as they arise. We are committed to continually evaluating our progress, reassessing our goals, and refining our strategies to ensure we remain at the forefront of excellence in higher education. Regular review and adjustment will be integral to our process, ensuring that we remain agile and responsive to the needs of our students, faculty, staff, alumni, and community stakeholders.

In closing, I want to thank every member of the Amberton community who demonstrates this institution's unique and Christian commitment daily. Their dedication and hard work have laid a strong foundation for our future success. As we move forward together, I am confident that this plan will serve as a powerful tool in achieving our shared vision while elevating Amberton University to new heights.

Thank you for your continued support and commitment to our mission.

Respectfully,



Dr. Carol A. Palmer, President



Strategic Planning at Amberton University

Strategic Planning at Amberton University reflects our commitment to empowering student success, ensuring high quality, efficient and effective programs and services, and empowering employee success. Careful planning, implementation, and robust review and evaluation are key components of the strategic planning process. Strategic plans differ from operational in that they are future focused requiring special emphasis and organizational investment. The 2025-2030 Strategic Plan was developed considering the following:

- The previous 2016-2021 Strategic Plan, much of which was disrupted by the Covid pandemic.
- Trend performance data over the last ten years, particularly for student enrollment, headcount, and new students.
- Inputs and discussions with a cross-section of Amberton University faculty and staff.
- Administration Team weekly discussions.

The Strategic Planning Goals were determined within the context of Amberton's Strategic Challenges and its Strategic Advantages which may be leveraged to address the challenges. Following is a listing of identified Strategic Challenges and Advantages as an important context to the strategic planning process.

Strategic Planning Context and Inputs

Amberton University serves an adult population in one of the fastest growing areas in the nation. The Dallas/Fort Worth region continues to experience an explosion in business development, housing, and population growth, especially from workers and companies relocating here from other states. While economic growth has brought many potential students to Texas, it has also brought many new colleges and universities to the area, including those from out of state. In most cases, Amberton and these

newly arrived institutions are competing for the same student – the working adult and the online learner. Given the existing competitive environment, Amberton's Strategic Challenges are the following:

1. To distinguish itself from competitors with clear brand messaging.
2. To update and maintain the Garland campus aging infrastructure while maintaining fiscal stability.
3. To update and maintain currency of the information technology infrastructure serving students, faculty, and staff.
4. To plan for the retirement of long-serving staff as well as knowledge transfer.

While significant Strategic Challenges exist, Amberton University also has key Strategic Advantages in a competitive higher education market. Amberton's Strategic Advantages are the following:

1. A highly qualified faculty with long-standing expertise in online teaching and learning modalities as well as recent experience working in the field they are teaching.
2. Over 50 years specializing in providing undergraduate & graduate degrees for working adults.
3. A convenient and quality graduate level education at an affordable cost.
4. Amberton University is debt free and owns the Garland Campus building.
5. Amberton University is not for profit and has never engaged in revenue sharing.
6. A healthy endowment.

Amberton University's leadership designed its 2025-2030 Strategic Plan to leverage its Strategic Advantages for addressing the Strategic Challenges it faces.

Amberton University

Strategic Plan Elements



Effective strategic plans emanate from the institution's Purpose, Mission, Vision, and Values creating a clear line of sight for students, faculty, and staff.

Purpose: Christian Commitment

Amberton's Christian Commitment describes who we are. Amberton University is a nondenominational Christian institution; all employees of the University believe that Jesus of the New Testament Bible is the Son of God, the Messiah, the Christ, and the Savior. We believe that our Lord has blessed and continues to bless our service in Christian education, and that Amberton University has been shaped by Christian values and devotion to academic excellence in educating working adults.

Mission

The mission statement for Amberton University is to provide a quality, relevant, technologically advanced education to adult students in a Christian environment.

Vision

Amberton University will be the university of choice for working adults, offering high-quality, flexible, and accessible education through career-focused certificates, bachelor's, and advanced degree programs—empowering students to succeed without the burden of student debt.

Values

Accessibility - Amberton University commits to breaking down barriers for students to reach their educational goals through:

- User-friendly software for application, payment, transcripts, and financial aid.
- Ensuring quality and transparent academic advising in alignment with student goals.

- Offering classes at times and in modalities that are convenient for working adults.
- Offering classes at an affordable cost without the need for student debt.

Collaboration, Teamwork - Amberton University administration, faculty, and staff commit to productive collaboration for innovative and excellent service to students.

Continuous Improvement - Amberton University commits to:

- A continuously refined curriculum that represents academic excellence and is in alignment with current industry standards and needs.
- Processes and regulations that are continuously reviewed and improved for efficiency, effectiveness, and relevancy.

Honesty, Integrity, Trust - Amberton University commits to practicing Christian principles & operating ethically in all its interactions.

Kindness, Respect, and Appreciation - Amberton University commits to treating our students, each other, and the community with kindness and respect, and with an appreciation for diversity of thought.

Meaningful and Timely Communication - Amberton University commits to communicating with students, faculty, staff, stakeholders, and the community in ways that are meaningful, timely and appropriate.

Passion and Joy in Our Work - Amberton University administration, faculty, and staff commit to conducting our work with a passion and joy that inspires our students and each other.

Work/Life Balance - Amberton University will value and seek to achieve work/life balance for administration, faculty, students, and staff recognizing the importance of time spent on personal interests, family, and self-care in addition to professional commitments and obligations.

Strategic Plan Elements

2025-2030

Strategic Planning Goals (SPGs)

1. Amberton University will increase student headcount and enrollment for long-term sustainability.
2. Amberton University will continually improve academic offerings and will develop and implement new, relevant in-demand academic programs.
3. Amberton University will assess and improve its information technology infrastructure to increase effectiveness and efficiency of its operations.
4. Amberton University will assess and develop a Facilities Master Plan to improve the Garland Campus physical structure and appearance for increased usage.
5. Amberton University leadership will evaluate the organizational structure to determine areas of need and redundancy and to ensure organizational effectiveness and sustainability.

2025-2030

Strategic Objectives

Aligned with Planning Goals

Of the five Strategic Goals listed above, **Strategic Planning Goal number one** is by far the most important. Amberton University must increase student headcount and enrollment for long-term sustainability. The remaining SPGs (2-4) all serve to support the accomplishment of the first goal. Four aligned Strategic Objectives directly support increasing enrollment. These include:

- Improving outreach, recruitment, retention, and re-engagement using data-informed approaches.
- Providing effective and user-friendly learning resources and services for working adult students.
- Creating and maintaining safe and aesthetically pleasing instructional spaces.
- Increasing the engagement of Amberton University alumni.



