



University of Arkansas at Pine Bluff

Growing the Pride

2015-2020 Strategic Plan





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CHANCELLOR'S MESSAGE



I am pleased to present the University of Arkansas at Pine Bluff Strategic Plan. This five-year Strategic Plan 2015-2020 reflects our commitment to academic excellence in meeting the changing needs of the students we serve. This is an exciting time for UAPB as we sharpen our focus on providing an enriching academic 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 priorities and the principles we stand on. Second, it is a statement of accountability. 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. Our strategic priorities and goals were determined with this vision in mind. While we worked to provide a focused and clear direction for UAPB over the next five 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 amazingly different than it has been in recent decades.

The strength of UAPB lies in our ability to adjust and adapt to changing needs and demands. As such, we are committed to being more student-focused and more responsive to change with the goal of increasing student success and the removal of impediments to student retention, progression, and timely graduation. This plan is our commitment to become the university of choice 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 UAPB Strategic Plan is the result of hard work by the Strategic Planning Committee and input from students, faculty, staff, alumni, and a diverse group of stakeholders. The realization of our goals will require the continued work of the entire university community, the support of alumni and other stakeholders, and the commitment of leadership. The plan is designed to be dynamic in nature. Throughout the next five years, we will evaluate whether the plan is meeting expectations and adjust it accordingly. I anticipate looking back at this plan five years from now with a sense of pride in what can be accomplished through dedication, collaboration, innovation, and hard work. Through our combined efforts, we will succeed as we continue *Growing the Pride*.

Sincerely,

Dr. Laurence B. Alexander, Chancellor



CHAIRPERSONS' MESSAGE



On behalf of the University of Arkansas at Pine Bluff Strategic Planning Committee, and representing Chancellor Laurence B. Alexander and the UAPB Board of Visitors, we are very pleased to present to you our 2015-2020 Strategic Plan.

Like most institutions of higher learning, we share national concerns about retention and graduation rates, quality and excellence, and accountability. We used these concerns and others as we developed UAPB's 2015-2020 Strategic Plan. Our goal was to develop a forward-thinking, ambitious agenda that will guide us through the next five years as we work to recruit, retain, and graduate our students. We envisioned a plan that articulated the overall vision for the University as outlined by the Chancellor and the University as a whole, and to oversee the alignment of this vision with the goals and strategies in the Strategic Plan.



As Co-Chairpersons of the Strategic Planning Committee, we are grateful for the support, determination, and collaborative efforts of the Committee and its members over the past six months. Members were selected to represent every segment of the University and included faculty, staff, administration, students, and members of the community at large. As we emerge from this process of strategic planning, we do so with a heightened awareness of the University's progress and future potential.

Across the state of Arkansas and around the world, we are all working in an environment of accelerating local, national, and global change. To position UAPB to thrive in this dynamic environment, the Committee has developed a strategic plan that will guide our decision making. This plan, which is described in greater detail throughout this document, fully incorporates strategic goals and strategies, ongoing measurement, consistent



alignment of resources to objectives, and a commitment to communicating our progress.

Thank you very much for your support of our efforts.

Sincerely,

A handwritten signature in black ink that reads "Jacquelyn W. McCray".

Dr. Jacquelyn W. McCray, Interim Vice Chancellor for Academic Affairs

A handwritten signature in black ink that reads "Margaret Taylor".

Mrs. Margaret W. Taylor, Director of Institutional Research



STRATEGIC PLANNING COMMITTEE

Dr. Jacquelyn W. McCray, Co-Chair

Mrs. Margaret W. Taylor, Co-Chair

Dr. Laurence B. Alexander

Dr. Mary E. Benjamin

Mr. Elbert Bennett

Mr. Carlton Brewer

Mrs. Janet P. Broiles

Mrs. Staphlea Campbell

Dr. Fredda D. Carroll

Mrs. Mattie P. Collins

Hon. Senator Stephanie Flowers

Dr. James O. Garner, Jr.

Dr. Steve E. Lochmann

Atty. Carla M. Martin

Dr. Linda L. Okiror

Dr. Sederick Rice

Dr. Andrea Stewart

Chief Maxcie Thomas

Mr. James B. Tyson

Ms. Joyce Bracy Vaughan

Mr. Robert Wall

Mrs. Alyse Wells-Kilbert

Dr. Ann Williams





EXECUTIVE SUMMARY

In 2014, the University of Arkansas at Pine Bluff (UAPB) engaged in a strategic planning process to develop a comprehensive plan **to guide the institution over the next five years.** During the past several months, UAPB has worked to develop this strategic plan. This document describes how, over a period of five years, UAPB will move into the future.

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 UAPB's most critical needs and priorities that must be addressed in order to ensure UAPB's future. The premise of the strategic plan is for UAPB to be ideally positioned to continue to meet the educational needs of a racially, culturally, and economically diverse student population. This plan recognizes and capitalizes on UAPB's legacy. One of the major objectives of the strategic planning process is the establishment, communication, and execution of UAPB'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 UAPB to adapt, take advantage of its opportunities, and manage the strategic priorities and goals that are critical to achieving its vision.

This plan challenges UAPB to optimize its resources and utilize strategic approaches to achieve greater effectiveness, efficiency, and responsiveness in providing a quality learning environment. It is aggressive and focuses on strategic priorities, which are critical in maintaining a student-centered and student-focused institution. This plan also aligns with the goals of the University of Arkansas System that focus on student achievement and success. Most important, the plan recognizes that in order for UAPB 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 enrollment growth that is so critical to UAPB's future.

WHY A STRATEGIC PLAN?

The primary objectives of the plan are to:

1. meet the current and future needs of UAPB relative to the recruitment, retention, and graduation of globally competitive students;
2. establish goals, objectives, and measurable outcomes for the future;



3. identify actions necessary to achieve goals, objectives, and outcomes; and
4. provide the flexibility needed to take advantage of changes in our environment that are critical to meeting the needs of students.

The UAPB Strategic Plan prioritizes the work of the institution for the next five years. It was developed with careful consideration of the feedback received from the key stakeholders including faculty, staff, alumni, community leaders, and students and is the result of a vigorous and often times passionate series of conversations and discussions about UAPB's future. The plan is shaped with the understanding that change is a fact of organizational life, and UAPB will remain flexible and adapt its goals as warranted. In such a rapidly evolving and changing higher education environment, we presume our 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. As we move 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 five years contribute directly to addressing our strategic priorities.

STRATEGIC PRIORITIES AND GOALS

Five strategic priorities emerged from the input gathering and feedback during the development of the strategic plan. These five strategic priorities serve as the organizing framework for the strategic plan. For each priority, one or more strategic goals were developed and actions steps were identified for each strategic goal. The strategic priorities, goals, and initiatives are the foundation for the University of Arkansas at Pine Bluff 2015-2020 Strategic Plan.