Strategic Plan Elements

2025-2030 Strategic Objectives Aligned with Planning Goals

The second Strategic Planning Goal is to continually improve academic offerings and develop and implement new, relevant in-demand academic programs. Strategic Objectives in support of this goal include:

- Evaluating all current instructional programs to determine continued relevance, and the need for closures, modifications, and the addition of new programs.
- Identifying and integrating leading edge classroom technologies and teaching methods based on best practice and research.

The third Strategic Planning Goal is to assess and improve Amberton University's information technology infrastructure to increase effectiveness and efficiency with a particular strategic objective focus on:

- Improving online services for student services, instruction, and for faculty.

The fourth Strategic Planning Goal relates to improvements to the Garland Campus physical structure as well as how the campus space looks and feels to current and potential students. More students will utilize the Garland Campus space if they feel safe and comfortable here. Also, the Garland Campus may be useable for community meetings or gatherings as well as alumni events if the building was more aesthetically pleasing. The aligned strategic objective is:

- Creating and maintaining safe and aesthetically pleasing instructional and meeting spaces for students, faculty, staff, and the community.

The fifth Strategic Planning Goal is to evaluate the organizational structure to determine areas of need and redundancy and to ensure organizational effectiveness and sustainability. Key Strategic Objectives in support of this goal include:

- The development of succession plans in anticipation of key retirements.
- Documentation of key work processes for knowledge transfer following retirements or resignations.
- Evaluating employee professional development requirements to determine which may be recurring and which may be "as needed."
- Evaluating the organizational structure for potential revision to increase efficiency, effectiveness, and best use of employee expertise, i.e., getting the right people in the right seats.
- Engaging all employees in the process of continually improving programs and services at Amberton University.

Each of the Strategic Planning Goals and Objectives is supported by aligned departmental action plans reviewed and evaluated each year by Amberton University Leadership. For complete details regarding alignment, evaluation measurements, and progress-to-date where relevant, see Appendices G and H.

Strategic Planning and Continuous Improvement Timeline

June – New academic year begins with kickoff meeting for faculty and staff to discuss strategic direction

July – Financial Audit due

August – Annual Student Achievement Report due

September – Annual President’s Report to the Board of Trustees

October – Annual review of the current Strategic Plan by the Strategic Planning Committee for potential revisions.

Early November – Mid-Year Institutional Goal progress and Strategic Planning Objective progress are due.

January – Budget reviews begin.

February – Institutional Assessment Goals/Objectives are due for the coming new year.

March/April – the AU Strategic Plan Update will be presented to the Board of Trustees by the President for final approval.

March – Budget is finalized for presentation to the Board of Trustees.

May – Academic year ends/Planning and Evaluation Cycle begins anew



Appendices

Appendix A: 2026-2027 Organizational Chart

Appendix B: Average Amberton Student Age Trendline

Appendix C: Enrollment Trendline by Gender

Appendix D: Amberton Student Demographics

Appendix E: Enrollment by State

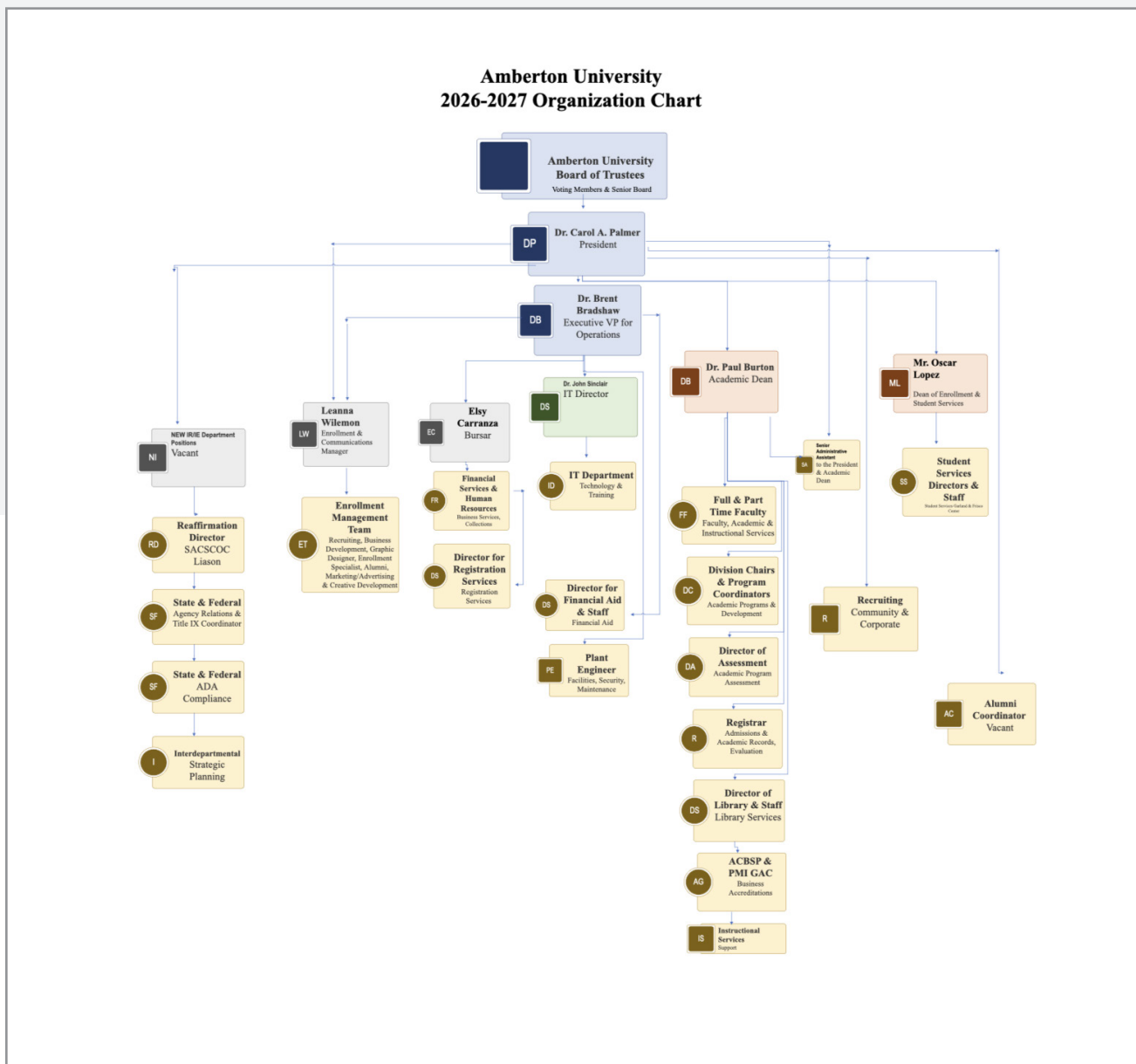
Appendix F: Amberton Enrollment Numbers Trendline