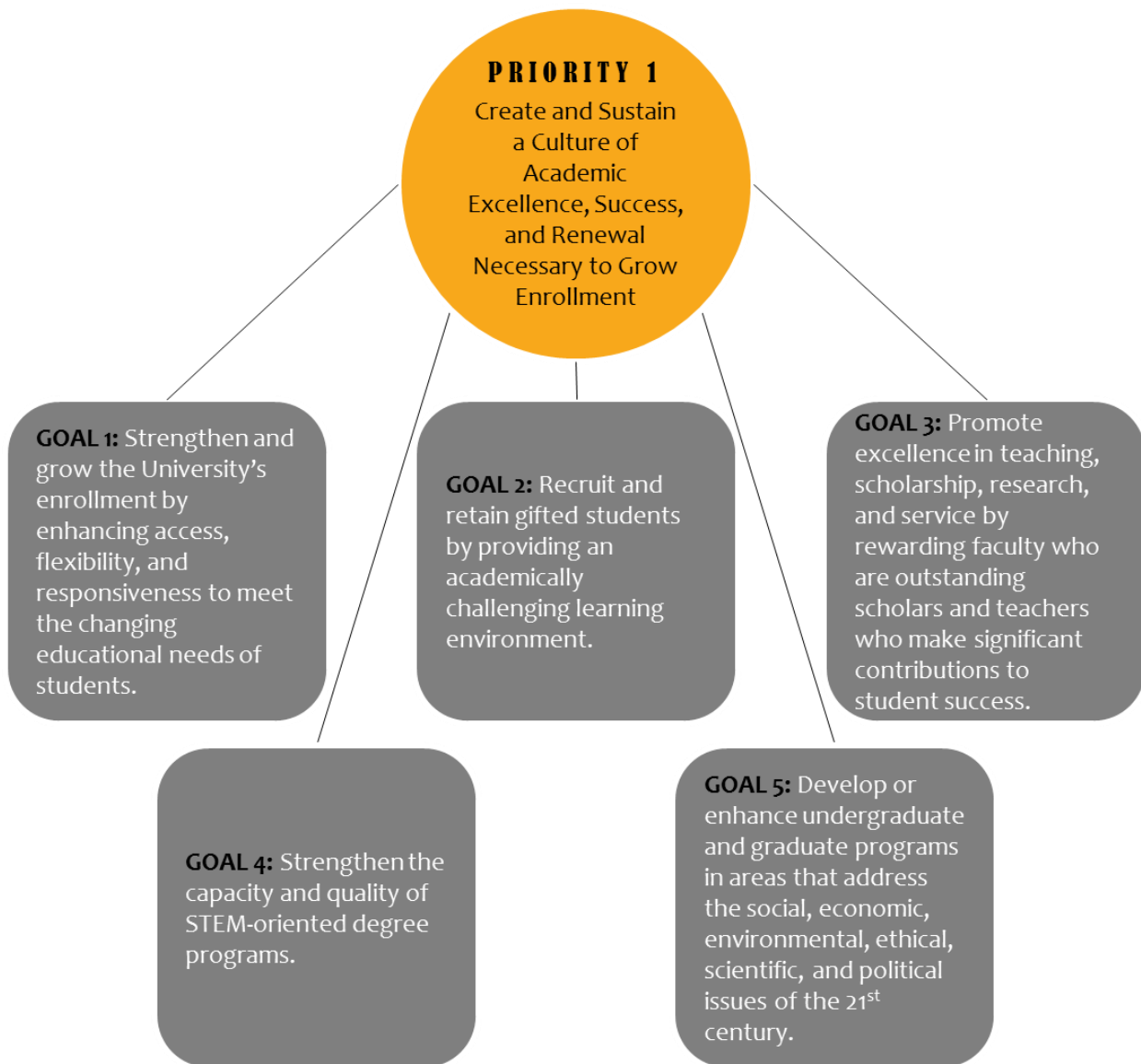


PROPOSED STRATEGIC PRIORITIES

- 1* Create and Sustain a Culture of Academic Excellence, Success, and Renewal Necessary to Grow Enrollment
- 2* Increase the Effectiveness and Efficiency of University Operations and Systems
- 3* Modernize and Upgrade University Infrastructure and Facilities
- 4* Strengthen the Capacity to Attract Diverse Streams of Revenue and Resources
- 5* Enhance and Improve UAPB's Reputation and Visibility



PROPOSED STRATEGIC GOALS





PRIORITY 2

Increase the Effectiveness and Efficiency of University Operations and Systems

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

GOAL 2: Continue to improve programs and services through a systematic and ongoing process of planning, assessment, and review to create an environment that is accessible and welcoming to students, staff, faculty, alumni, and the greater community.

PRIORITY 3

Modernize and Upgrade University Infrastructure and Facilities

GOAL 1: Fully modernize campus facilities and infrastructure to create an environment that is accessible and inviting to students, staff, faculty, alumni, and the greater community.

GOAL 2: Adopt a Comprehensive Campus Master Plan to improve and maintain the University's physical facilities in order to enrich the teaching and learning environment.



PRIORITY 4

Strengthen the Capacity to Attract Diverse Streams of Revenue and Resources

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 a comprehensive fund-raising campaign to support the University's goals and initiatives.

PRIORITY 5

Enhance and Improve UAPB's Reputation and Visibility

GOAL 1: Communicate the role and the value of the University by the consistent messaging of the University's mission, vision, goals, and core values.

GOAL 2: Create internal and external awareness of the University's outstanding contributions and its role as a critical resource and valuable partner in advancing cultural, economic, and educational aspirations.



IN CLOSING

This strategic plan is the result of a commitment to UAPB’s transformation and renewal, and is intended to provide direction and serve as a dynamic, living document that evolves as UAPB adjusts and adapts to emerging challenges and opportunities. Ultimately, the plan is designed to ensure UAPB’s future legacy as the institution of choice for students, faculty, staff, and employers of our students.



MISSION, VISION, VALUES

MISSION STATEMENT



“The University of Arkansas at Pine Bluff is a public comprehensive HBCU 1890 Land-Grant institution. The University embraces its land-grant mission of providing cutting edge research, teaching, outreach, and service programs that respond to social and economic needs of the state and region. Its mission is to promote and sustain excellent academic programs that integrate quality instruction, research, and student learning experiences responsive to the needs of a racially, culturally, and economically diverse student population. Ultimately, the University is dedicated to providing access and opportunity to academically deserving students and producing graduates who are equipped to excel through their contributions and leadership in a 21st century national and global community.”

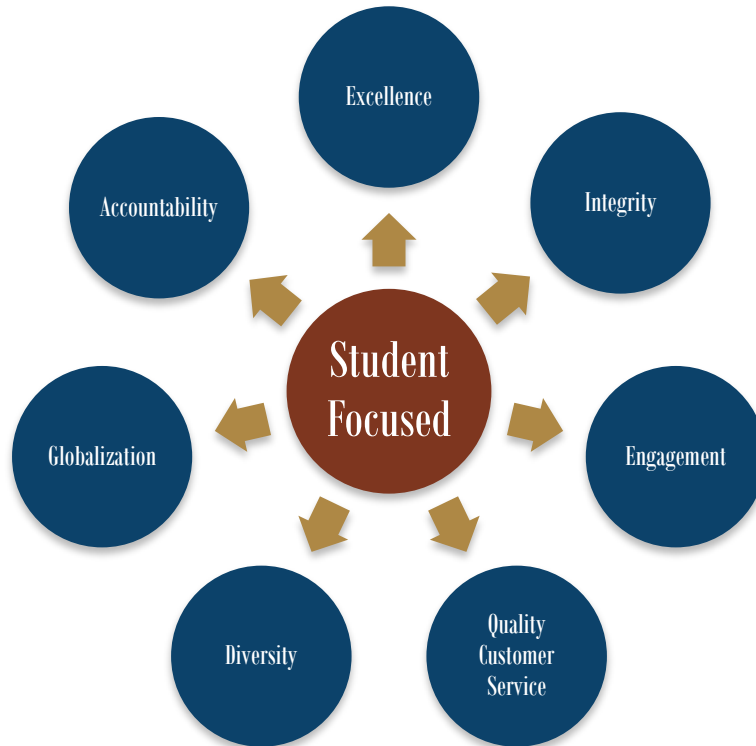
VISION STATEMENT



“The University of Arkansas at Pine Bluff will be widely recognized as the University of choice for students, faculty, staff, and future employers of our students. UAPB will be renowned nationally and internationally for excellence in teaching, research, service, and outreach with exceptional academic programs and globally competitive students. As a pre-eminent land-grant institution, UAPB will enrich the lives of people in the Arkansas Delta and beyond.”



VALUES



STUDENT FOCUSED ▶ UAPB promotes the intellectual, physical, social, and professional development of students in all facets of University life.

EXCELLENCE ▶ UAPB is committed to the highest levels of achievement in all aspects of operations.

INTEGRITY ▶ UAPB maintains the highest standards of ethical professional practices in all that it does.

ENGAGEMENT ▶ UAPB extends its reach and impact in the region through partnerships and collaboration with individuals, public and nonprofit agencies, community groups, educational institutions, and businesses.

QUALITY CUSTOMER SERVICE ▶ UAPB provides an environment of respectful, polite, and consistently excellent service to its internal and external constituents.

DIVERSITY ▶ UAPB respects and embraces diversity and actively supports efforts that combat prejudice, stereotyping, and discrimination.

GLOBALIZATION ▶ UAPB promotes internationalization and prepares globally aware and astute students for the 21st century.

ACCOUNTABILITY ▶ UAPB is a responsible steward of public and private resources and the public trust.



INTRODUCTION

Since its establishment, the University of Arkansas at Pine Bluff 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 leadership role in providing excellent academic programs and serving as the region's leader in higher education. The 2015-2020 UAPB Strategic Plan sets the stage for bold and focused action that will further distinguish UAPB as a leader and an institution renowned for its outstanding academic programs, cutting edge research, scholarship, and national reach.

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 and expanding higher education marketplace. The plan also represents windows of opportunity and a commitment to positioning UAPB as a leading institution with a diverse student population and stellar faculty who are fully engaged in the intellectual, cultural, and social development of UAPB's students.

When viewed in its totality, the UAPB 2015-2020 Strategic Plan is a roadmap for guiding the future and utilizing UAPB'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.



UAPB AT A GLANCE

Created in 1873 by the State Legislature and located in the heart of the Arkansas Delta, UAPB is the second oldest public university in Arkansas, the only public historically black institution in Arkansas, and one of only nineteen 1890 land-grant institutions in the country. As an 1890 Land-Grant HBCU, UAPB grew out of the vision that higher education was important to the future of the region and the state. When first established, UAPB operated as Branch Normal College, a branch of the Arkansas Industrial University (now the University of Arkansas) with



the primary goal of preparing teachers. With the passage of the Second Morrill Act of 1890, Branch Normal became a land-grant institution and its curriculum was expanded to include instruction in agriculture and the mechanical arts and associated trades. In 1921, the name was changed to Arkansas Agricultural, Mechanical and Normal School (AM&N) to reflect its land-grant mission and its original goal of training teachers. The name was changed to AM&N College in 1927 when the institution transitioned into offering a four year collegiate curriculum.

During a 47 year period from 1927 to 1972, AM&N College operated as an independent institution. In 1972, AM&N was merged into the University of Arkansas System and was renamed the University of Arkansas at Pine Bluff and holds the distinction of being the only HBCU in the UA System. Since its inception over 140 years ago, UAPB has developed into a comprehensive land-grant institution with a diverse student body and cutting edge academic programs delivered through four schools and the University College. In recent years, UAPB has achieved distinction for several emerging fields including nanotechnology, biomedicine, agriculture, aquaculture, biotechnology, nutrition, water, and farm management.

Today UAPB offers 30 undergraduate degrees, eight master's degree and a Ph.D. program in Aquaculture Fisheries that is recognized as one of the leading programs in the country. The



program also plays a vital role in supporting Arkansas's multi-million dollar catfish and baitfish industries. In recent years UAPB has leveraged its national reputation in aquaculture fisheries to acquire more research dollars in related fields. UAPB now ranks fourth in the State for the amount of research funding among institutions in the University of Arkansas System.

Through its partnership with the National Science Foundation (NSF) and other funders, during the past decade UAPB has focused on growing its capacity to increase the number of minorities and women choosing Science, Technology, Engineering, and Mathematics (STEM) careers. UAPB is the lead institution for the Arkansas Louis Stokes Alliance for Minority Participation (ARK-LSAMP) and has operated the UAPB STEM Academy since 2003. Since the STEM Academy's inception, the first year fall-to-fall retention rate of student participants in



the program increased with each successive class. The fall-to-fall retention rates for cohort classes since 2009 are 80 percent for 2009-2010; 81.3 percent for 2010-2011; 87 percent for 2011-2012; 93.1 percent for 2012-2013; and, 93.3 percent for 2013-2014. The recently completed STEM Academy and Conference Center is another indication that UAPB is ideally positioned to continue to play a major role in expanding the STEM pipeline for minorities and women pursuing STEM careers. In Fall 2014, total STEM enrollment for undergraduates was 827 and 26 for graduate students.

In addition to STEM related areas, UAPB continues to play a significant role in teacher education, business development, and regulatory science. Regionally UAPB is the institution of choice for students interested in teacher education and is responsible for training a majority of minority teachers in the Arkansas Delta. UAPB's program in regulatory science is widely acclaimed and has been designated a Center of Excellence by the U.S. Department of Agriculture.

UAPB has a legacy of being a student-focused, success-driven, and mission-based institution. As UAPB moves into the future, *Growing the Pride* is much more than a catch phrase; it signals a rededication to enhancing the customer service, student success, and excellence that have always been major attributes of UAPB's legacy and will ensure UAPB's continued success in the future.

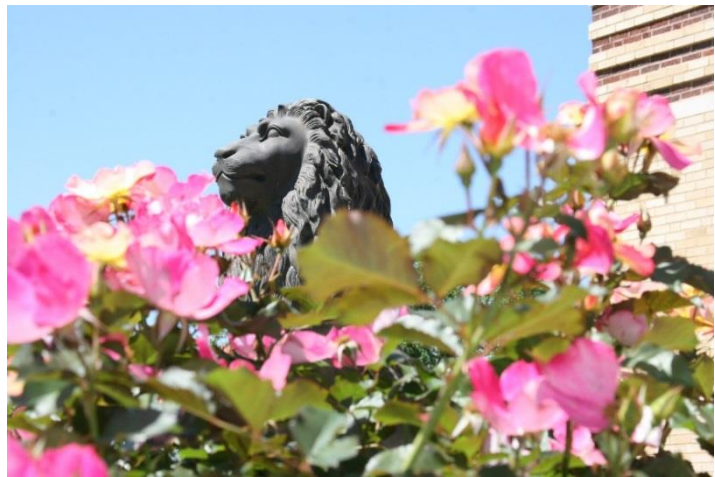




PLANNING PROCESS

BACKGROUND

The 2015-2020 UAPB Strategic Plan is the cornerstone of transformation and renewal as UAPB shapes its future and applies strategic priorities to the allocation of resources. UAPB aspires to build a culture of excellence and success that is embedded in all aspects of the University's academic and administrative operations. The pursuit of this culture is accompanied by a vision that projects UAPB 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 UAPB's many assets and strengths. In recognition of UAPB's historic legacy and present strengths and assets, the 2015-2020 Strategic Plan provides a vision for the future and commitment to UAPB'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 community environment of UAPB.



Over the past year, UAPB has invested significant effort and resources in the strategic planning process. This effort has been undertaken to position UAPB for the future by identifying and focusing on UAPB's many strengths and assets. Most important, these efforts have been undertaken to position UAPB as the institution of choice for a racially, culturally, and economically diverse student population. The strategic planning process provided an opportunity for UAPB to ask the question:

What should UAPB 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 UAPB is commonplace across the current higher education landscape. In an environment challenged by unprecedented budgetary shortfalls and other factors that impact all institutions, a strategic plan provides a unique

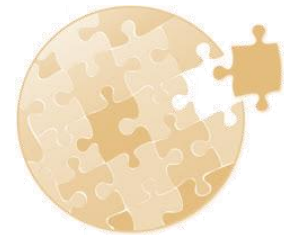


opportunity to look beyond short-term budgetary limitations and other challenges by focusing on strategic goals that provide the basis for allocating resources to the highest priority needs and assuring a future that is academically, operationally, and fiscally sustainable.

UAPB's 2015-2020 Strategic Plan provides a roadmap for change and renewal within the framework of UAPB'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 2015-2020 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 2014, UAPB issued a RFP to identify and select a consultant to assist with the strategic planning process. Following the completion of a very thorough consultant selection process, UAPB awarded a contract to MGT of America, Inc. (MGT), a national management consulting and research firm, to facilitate the development of UAPB's strategic plan.