Appendix G: 2025 – 2030 Strategic Goals and Aligned Objectives

Appendix H: 2024 – 2025 Departmental Goals Aligned with Strategic Objectives

Appendix I: 2025 – 2026 Departmental Goals Aligned with Strategic Objectives

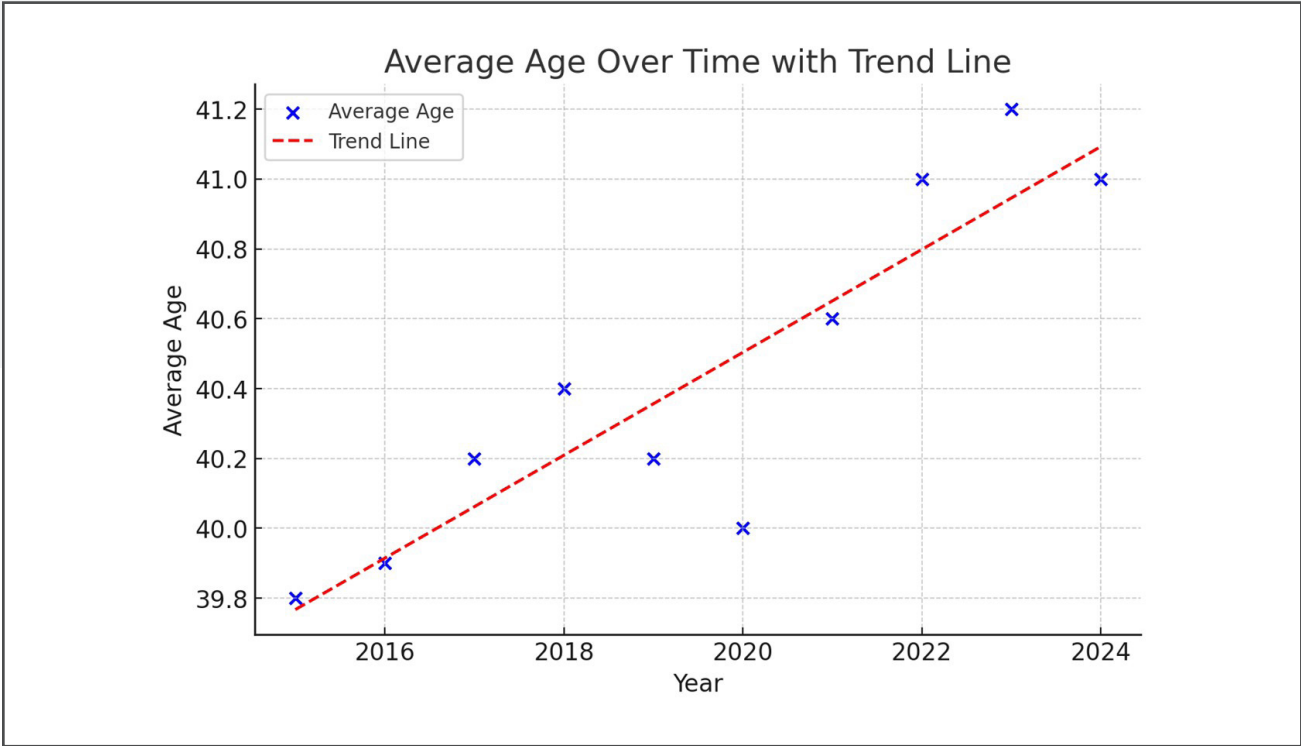
Appendix A: 2026-2027 Organizational Chart



Appendix B: Average Amberton Student Age Trendline



The average age of Amberton’s adult students is increasing due to several factors, including more working professionals returning to school to upskill or change careers, the growing availability of online and flexible learning options, and the rising number of older adults seeking personal enrichment or delayed degree completion. Additionally, economic uncertainties and job market shifts encourage lifelong learning, leading to an increase in non-traditional students enrolling in higher education programs.



Source: Amberton’s Student Database

Appendix C: Enrollment Trendline by Gender

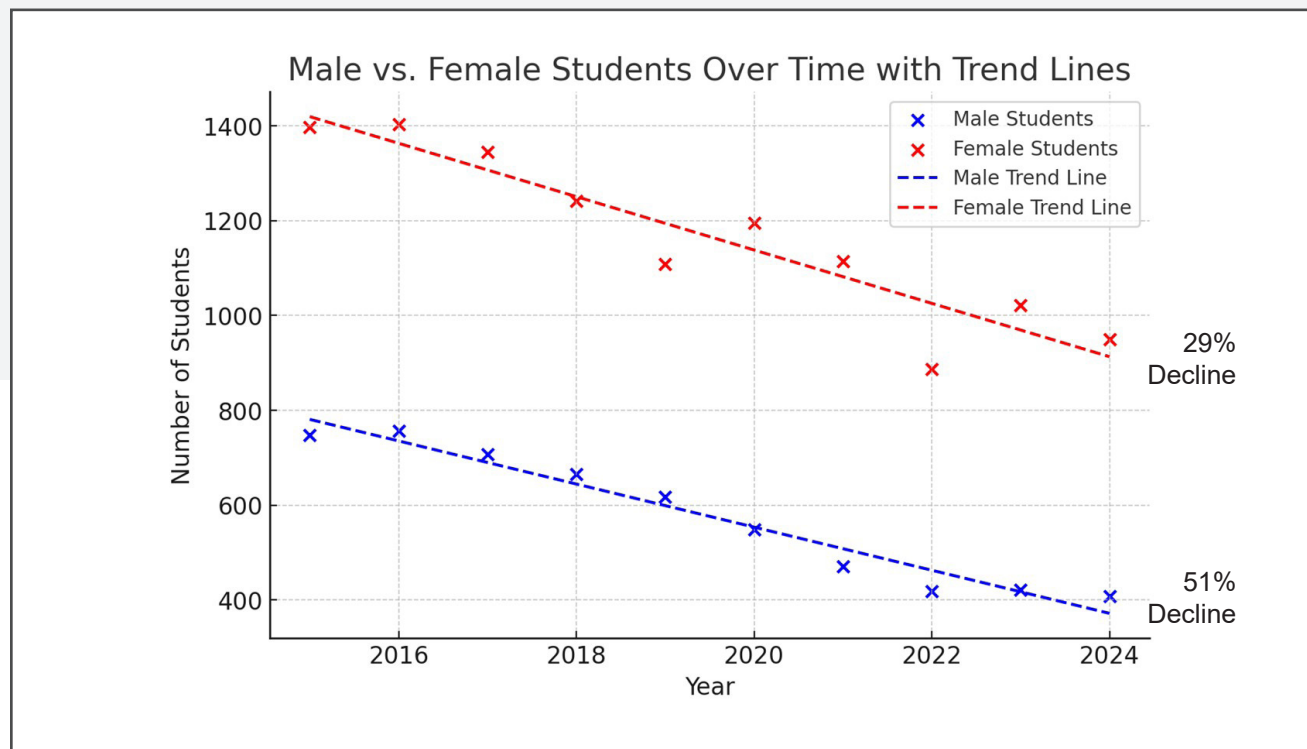


Women have been outpacing men in college enrollment and degree completion for decades. Some key reasons include:

1. Higher High School Graduation Rates – Women tend to graduate high school at higher rates than men, increasing their likelihood of attending college.
2. Changing Workforce Demands – Many growing fields (like healthcare and education) attract more female students, while males may pursue trades or direct workforce entry.

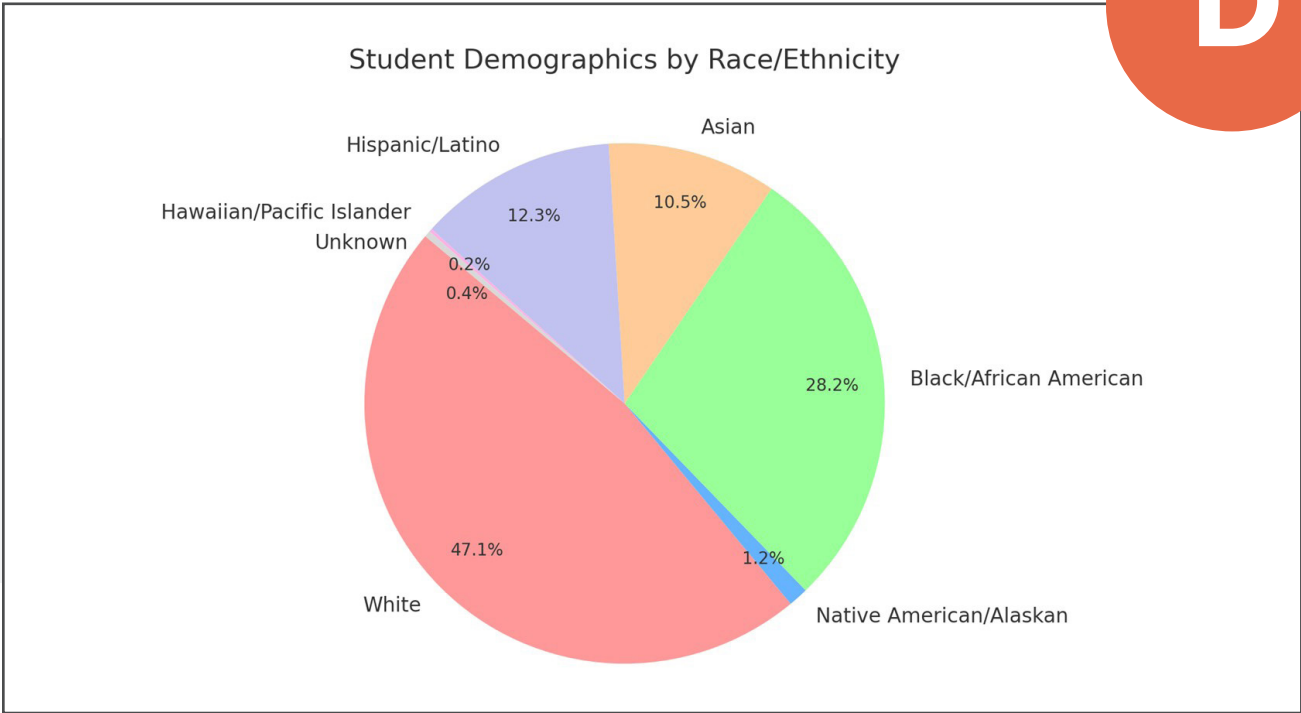
3. Declining Male Enrollment – Economic opportunities in trades, military service, or jobs that do not require degrees may lead some men away from college.

4. Academic and Social Factors – Women tend to have higher academic engagement, better study habits, and more encouragement to pursue higher education.



Source: Amberton's Student Database

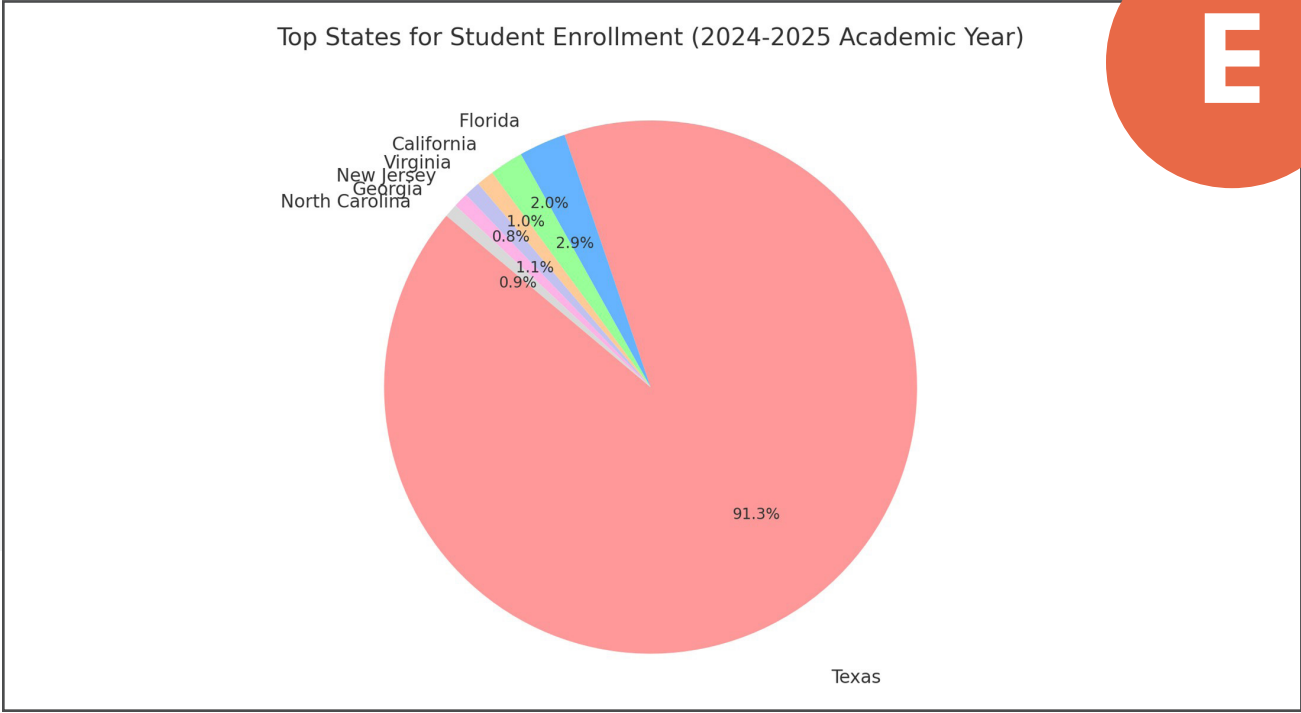
Appendix D: Amberton Student Demographics



Source: Amberton’s Student Database

Appendix E: 2024-2025 Amberton Enrollment by State

Amberton currently has students enrolled from 40 different states.