To provide strategic direction and guidance, the UAPB Chancellor appointed a strategic planning committee to work in partnership and collaboration with MGT throughout the strategic planning process.

The strategic planning process started in May 2014, with a series of meetings between the UAPB 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 UAPB 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 June 2014, UAPB launched a process to gather staff and community input regarding the University's future direction. The input gathering was designed to test assumptions about stakeholder perceptions and to develop a deeper understanding of the community's opinions and perceptions about the areas where the community most wants to see the UAPB focus resources. Input for this plan was gathered over a six-month period through a series of community forums, staff forums, community survey, and key informant interviews. During this same period, the strategic planning committee conducted several strategic planning



sessions to review the results of the input gathering and to address mission, vision, values, strategic priorities, and other components of the strategic planning process.

Another key factor in the planning process was the “Transformation 2025 Strategic Plan” for the University of Arkansas System, which is based on six overarching system goals that focus largely on student achievement and success. It is against this backdrop of state-level and institutional initiatives that the UAPB’s strategic planning process was initiated by Chancellor Alexander, with the appointment of two co-chairs and the Strategic Planning Committee in May 2014. The strategic planning process was embarked upon to:

- build on UAPB’s considerable strengths and assets;
- foster a culture of academic excellence and success;
- achieve increased efficiency and sustainability;
- foster a student first and student focused culture;
- build and sustain partnerships;
- solicit input from the entire community;
- develop a manageable number of goals and priorities tied to budget; and
- establish measureable goals and accountability and assessment protocols.

Over a period of several months, the 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 five 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; and



- ▶ formulated draft strategies to achieve strategic goals and initiatives.

The Committee issued a draft strategic plan in September 2014, and forwarded it to the Chancellor for his review. Following the Chancellor’s review, the strategic plan was submitted for comments by the university community and to the UAPB Faculty Staff Senate, the University of Arkansas System President, and the UA Board of Trustees. The UA Board of Trustees approved the major elements of the plan—mission, vision, values—on January 21, 2015.



and economic development. In many respects the future is dependent upon how technology is managed and utilized to support student learning and engagement. Today's students use technology in ways that could not have been imagined just a few short years ago and technology is re-shaping all aspects of academic and 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 UAPB:

- 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, and
- 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 UAPB was conducted. The environmental scan was designed to support and inform UAPB's strategic planning process which was premised on building on UAPB'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 UAPB'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. Many HBCUs are facing too much debt with too few students enrolled and too few dollars coming in from alumni and other sources. 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 futures. 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. Currently, there are approximately 15 openings for HBCU presidents across the nation and more openings anticipated by the end of this academic year. The large number of openings at HBCUs suggests demand for leaders to effectively guide, steer, and propel HBCUs into the future may exceed the available pool of talent.

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 UAPB 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 strategic plan, the environmental scan, was designed to account for UAPB'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. UAPB'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 UAPB's focus for the next five years.

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

Points of Pride

- UAPB has a tremendous legacy and historical value;
- UAPB has rich history of providing educational opportunities for first generation students;
- Faculty are viewed as caring, engaged, and invested in UAPB's students;
- UAPB offers a nurturing, family-oriented environment to its students;
- UAPB students and alumni are its strongest advocates and ambassadors; and
- Several academic programs are nationally recognized.

KEY INSTITUTIONAL CHARACTERISTICS

Institutional Characteristics

UAPB is member of the University of Arkansas System and is governed by a Board of Trustees. The University's main campus is located in southeast Arkansas with an additional site in North Little Rock, Arkansas. The University offers nearly 40 undergraduate and



graduate degree programs through its Schools of: Agriculture, Fisheries, and Human Sciences; Arts and Sciences; Business and Management; Education; and University College.

UAPB is an open admission institution and enrolls over 2,500 students whose geographic origin hails from 40 different states and over 20 foreign countries. In 2013, the top 25 percent of students enrolled at UAPB received a composite score of 20 or higher on the ACT, while the bottom 25 percent of enrolled students received a composite score of 15 or lower. The diverse student body includes one percent Asian American, 92 percent Black, one percent Hispanic, one percent International, four percent White, and one percent other. Enrollment by gender is 46 percent male and 54 percent female.

The University employs over 167 faculty and over 650 full-time faculty, staff, and administrators and is one of the largest contributors the City's economy and workforce. UAPB has a diverse stellar faculty with more than 60 percent having earned doctoral degrees. The 15-to-1 student-to-faculty ratio allows for a learning environment with close interaction between teachers and students.

Over the past decade, UAPB has conferred 4,251 baccalaureates and master's degrees to its student graduates in disciplines including Education, STEM (Science, Technology, Engineering, and Mathematics), Business Management, Agriculture, Aquaculture/Fisheries and the Arts. The average graduating class size is 425.

UAPB was awarded the *2014 Military Friendly Schools Designation*, an honor awarded to the top 20 percent of colleges, universities, and trade schools in the country that are doing the most to embrace America's military service members, veterans, and spouses as students and ensure their success on campus.

UAPB is a member of the National Collegiate Athletic Association (NCAA)-Division I and the Southwest Athletic Conference (SWAC). Student-athletes participate in the intercollegiate sports of: baseball, football, golf, men's and women's basketball, track/cross country and field, soccer, tennis, softball, and volleyball.

Over 25 percent of the student population join the more than 90 student organizations available to them for co-curricular (out-of-class) activities. These organizations include: Department Clubs and Professional Societies, Governing Boards (Student Government Association), Social Fraternities/Sororities, Honor Societies, and the internationally renowned Vesper Choir and Marching Band.



Peer Comparison

For planning purposes, UAPB selected six *peer* institutions for comparison on a variety of strategic indicators. Those institutions are:

- Alcorn State University
- Fort Valley State University
- Norfolk State University
- Southern Arkansas University
- Southern University at New Orleans
- University of Arkansas at Monticello

The following exhibits depict how UAPB 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

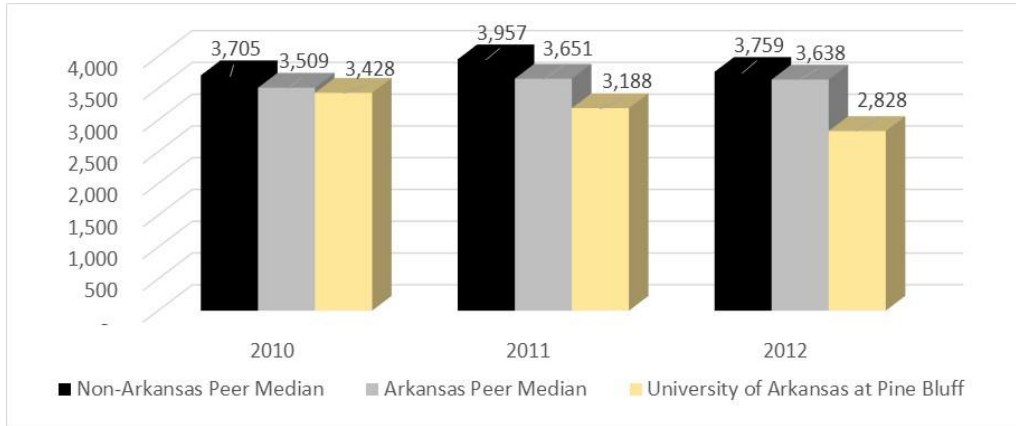
For purposes of comparison, in-state peers (Southern Arkansas University and the University of Arkansas at Monticello) are considered separately from the out-of-state cohort. As shown in the charts that follow, on a number of measures UAPB compares favorably to the two groups of peer institutions. While UAPB does not compare favorably to each group on every measure, the peer comparisons help to 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 UAPB was lower than both the Non-Arkansas and Arkansas peer median from 2010 through 2012. While both peer groups increased their enrollments, enrollments at UAPB have declined over the recent three-year reporting period. Median Non-Arkansas peer enrollment growth was one percent, while Arkansas peers maintained a median growth of



four percent. UAPB enrollments declined 18 percent between 2010 and 2012. Enrollment growth will be a key to the future success of the University.