Source: Amberton’s Student Database

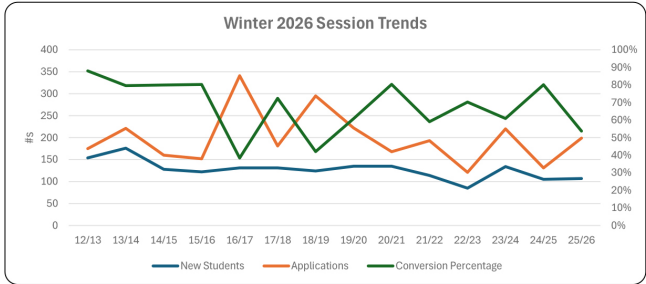
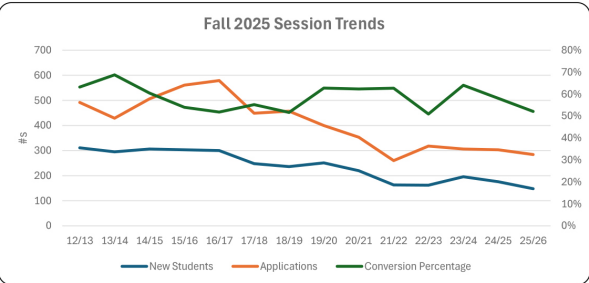
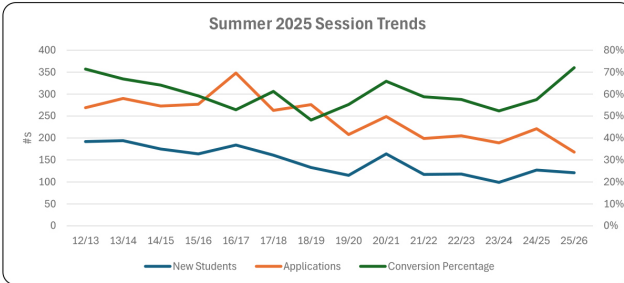
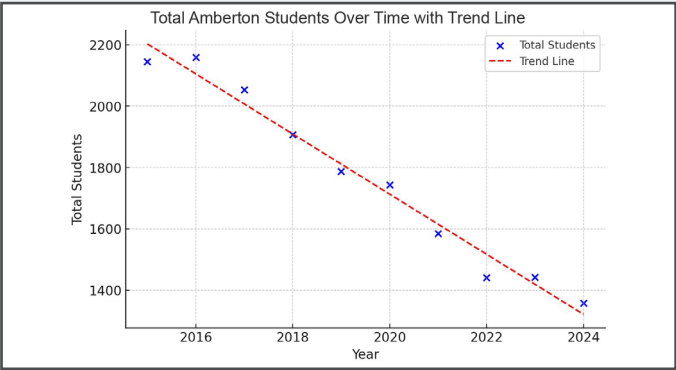
Appendix F: Amberton Enrollment Numbers Trendline



The decline in total students over the years could be due to several factors, including:

Approaching Enrollment Cliff – The approaching college enrollment cliff refers to a projected sharp decline in college enrollments around 2025 due to the significant drop in birth rates following the 2008 Great Recession, leading to fewer high school graduates entering higher education.

Increased competition – Increased competition in online colleges is driven by growing demand for flexible, affordable education, advancements in technology, and more traditional universities expanding their online offerings to attract a broader student base.



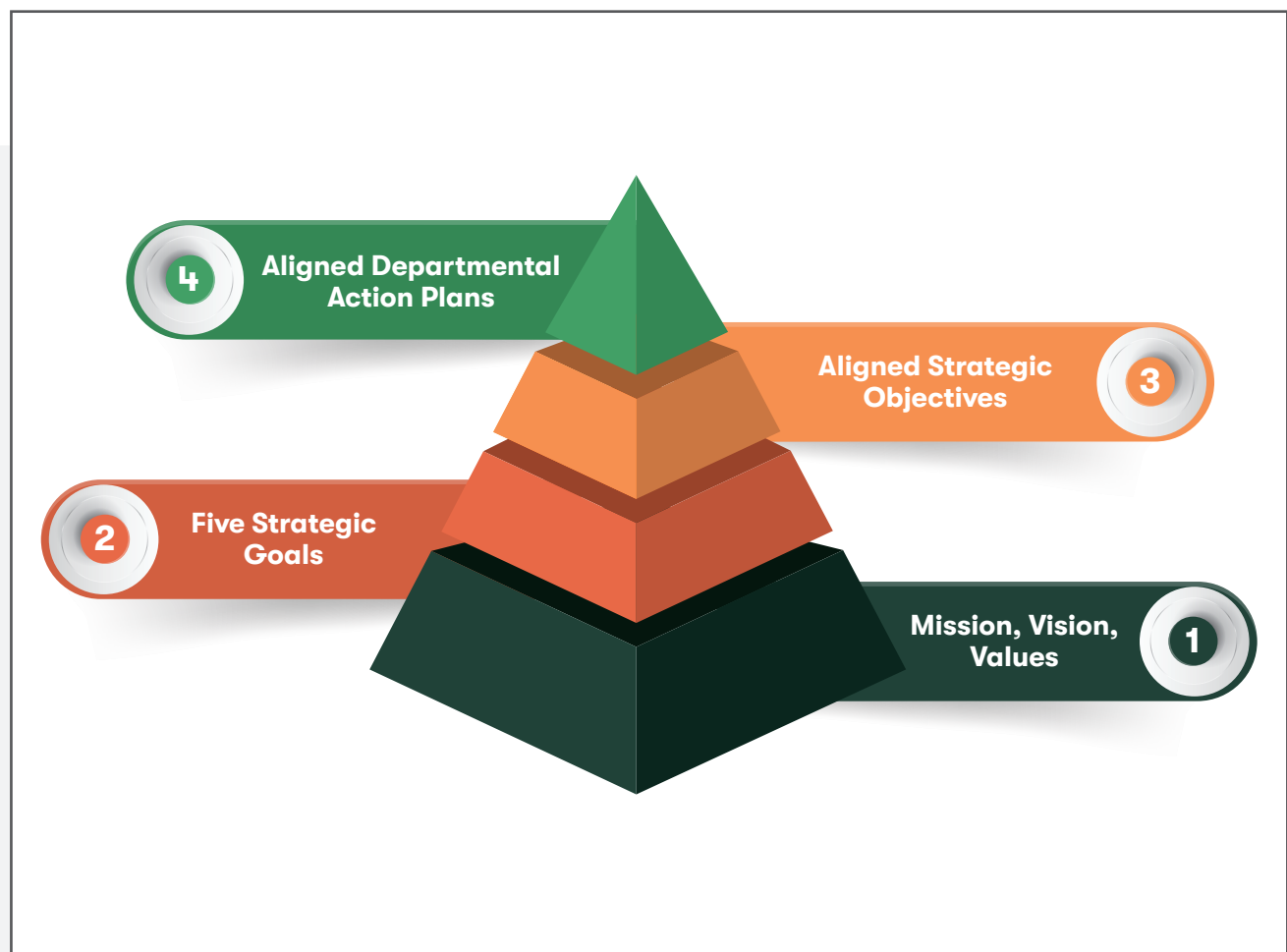
Sessions	Trends in Headcount			
	19 yr +/-	10yr +/-	5yr +/-	1yr +/-
Summer	-41.83%	-30.92%	-20.38%	-3.54%
Fall	-47.60%	-37.33%	-17.07%	-6.84%
Winter	-48.53%	-34.83%	-15.85%	-8.27%

Data Source: Amberton University Historical Enrollment Statistics Reports

Source: Amberton’s Student Database

Strategic Plan Alignment

Each of Amberton's Strategic Goals is aligned with measurable Strategic Objectives. These are detailed in the spreadsheets on pages 15-18. Each Strategic Objective is aligned with a Departmental Action Plan as described on pages 19-24.



Strategic Goals	Aligned Strategic Objectives	Start Date	Aligned Departmental Goals & Action Plans	Evaluation Metrics
1. Amberton University will increase student headcount and enrollment for long-term sustainability.	1a. Improving outreach, recruitment, retention, and re-engagement using data-informed approaches.	January 2025	President Enrollment Management Services Creative Services & Marketing	Target for 2025-2030: Enrollment (1750), Headcount (1000), New Students (800) 5% Increases in Headcount & Enrollment Year over Year Enrollment trends by student demographic and location Increase Retention Term to Term and Persistence to Completion How many new students came to AU because of Outreach, Recruitment, or a Marketing ad? Effectiveness rate of marketing (click rate, etc.)
	1b. Provide effective, user-friendly learning resources and services to support its working adult student population.	January 2025	Academic Services Student Services	Target for 2025-2030: At least 85% % students satisfied with learning resources % of students satisfied with user-friendliness of services
	1c. Implement policies to ensure the maintenance of safe, aesthetically pleasing and productive instructional spaces for students and faculty.	March 2026	President Administrative Services	Target for 2025-2030: At least 85% % of students indicating satisfaction with onsite instructional facilities and study areas % of faculty and staff indicating satisfaction with office facilities and work spaces
	1d. Increase engagement of Amberton University alumni.	April 2025	President	Alumni participating in at least one AU event each year 80% of Alumni who indicate they would recommend AU graduate programs to their family and friends

Strategic Goals	Aligned Strategic Objectives	Start Date	Aligned Departmental Goals & Action Plans	Evaluation Metrics
2. Amberton University will develop and implement relevant, in demand academic programs designed to meet the needs of the working adult student and the community at large.	2a. Evaluate all instructional program offerings to determine continued relevance, need for closures or modifications and the addition of new programs.	January 2025 and continued from 2024	Academic Services	Target for 2025-2030: 1 new or modified program each academic year At least one program update per year At least 2 new certificates added per year Course updates and modifications at least every other year
	2b. Identify and integrate leading edge technologies and teaching methods based on best practices and research.	January 2025	Academic Services	Target for 2025-2030: At least 90% % of students satisfied with instruction at AU % of students satisfied with technology available to them to be successful in class
	2c. Strategic Pause	March 2025	Academic Services	Target for 2025-2026: Research completed & recommendation submitted If applicable, recommend courses identified as potentially appropriate for a 5-week session
	2d. Strategic Pause	March 2025	Academic Services	Target for 2025-2026: Research completed & recommendation submitted

Strategic Goals	Aligned Strategic Objectives	Start Date	Aligned Departmental Goals & Action Plans	Evaluation Metrics
3. Amberton University will assess and improve its information technology infrastructure to increase effectiveness and efficiency of its operations.	3a. Assess and improve AU's information technology as it relates to online services for student services and instruction as well as for faculty and staff.	January 2025 and continued from 2024	President Administrative Services	Target for 2025-2030: No information technology downtime for students or staff due to IT malfunction 80 % of students satisfied with information technology resources at AU - includes applications, enrollment, payment, transcripts, instructional support - Target: At least 90% % of employees (faculty, admin, & staff) who indicate that they have sufficient IT resources including hardware, software, networking, to do their jobs optimally - Target: At least 90%
4. Amberton University will assess and develop a new Facilities Master Plan to improve the Garland Campus physical structure and appearance for increased usage.	4a. Implement policies to ensure the maintenance of safe, aesthetically pleasing and productive instructional and workspaces for students, faculty, staff, and the community.	March 2025	President Administrative Services	Target for 2026-2027: AU leadership will have identified key elements of a Facilities Master Plan Classroom Use, Library and Lounge area usage, 80% of students indicating satisfaction with the on-site building space both functionally and aesthetically 80% of employees indicating satisfaction with workspace both functionally and aesthetically

Strategic Goals	Aligned Strategic Objectives	Start Date	Aligned Departmental Goals & Action Plans	Evaluation Metrics
5. Amberton University Leadership will develop and implement processes to improve employee success and engagement.	5a. Develop succession plan in anticipation of retirements in key areas.	2026 - 2027	President	Target for 2026-2027: All fulltime job descriptions will be evaluated for accuracy and future organizational needs. Plans in place for succession in each key administrative area - this may include revised job descriptions representing future organizational needs and identifying whether potential candidates might be internal or external.
	5b. Ensure that all key work processes are documented in preparation for knowledge transfer.	May 2025	President Administrative Services Strategic Services Academic Services Student Services	Target for 2025-2026: All key work processes will be identified and documented.
	5c. Evaluate and implement professional development opportunities for all employee groups that may be "just in time" or annual.	January 2025	President Administrative Services Strategic Services Academic Services Student Services	Target for 2025-2030: At least 80% 80% of satisfied employees participating in professional development 80% of employees who feel they have professional growth opportunities at AU 80% of employees who indicate they have access to sufficient professional development to do their jobs
	5d. Evaluate the existing organizational structure for potential revision to increase efficiency, effectiveness and best use of employee expertise.	March 2026	President	Revised organizational chart developed and approved by the Board of Trustees by 2026-2027
	5e. Engage AU employees in the continuous improvement of the university.	January 2025	President	90% of employees who indicate they have opportunities to provide input to improving processes at AU. Target=100%