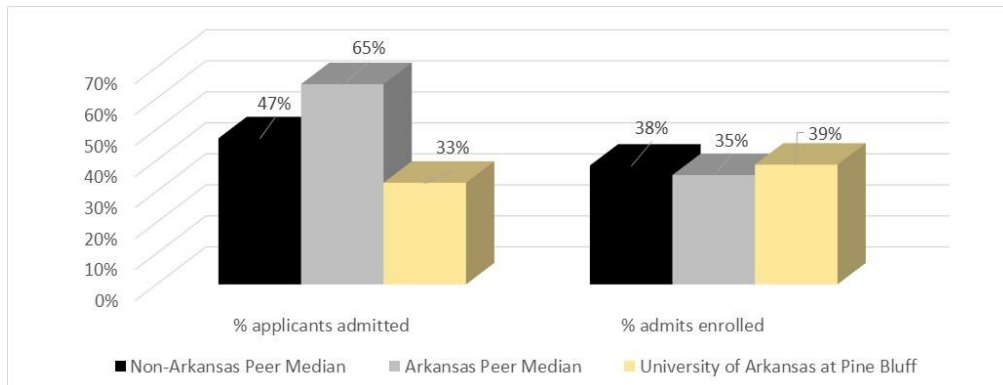
TOTAL ENROLLMENT 2010-2012



Source: IPEDS data accessed September, 2014.

UAPB admissions are more selective than the peer median, with 33 percent of applicants admitted as compared to 47 percent at the Non-Arkansas peer institutions and 65 percent at Southern Arkansas University (data from the University of Arkansas at Monticello were unavailable on this measure). However, the percentage of admitted students who enroll at UAPB is comparable to the Non-Arkansas and Arkansas peer median (39%, 38%, and 35%, respectively).

ADMISSIONS SELECTIVITY, 2012

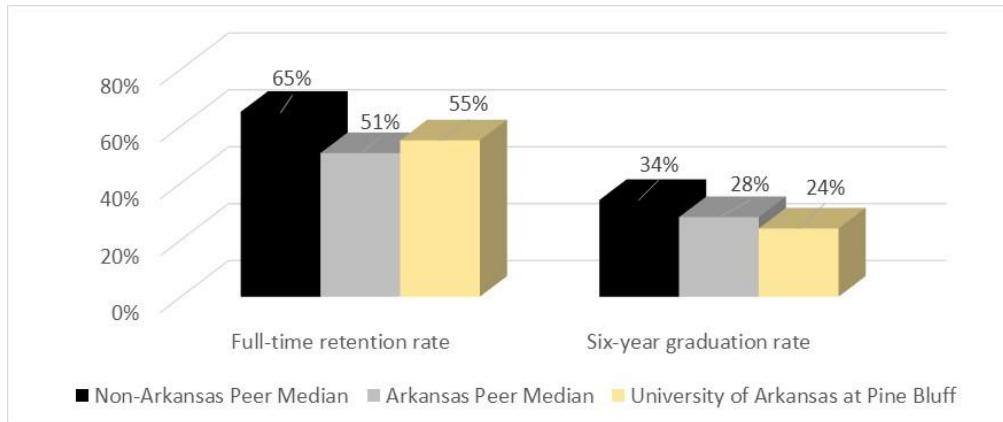


Source: IPEDS data accessed September, 2014.

The UAPB full-time retention rate falls ten points below the Non-Arkansas peer median but four points above the Arkansas peer group. UAPB's six-year graduation rate is 10 points

below the median rate of the Non-Arkansas peer group, but only four points below its Arkansas peers.

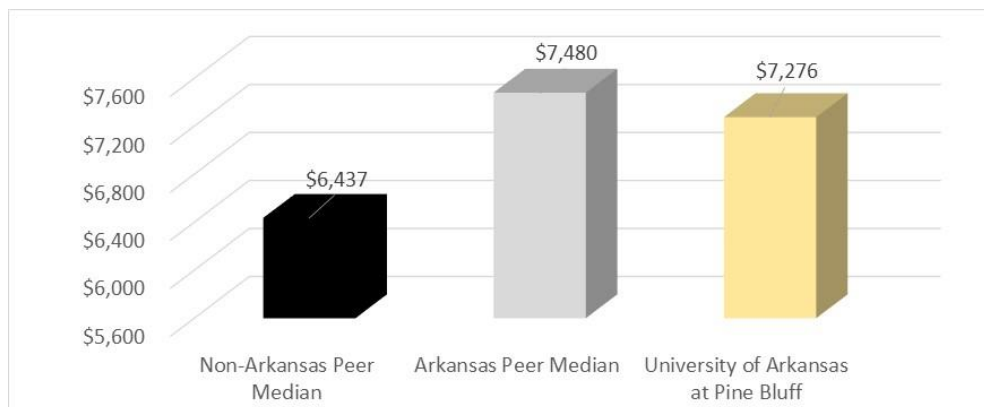
RETENTION AND GRADUATION RATES, 2012



Source: IPEDS data accessed September, 2014.

UAPB students receive, on average, \$840 more in financial aid than students at the Non-Arkansas peer institutions, but \$204 less than those enrolled at the Arkansas peer institutions.

AVERAGE AMOUNT OF AID GIVEN TO UNDERGRADUATES FROM FEDERAL, STATE, OR LOCAL SOURCES, 2012

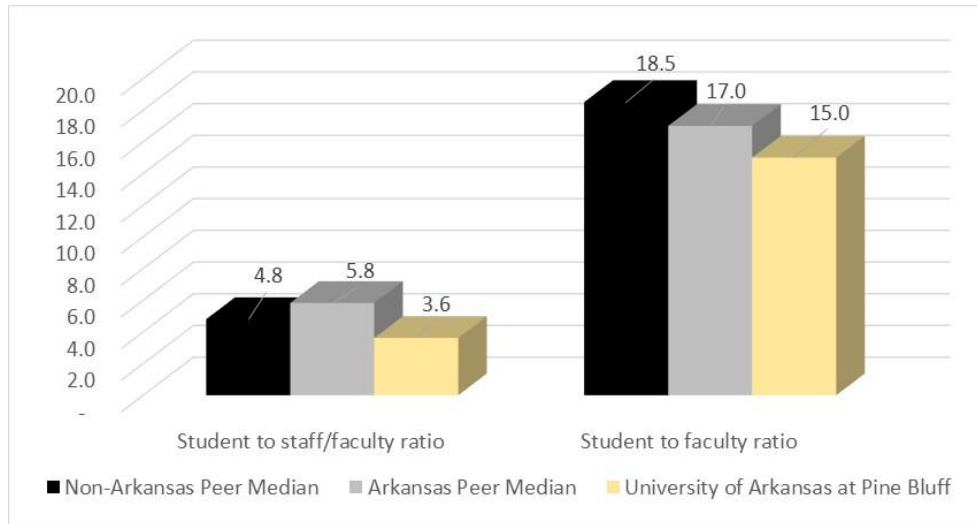


Source: IPEDS data accessed September, 2014.



UAPB offers a lower student to staff/faculty ratio and student to faculty ratio than either the Non-Arkansas or Arkansas peer institution median.

STUDENT TO STAFF/FACULTY AND STUDENT TO FACULTY RATIOS, 2012



Source: IPEDS data accessed September, 2014.

STAKEHOLDER INPUT

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

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

- UAPB Administration
- Deans and Department Chairs
- UAPB Students
- Directors and Middle Managers
- Faculty
- Alumni
- External Stakeholders



Overall, the environmental scan demonstrated there is broad based support for UAPB among its major stakeholders and that UAPB has a number of strengths, which can be maximized in positioning the University to achieve even greater success. Also, there is enthusiastic support for UAPB’s leadership and the direction in which UAPB is heading. The nurturing and family-oriented environment of UAPB provides a strong sense of community, which is valued by students, faculty, and alumni. Organizationally, UAPB has strengthened its capacity to address critical strategic issues by adding units such as the Office of Enrollment Management and Institutional Advancement. Like all institutions, UAPB faces a number of challenges as it moves into the future. However, there is confidence that UAPB is fully capable of confronting its challenges and taking full advantage of the opportunities on the horizon. What follows is a list of the factors identified in the environmental scan analysis and the resulting SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses.