2024-2025 Departmental Goals/Action Plans	Department	Strategic Objective Alignment	2024-2025 End of Year Progress
Transform the Faculty Moodle Tutorial course into an Online Orientation Hub for Centralized Communication, providing new and existing faculty with access to all orientation materials, policies, resources, contact information, training, documents, and the latest updates.	Academic Services	5c	The Online Orientation Hub is fully operational and successfully launched. The Online Orientation Hub has successfully launched and is already demonstrating its value for new faculty onboarding. Since its implementation in, the hub has been used by four faculty members, receiving positive feedback from two of them. Initial results show the hub effectively centralizes crucial orientation materials, making them easily accessible and reducing the administrative burden on staff. New faculty appreciate having "everything in one place," finding it "easy to navigate," and feeling "much more prepared." While preliminary, these results confirm the hub's potential. We're now focusing on formalizing feedback collection and analytics to drive continuous improvements and further enhance the onboarding experience.
Improve new faculty mentoring opportunities by scheduling periodic check-ins between new instructors and their mentors or department heads to discuss their integration into Amberton's culture.	Academic Services	3a, 3b	14 Faculty Mentees are enrolled in the mentoring program. Seven have completed thus far. The findings from this report, especially where we saw areas for improvement, will directly help us make the Amberton Mentoring Program better in the future. We'll use what we learned about how the program is set up, how adjuncts fit in, how well mentees are supported, and what resources mentors have to update our mentor training, program rules, and how departments communicate. This will help us constantly improve our program, making it more effective and welcoming for both mentors and new faculty, and ultimately helping everyone feel more connected and confident at Amberton.
Finalize the Assessment Map for Program Learning Outcomes	Academic Services	5c	Assessment Map is finalized aligning with newly establish Program Learning Outcomes.

2024-2025 Departmental Goals/Action Plans	Department	Strategic Objective Alignment	2024-2025 End of Year Progress
Implement Robust Assessment Tools and Rubrics	Academic Services	5c	Completed - Standardized assessment data request forms (DRFs) that include assessment tools and rubrics to measure the attainment of Program Learning Outcomes (PLOs).
Provide Comprehensive Assessment Training for Faculty and Staff	Academic Services	5c	Deferred to Academic Year 2025-2026.
Establish a Continuous Feedback Loop Degree Program Assessment	Academic Services	5c	Work on this plan will continue into Academic Year 2025-2026
Align Academic Assessment Practices with Strategic Planning Initiatives	Academic Services	2b	Work on this plan will continue into Academic Year 2025-2026
Implement the newly approved Healthcare Administration Program.	Academic Services	2a, 2c, 2d	The Healthcare Administration Program was approved by SACSCOC and a Program Coordinator was hired. Students were admitted to the program Fall 2025. Amberton met and surpassed its new student goal target.
Improve Library Customer Service to Students	Academic Services - Library Resource Center	1b, 1c	(1) With a final goal of 70% completion of LibGuides for all courses by May 31, 2025, the Library is at 41.3% completion with 93 completed guides as of the end of the AY. A number of courses were added to the catalog while others were altered or removed. This action plan is carried forward to 2025-2026. (2) The goal is to keep InterLibrary Loan turnaround time under 3 days. End of academic year average is 6.8 hours for loans and 0 hours for copies exceeding response time for TexShare libraries. (3) The goal is to track student interaction responses within 24 hours. End of year performance is 14 minutes during work hours well above the goal.

2024-2025 Departmental Goals/Action Plans	Department	Strategic Objective Alignment	2024-2025 End of Year Progress
Collaborate with the Academic Dean to implement the HealthCare Administration Program.	Academic Services - Library Resource Center	2a, 2c, 2d	Collaboration was successful and the new MHA was approved by SASCOC.
Expand Amberton library services to address student career and job search needs.	Academic Services - Library Resource Center	1c	The goal was to designate a segment of the library for a career center and job search hub for students seeking information on career change, openings, or employment opportunities. The career center plans have been rescheduled for two reasons. First, the University campus may be experiencing a massive renovation in coming months, and the center can be established in a more permanent location.
Ensure the security of the Garland Campus building with regular walkthroughs and monitoring.	Administrative Services	4a	Regular walkthroughs have begun and will be continued. The Ex VP provides updates to the Executive Cabinet. Ongoing.
Review current hardware and software AU technology to achieve and maintain currency and an optimal level of performance.	Administrative Services	3a, 3b, 3c	A number of technology upgrades and updates were required. Following are some examples: Direct Deposit of employee paychecks, Single signon for students, faculty, & staff are complete, e-transcripts have been implemented to more efficiently handle student transcripts, HubSpot software has been implemented for documenting advisor student interactions, SPOL has been implemented, more effective use of Collegix is underway as part of strategic action plans for 2025-2026.
Document all key work processes in the Administrative Services area.	Administrative Services	5b	This action plan will remain in place for the entire five-year planning period until all key work processes are documented. Significant progress has been made in the Bursar's Office documenting key work processes.

2024-2025 Departmental Goals/Action Plans	Department	Strategic Objective Alignment	2024-2025 End of Year Progress
Enhance and improve the process for handling student transcripts.	Administrative Services	3a, 3b	Completed and implemented.
To improve the efficiency and accuracy of financial aid services will include a review of the current automated system, as well as a review of competitive packages, to ensure the choice of a successful system, in increasing the automation of work processes.	Administrative Services - Financial Aid	3a, 3b	Reviews of packages have been conducted including a visit with another school using the current Collegix system. The review notes were provided with pros and cons for each software package.
Efforts to improve the accuracy of the financial aid processes will include developing and providing online training sessions, to ensure accurate information provided to new and perspective students, specifically regarding Amberton processes to meet Federal Financial Regulations.	Administrative Services - Financial Aid	5b	Training is being conducted weekly with staff, with assessment of learning (quiz), to improve foundational knowledge of processes, with the goal of improving accuracy (for manual processes). With the newly provided Amberton-themed power point template (thank you Heath Cromwell), the training materials can be presented in this format, for a professional presentation to Student Services Advisors, in assisting new and perspective students. The training process is ongoing, with the transition to the next FSA funding year.
Establish a comprehensive recruitment contact list specifically targeting corporate organizations, municipalities, and community colleges within the North Texas region.	Enrollment Management	1a	Not Completed and moved to the 2025-2026 Academic Year following a reorganization of the Outreach and Recruitment area.
Increase the number of new applications through targeted recruitment strategies, enhanced outreach efforts, and optimized application processes, with progress assessed after each session to evaluate effectiveness and make necessary adjustments.	Enrollment Management	1a	A sustained new student increase has not been achieved and the action plan has been revised and moved to 2025-2026 following reorganization of the Outreach and Recruitment area.
The overall focus for corporate recruiting will continue to connect with companies that offer tuition assistance to employers, while servicing the needs of our established relationships.	President - Corporate Recruiting	1a	Not Completed and moved to the 2025-2026 Academic Year following a reorganization of the Outreach and Recruitment area.

2024-2025 Departmental Goals/Action Plans	Department	Strategic Objective Alignment	2024-2025 End of Year Progress
Coordinate the activities of the Strategic Planning Committee (SPC) and provide comprehensive input to the AU President.	Strategic Services	5b	For the first time, a cross-section of AU employees (faculty and staff) participated on a strategic planning panel. The SPC participants submitted their inputs for the 2025-2030 Strategic Plan to AU's President. This same SP Team reviewed the 2025-2030 a year later to determine if modifications were needed.
Create an Amberton University Academic advising syllabus for use with all new students in Spring 2025.	Student Services	1b	This advising syllabus is complete and implemented in 2025-2026.
Create an Amberton University Customer Service Staff Development Program.	Student Services	5c	Complete: A pilot training session was conducted by Dean Oscar Lopez in Fall 2024 with 22 staff in attendance. The Six Pillars of Service Excellence at Amberton University poster was created and distributed to all employees and posted in workspaces and breakrooms. The presentation will be posted on the future Moodle AU Staff Development course as well as the Student Services Onboarding course.
Evaluate and recommend a software program to document advisor notes and case management contacts to improve the process for advisor/student interactions.	Student Services	3a, 3b	Complete: The advising department, in collaboration with Dr. Palmer, has identified HubSpot, AU's new CRM as the appropriate tool to document advisor notes and case management contacts for advisor/student interactions.
Conduct a facilities audit to assess the current condition of Garland Campus facilities for the purpose of identifying most current and pressing need for improvements.	President	4a	Complete – A comprehensive walkthrough of the Garland campus has been successfully completed. Identified items for updates or changes have been documented and will be presented for discussion at the Board of Trustees meeting scheduled for March 20 th , 2025. This activity is ongoing.
Comprehensive review of the AU Policies and Regulations Manual for organizational structural efficiency, effectiveness, and relevancy. Potential changes to be proposed to the Board of Trustees.	President	5a, 5b	Complete: The President has conducted a complete review and made recommendations identified to the Board of Trustees.



2024-2025 Departmental Goals/Action Plans	Department	Strategic Objective Alignment	2024-2025 End of Year Progress
Reimagine AU staff professional development for effectiveness and timeliness.	President	5c	Ongoing - Work has commenced with the introduction of a new customer service professional development workshop, which was offered in Fall 2024. A Staff Development Day was held June 18th, 2025 and will be held again in 2026. Faculty & staff will be encouraged to provide input regarding future professional development opportunities.
The President of AU will ensure the current efficiency and effectiveness of university hardware and software technology for optimal performance academically and administratively.	President	5d	Ongoing – The technology infrastructure will be an ongoing project for the duration of the five-year strategic plan. While there have been accomplishments, there is more to be made.
The President of AU will initiate an inaugural Alumni event to gauge interest in creating an AU Alumni Association.	President	1d	Complete and successful but Ongoing. Amberton Alumni ambassadors have been identified. This action plan will continue for the duration of the five-year strategic planning period.

Department	2025-2026 Departmental Improvement Goal	Strategic Objective Alignment
Student Services	Provide opportunities for academic advisors to participate in professional development activities which focus on topics relevant to higher education academic advising.	1b
	Improve client-centered services to new students attending Amberton University, specifically New Student Orientation.	1b
Academic Services	Ensure successful accreditation processes.	2a
	Continually improve academic offerings.	2a
	Improve Academic Services communication processes.	5e
	Successfully implement the newly accredited Master in Healthcare Administration Program.	2a
	Develop and implement Articulation Agreements / Pathways with primary Community Colleges in the DFW metro area.	1a
Academic Services - Academic Assessment	Provide regular and just-in-time training for faculty regarding the assessment of student learning outcomes. - goal 3 carried over from 2024-2025	2a
	Begin the process of establishing a continuous Feedback Loop for Degree Program Assessment. - Goal 4 carried over from 2024-2025.	2a
	Align Assessment Practices with Strategic Planning Initiatives. - goal 5 carried over from 2024-2025	2a
Financial Aid	Improve the quality and efficiency of financial aid services provided to Amberton University students through increased automation.	1b

Department	2025-2026 Departmental Improvement Goal	Strategic Objective Alignment
Administrative Services	The Executive Vice President (EVP) will begin the process to identify and document all key work processes under his supervision in Administrative Services.	5b
	The Executive Vice President (EVP) will work collaboratively with Student Services staff to identify software for the effective and efficient handling of student transcripts.	3a
	The Executive Vice President will work collaboratively with the President of Amberton University to design and document a Facilities Master Plan for presentation to the Board of Trustees.	4a
	The Executive Vice President and staff will improve Campus Web online services for students with regard to tuition payment.	3a
	The Executive Vice President will continue the process for evaluating the technology needs at Amberton University taking into account server capacity, desktop technology needs, and data access.	3a
Corporate Services	The Director of Corporate Services focus on corporate partnerships in the healthcare area as AU begins its new Master of Healthcare Administration program in fall 2025.	1a
Strategic Services	The Vice President of Strategic Services (VPSS) will document all key work processes in Strategic Services for effective knowledge transfer.	5b
	The Vice President of Strategic Services (VPSS) will continue to monitor and review progress on the 2025-2030 Strategic Plan Goals and Objectives.	SP Goals 1-5

Department	2025-2026 Departmental Improvement Goal	Strategic Objective Alignment
President	The president of AU will continue the process of piloting an Amberton University Alumni organization.	1b, 1d
	The President of Amberton University will continue assessing the current condition of campus facilities for the purpose of identifying needed improvements and to develop a Facilities Master Plan in preparation for the upcoming SACSCOC decennial.	1c, 4a
	The president of Amberton University will ensure continued organizational structural efficiency, effectiveness, and relevancy.	5a,d
	The president of Amberton University will continue the process of reimagining an effective, efficient, and timely process for staff professional development.	5c
	The president of AU will continue to ensure the current efficiency and effectiveness of university hardware and software technology for optimal performance academically and administratively based on feedback from AU faculty, staff, and students.	3a
Academic Services - Faculty Training	Evaluate and refine the new faculty mentoring program developed during the 2024-2025 academic year.	5e
Academic Services - Instructional Services	Automate the syllabus process.	2b
Academic Services - Library	Improve efficiency and customer service to student using the Amberton LRC	1b
	Expand Amberton library services to address student career and job search needs.	1b
Administrative Services - Bursar	Operational Efficiency: Streamline financial operations using technology and best practices.	3a
	Document essential processes and establish plans for smooth staff transitions.	5b

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