AREAS OF STRENGTH

Campus Culture & Student Living/Learning Environment

- UAPB is described as a student friendly campus, offering a “family” atmosphere, especially appealing to new, first-time college freshmen. (73% of survey respondents agree that UAPB offers a sense of family to undergraduates.)
- Smaller classes provide personal attention from faculty and staff. “Everybody knows your name.” (8 of 10 survey respondents agree that UAPB cares about the success of its students. 77% of those surveyed consider UAPB a “good place to learn”.)
- Considerable number of extracurricular activities, clubs, and organizations are available to UAPB students.

UAPB Leadership

- The new Chancellor and his initiatives, priorities, and expectations are a positive jump start to UAPB improvements and campus morale. (Two-thirds of those surveyed agree that UAPB has a clear and compelling vision for the future.)
- There is a renewed emphasis on relationship building with external stakeholders and alumni. (Nearly 6 in 10 respondents believe the University is responsive to alumni needs.)
- Though limited, available resources are being redirected to meet priority needs.



AREAS OF STRENGTH

Campus Safety & Security

- Student safety is a critical issue for parents, and UAPB police and local law enforcement take this very seriously, continuously monitoring the campus and its perimeter.
- Access points to interior campus areas are closed off at night and there is an extensive network of security cameras in use.
- The UAPB alert system is connected to local and state law enforcement and emergency services.

Facilities/Infrastructure

- Instructional space is regarded as good by internal constituents. (58% of survey respondents agree that academic support facilities are adequate at UAPB.)
- Instructional space is adequate for the array of academic programs at UAPB.

Enrollment Management/Recruiting

- Student recruiting staff and marketing/branding strategies have recently been upgraded and enhanced.
- Freshmen summer camps and early enrollment opportunities for new students, including STEM, majors, have been given additional resources and expanded capacity resulting in the enrollment of new and diverse student populations. Currently 34 percent of all undergraduate students are pursuing degrees in STEM disciplines.
- Based on prospects, first-year student interest in UAPB is increasing.

Career Services

- There was considerable praise for the career service office, staff, and services. Incoming students are introduced to its services and programs, and they have worked to increase assistance and opportunities for upper division students in particular as they approach degree completion. (64% of survey respondents agreed that UAPB adequately prepares students for employment.)



AREAS OF STRENGTH

Community Engagement (Town & Gown)

- With over 650 full-time faculty, staff, and administrators, UAPB is one of largest employers in the county.
- With 650 employees and 2,500 students, the University continues to have a significant impact on the local economy. (51% of survey respondents agree that UAPB actively engages with local citizens and the business community.)
- UAPB is a source of cultural enrichment and political thought to the community via its traditional choir and bands concerts, theatrical productions, and guest lecture series presented throughout each academic year.

Fundraising/Resources

- UAPB has an enthusiastic and vocal alumni base who are very passionate about their school.
- The University's Development office is embarking on new initiatives to support continued resource needs.

Academics

- A number of UAPB academic programs are well respected and produce highly qualified graduates coveted in the marketplace. Note: Add recent trends in the number of UAPB graduates/degrees awarded)
- Attention to STEM related disciplines continues to grow on the UAPB campus. Over 34 percent of undergraduates at UAPB are STEM majors.

Research

- UAPB has developed a strong reputation in certain fields. NOTE: Identify 2 or 3
- UAPB has been successful in generating research dollars. (65% agree that UAPB engages other entities and institutions in basic and applied research.)



AREAS OF VULNERABILITY

Campus Culture & Student Living/Learning Environment

- The campus location, the approach along University Drive, and the area surrounding the campus do not portray the most positive perception for visitors, recruits, and parents.
- Issues with older facilities on campus may likely impact the student experience. (Only 3 in 10 respondents agree that UAPB student activity and housing facilities are adequate.)

UAPB Leadership

- There are several institutional priorities that must be addressed by the UAPB administration, but limited resources may prolong substantial progress.
- Leadership positions across academic, student services, and operational components of the campus are understaffed. Managers are stretched thin, performing multiple roles, some beyond their reasonable capabilities.

Campus Safety & Security

- The campus is intermingled with the adjacent residential neighborhoods, resulting in multiple campus access points.
- Some nearby properties are rundown or abandoned providing at least a perception of an unsafe environment.
- Student sign-up to the UAPB alert system is not mandatory.
- UAPB police are under staffed and under equipped.



AREAS OF VULNERABILITY

Facilities/Infrastructure

- ▶ Student services space is overdue for renovation and improvements. Only 36 percent of survey respondents agreed that student services space is appropriate.
- ▶ The aging and antiquated student union needs to be renovated or replaced. It has a direct impact on recruiting, and the campus life experiences particularly for first-year students. Only 31 percent of survey respondents agreed that student activity facilities are appropriate.
- ▶ Upgrades and improvements also are needed to the freshmen residence halls (more beds, different unit configurations), especially for new and returning male students. Only 30 percent of survey respondents agreed that student housing is appropriate to meet needs.
- ▶ The campus is 98 percent wireless, but Wi-Fi and technology upgrades may be needed, as the expectations and requirements of new students, staff, and faculty change.
- ▶ Research space/facilities are in need of upgrading and expansion to accommodate the rapidly expanding research programs in varied disciplines across the campus.

Enrollment Management/Recruiting

- ▶ In recent years, UAPB has experienced a significant decline in enrollment resulting in a variety of undesirable impacts to the University.
- ▶ Current enrollment/recruitment follow-up systems, staffing, and strategies are being improved with the recent staffing of the Office of Enrollment Management. However, these new systems and structures will require time and resources if the University is to reach critical enrollment goals.

Career Services

- ▶ Career planning goes hand-in-hand with a student's program of studies and student development. Despite efforts of Career Services, the majority of new UAPB students do not fully engage in career planning until later years of their college experience.
- ▶ There is inadequate staffing, tools, and strategies to increase first and second year student utilization and participation in career services planning in early attendance years.



AREAS OF VULNERABILITY

Community Engagement (Town & Gown)

- There is an entrenched history and pattern of disengagement by segments of local residents with the University.
- Consensus opinion suggests a lack of awareness or accurate information about UAPB in parts of the local region and across the state.
- A lack of appreciation for the economic contributions/impact UAPB has on the local business community was noted by stakeholders.

Off-Campus Activities

- The immediate area around campus does not provide a good first impression for visitors, parents, prospective students.
- There are no services or venues for students adjacent to or within close proximity to campus. Students must travel across town to access the mall area, Walmart, and surrounding shops and restaurants. (Only 4 of 10 survey respondents agree that student expectations outside the classroom are being met.)

Fundraising/Resources

- As state funding continues to decline, the University must seek alternative sources of support.
- Local and regional private support is too limited to enact the changes and improvements needed on campus.

Academics

- There is unevenness in the growth of academic programs and some programs are experiencing more growth.
- There is a strong perception that resources for instructional purposes may prohibit the addition of new “in-demand” programs.

Research

- Research and grant funding opportunities in several areas have not been fully maximized.



OPPORTUNITIES FOR GROWTH

Campus Culture & Student Living/Learning Environment

- The friendly campus climate, combined with the rich history and culture of an HBCU, offer an attractive and affordable choice for college-bound seniors from the Delta region and across the state.
- The university plans to have additional customer service training and development campus wide.

UAPB Leadership

- New directives and aggressive enrollment targets should stabilize resources and renew depleted capacities of UAPB.

Campus Safety & Security

- Additional safety features and infrastructure improvements strategically located across campus can enhance safety and security perceptions and realities.

Facilities/Infrastructure

- The campus is in the process of developing a campus facilities master plan.
- There is a desire to have a “one-stop” student services facility.
- A new student center/union will provide a much needed outlet for students.
- Upgrades to residence halls, especially for new and returning male students will enhance campus living.

Enrollment Management/Recruiting

- Aggressive enrollment targets through new student recruiting strategies and marketing/branding efforts have the potential to significantly grow enrollment.
- Continued expansion of freshmen summer programs, early enrollment opportunities, and the focus on STEM programs can have a significant impact on University enrollment
- Focusing on retention efforts, particularly from year 1 to year 2, and a major university initiative targeting retention and completion of African-American males will have a positive impact on graduation rates.



OPPORTUNITIES FOR GROWTH

Career Services

- Expanding opportunities to assist more students in developing an appropriate portfolio of experiences (major and non-academic oriented) to complement their program of studies and career choices will enhance employability of UAPB graduates.
- Additional student internship, work/study, or practicum opportunities that match academic program inventory will increase student exposure to the “World of Work” and provide valuable professional growth opportunities not available in the classroom setting.
- Increased opportunities to capture student and alumni success stories and communicate them internally and externally will positively impact student participation in internships and other career services. It also will aid in efforts to attract more employers to campus and connect them with graduates.

Community Engagement (Town & Gown)

- Institution-wide public relations/communication initiatives are needed to help re-shape perceptions about the value and impact of UAPB.
- UAPB is one of largest employers in the county and seeking opportunities to leverage UAPB’s economic impact should be a major priority.
- UAPB should identify and collect the contributions of the Institution and its employees in the city, county, and region in a “public service and outreach” document that can be distributed broadly as an annual report and used as supplementary materials to describe the impact of the university on the community.
- Providing outreach to involve local residents and businesses in campus instructional, service, social, and entertainment activities/events is a viable strategy for engaging the local community and should be pursued vigorously.
- University administrators and faculty should be more visible in community organizations, forums, and other community efforts to enhance the City’s perception of the value of UAPB to the community.

Off-Campus Activities

- Improving student access to local shopping and entertainment venues will benefit UAPB and the community.



OPPORTUNITIES FOR GROWTH

Fundraising/Resources

- The University must expand its fundraising efforts among alumni, the local community, and businesses that benefit from faculty/staff/student presence.
- UAPB should develop national/local/regional/state-based corporate and individual donors to grow its resource base and consequently the quality and outreach of its programs.
- UAPB should develop partnerships with business and industry to help in acquiring resources needed to prepare a workforce to meet the future employment needs of business and industry.

Academics

- Strategically add several relevant, in-demand degree programs with a focus on completion and job placement.
- Improve salaries for faculty and staff to competitive levels.
- Enhance resources for faculty research and creative activity.
- Develop and support more interdisciplinary and international programs.
- Build on UAPB's strong STEM foundation by adding interdisciplinary and cross disciplinary STEM offerings across UAPB's schools and academic departments.
- Reinstate the nursing program.
- Build on the strength of the notoriety of the Aquaculture program.
- Prepare for the 2016-17 Reaccreditation by the Higher Learning Commission, the University's regional accreditation organization.
- Maintain regional and professional accreditation on accredited programs. Seek professional accreditation in disciplines in which it is offered, but not currently in place.
- Promote the quality of the academic programs through universally posting accreditation information in publications and marketing materials.
- Build interdisciplinary centers for biotechnology research and nanosciences research.



OPPORTUNITIES FOR GROWTH

Research

- Seek new opportunities to connect faculty research interests with local/regional issues, needs, and economic and quality of life initiatives.
- Expand opportunities for faculty research and creative expressions to enhance the professional development of faculty and the rigor of academic programs.
- Increase and expand on the research and economic development initiatives in Aquaculture.

THREATS

Campus Culture & Student Living/Learning Environment

- UAPB's historical HBCU perspective may be lost or unknown to new generations of students.
- The campus and its programs and services must evolve to meet the needs and expectations of today's students.

UAPB Leadership

- There remain pockets of resistance to change across campus.
- Lack of long term stability in senior academic administrators.

Campus Safety & Security

- There is a need to improve campus security by limiting access to the campus.

Facilities/Infrastructure

- There may be a housing capacity deficit if enrollment targets are attained in the next several years.
- The lack of improvements to both the student union and older residence halls place UAPB at a disadvantage.
- The appearance of the campus surroundings to the students, employees, alumni, and external stakeholders.



THREATS

Enrollment Management/Recruiting

- Increasing enrollments is “job one” and targets are very aggressive. With that comes a risk of not making significant progress towards those goals.
- Inadequate or poor enrollment/recruitment follow-up systems and strategies could negate improved marketing and branding efforts.

Community Engagement (Town & Gown)

- Lingering community sentiment and perceptions of UAPB from the past must be addressed.

Fundraising/Resources

- The University must expand its fundraising efforts among alumni, local community, and businesses who benefit from faculty/staff/student presence.
- Need to develop national/local/regional/state-based large donors.
- Former students who have defaulted on their federal student loans pose a threat to UAPB if the University’s default rate exceeds the threshold set by the federal government.

Academics

- Resources are limited, so academic programs must be systematically reviewed and re-aligned with needs and interests of all parties.
- Programs must provide viable and affordable pathways to degree completion and entry to a technical and global 21st century workforce or students will choose alternatives to UAPB.

Source: MGT analysis based on stakeholder input, 2014.



ENVIRONMENTAL SCAN SUMMARY STATEMENT

As an institution, UAPB'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.***
- ✓ ***Excellent faculty and staff.***
- ✓ ***Sound fiscal management.***
- ✓ ***An increasingly strong reputation.***

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



PRIORITIES, GOALS, AND STRATEGIES

STRATEGIC PRIORITIES (PROPOSED)

The environmental scan revealed a diverse range of issues and factors that have significant implications for UAPB's future. No single factor is more important or more critical than enrollment growth. For UAPB to survive and thrive it must vigorously recruit students and retain students through graduation. While getting students in the door is extremely critical, it is also important to develop resource streams to support growth and institutional enhancements, along with re-examining UAPB's academic program mix to ensure alignment with the needs of the students UAPB would like to recruit and retain. In addition, improving and enhancing student services 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 a nurturing environment that is conducive to students wanting to remain at UAPB until they graduate. Five major strategic priorities have been identified to serve as the guiding framework for the goals, objectives, and strategies in UAPB's strategic plan. Taken on the whole, UAPB's strategic priorities are designed to focus attention and actions to maximize UAPB's strengths and opportunities and to minimize vulnerabilities and threats that may adversely impact UAPB's future.

1

Create and Sustain a Culture of Academic Excellence, Success, and Renewal Necessary to Grow Enrollment

UAPB must grow enrollment in order to secure its future. Within this context, the Office of Enrollment Management and Student Success must play a key role in developing a systematic and integrated approach to achieve enrollment goals by developing data driven strategies for attracting and retaining students. Marketing, recruitment, financial aid, orientation, advising, student support services and instruction must all play key roles in enrollment management and student success. To support enrollment growth UAPB must also focus on strengthening UAPB's image through revamped enrollment management strategies and processes; enhancing the student living and learning environment by developing challenging and innovative programs; establishing centers of excellence; nurturing faculty development and scholarship; and, preparing students to compete.



2

Increase the Effectiveness and Efficiency of University Operations and Systems

It is critical that continuous improvement become part of UAPB's DNA and is embedded in the administrative and academic operations of the institution. This includes everything from customer service to processes and operations that impact every facet of campus life. In this regard, UAPB must focus on how it can measurably improve the way it operates by enhancing systems and processes to ensure efficiency and effectiveness in workflow, performance, and output. The focus must be on developing an organizational culture that is responsive to external and internal customers and providing high quality service to all stakeholders; and ensuring UAPB is a great place to learn and work.

3

Modernize and Upgrade University Infrastructure and Facilities

Today's students come to campus with an entirely different set of expectations than students in the past. Remaining competitive in today's higher education marketplace requires modern state of the art facilities and infrastructure. This extends to dormitories, classrooms, and the technology infrastructure that support daily operations. To attract students as well as faculty and staff, many institutions have created integrated technology and other support systems that will enhance the teaching and learning environments, ensure the optimal delivery of academic programs and faculty scholarship, and improve the business operations of the institution. Information technology resources must be strengthened to enhance all University activities by increasing bandwidth and providing a more robust network with the ability to accommodate future growth and cyber learning. The campus master planning process that is currently underway is a key strategy in supporting UAPB's future enrollment growth. When completed, the campus master plan will enhance UAPB's opportunities to grow enrollment by addressing facilities requirements necessary to support and enhance the University's academic programs, address IT services and systems, and to improve the quality of campus life.

4

Strengthen the Capacity to Attract Diverse Streams of Revenue and Resources

Over the past decade funding for public institutions nationwide has dramatically decreased and it is highly unlikely that funding of public higher education will significantly increase in the near future. In light of decreasing State support, UAPB must be committed to generating external resources and building the financial resources vital to sustaining its academic and institutional mission. Achieving excellence requires the acquisition and allocation of resources that sustain and enhance the University's physical and technological infrastructure. In this regard, UAPB must leave no stone unturned in



seeking resources from multiple and diverse sources including alumni, philanthropic organizations, federal agencies, individuals, and other sources.

5

Enhance and Improve UAPB's Reputation and Visibility

Re-imagining and re-branding the University through social, print, television, radio, and other media outlets is critical. UAPB must be pro-active in managing its reputation and image; creating a broad awareness of the positive contributions it makes to the community; fostering linkages and affinities with private and public institutions; increasing engagement with alumni; and, utilizing its intellectual resources for community outreach and economic development initiatives. The dynamic nature of the change that UAPB is experiencing requires a comprehensive way to convey a consistent message about UAPB's direction and future. While academic rigor is vital to the vision and mission of the University, excellence at UAPB must include building greater awareness and support among various constituencies.

STRATEGIC GOALS

The following goals, objectives, and strategies serve as the framework for the strategic plan and will serve as UAPB's road map over the next five years. These goals, objectives, and strategies reflect and support UAPB's purpose as articulated in the mission as well as key opportunities and challenges which the UAPB will face in the future. In some instances, goals from the previous plan have been tweaked or revised. In other instances, entirely new goals have been developed.

UAPB's plan will only add value if it is utilized—**if it becomes a blueprint and roadmap for action**. To this end, this final section establishes the goals, objectives, and strategies that must be addressed in moving forward. The framework that follows is built around the following strategic priorities:

1. Create and Sustain a Culture of Academic Excellence, Success, and Renewal Necessary to Grow Enrollment
2. Increase the Efficiency and Effectiveness of University Operations and Systems
3. Modernize and Upgrade University Infrastructure and Facilities
4. Strengthen the Capacity to Attract Diverse Streams of Revenue and Resources
5. Enhance and Improve UAPB's Reputation and Visibility



Ensuring UAPB’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 UAPB’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 UAPB’s operations and that the plan becomes a living, breathing document.***

STRATEGIC PRIORITY 1

Create and Sustain a Culture of Academic Excellence, Success, and Renewal Necessary to Grow Enrollment

GOALS	OBJECTIVES
<p>GOAL 1: Strengthen and grow the University’s enrollment by enhancing access, flexibility, and responsiveness to meet the changing educational needs of students.</p> <p>GOAL 2: Recruit and retain gifted students by providing an academically challenging learning environment.</p> <p>GOAL 3: Promote excellence in teaching, scholarship, research, and service by rewarding faculty who are outstanding scholars and teachers who make significant contributions to student success.</p> <p>GOAL 4: Strengthen the capacity and quality of STEM-oriented degree programs.</p> <p>GOAL 5: 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>	<ul style="list-style-type: none"> A. Increase enrollment to 3,016 students by Fall 2015. B. Increase retention rate by 15 percent by the end of the 2015-16 academic year. C. Increase graduation rate 25 percent by the end of the 2015-16 academic year. D. Increase enrollment to 4,500 students by Fall 2020. E. By Fall 2016, in collaboration with faculty, develop assessment plans for academic programs and establish targets for collecting and using assessment results to enhance or develop academic programs.



IMPLEMENTATION STRATEGIES

- ▶ Develop a mechanism and structure for aligning and connecting existing initiatives and efforts with academic program enhancements in the strategic plan.
- ▶ 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.
- ▶ Develop a comprehensive university-wide Retention Plan.
- ▶ Develop and execute a comprehensive Strategic Enrollment Management Plan.
- ▶ Establish a comprehensive Student Success System to provide an array of centralized student support services to improve student achievement.
- ▶ 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.
- ▶ Evaluate the extent to which undergraduate and graduate programs support enrollment growth. Identify and develop high demand and high growth undergraduate and graduate programs aligned with regional and statewide trends and needs.
- ▶ Increase the number of scholarships for low and middle income students to incentivize enrollment.
- ▶ Determine the feasibility of increasing financial aid to juniors and seniors.
- ▶ 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.
- ▶ Provide greater support for faculty development opportunities to enhance innovative instructional methods, course design, and curricular development.
- ▶ Expand study abroad opportunities for students and research and teaching opportunities for faculty.
- ▶ Develop a plan to expand online learning.
- ▶ Promote a vigorous STEM-oriented academic environment and increase the number of students interested in STEM careers.
- ▶ Build on UAPB's strong STEM foundation by adding interdisciplinary and cross disciplinary STEM offerings across schools and academic departments.
- ▶ Enhance curricular and co-curricular activities and mentoring to help improve successful matriculation to graduation for African-American male students.



STRATEGIC PRIORITY 2

Increase the Effectiveness and Efficiency of University Operations and Systems

GOALS	OBJECTIVES
<p>GOAL 1: Improve the effectiveness and efficiency of University operations to sustain the transformation of the University.</p> <p>GOAL 2: Continue to improve programs and services through a systematic and ongoing process of planning, assessment, and review to create an environment that is accessible and welcoming to students, staff, faculty, alumni, and the greater community.</p>	<p>A. By Fall 2015, develop and conduct a university-wide customer satisfaction / climate survey to establish a baseline.</p> <p>B. By Fall 2016, conduct a comprehensive organizational assessment.</p> <p>C. By Fall 2017, streamline administrative processes and policies with the goal of removing unnecessary barriers to campus operations.</p> <p>D. Increase university-wide customer service satisfaction from baseline by 15 percent by Fall 2020.</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

Modernize and Upgrade University Infrastructure and Facilities

GOALS	OBJECTIVES
<p>GOAL 1: Fully 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 2: Adopt a Comprehensive Campus Master Plan to improve and maintain the University’s physical facilities in order to enrich the teaching and learning environment.</p>	<p>A. By Fall 2015, adopt a campus master plan.</p> <p>B. By Fall 2016, evaluate the University’s IT technology support systems for business and academic operations and adopt a campus-wide IT plan.</p> <p>C. By Fall 2020, fully implement the University’s Campus Master Plan.</p> <p>D. By 2020, renovate targeted residential and student spaces to provide students with physical facilities that are conducive to quality living and learning.</p>

IMPLEMENTATION STRATEGIES

- ▶ Enhance network capacity to accommodate the growing needs of instructional and business operations of the University.
- ▶ Adopt technological innovations to improve overall functionality.
- ▶ Strengthen IT resources and increase bandwidth in order to provide a more robust campus network.
- ▶ Develop and implement an operational plan to ensure recommendations in the Campus Master Plan are fully vetted.
- ▶ Create accessible spaces for learning, living, and working that address the changing needs of the University.
- ▶ 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

Strengthen the Capacity to Attract Diverse Streams of Revenue and Resources

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 a comprehensive fund-raising campaign to support the University’s goals and initiatives.</p>	<p>A. By Fall 2018, increase annual external research funding by 50 percent.</p> <p>B. By Fall 2016, complete a capital / fundraising campaign feasibility study.</p> <p>C. By Fall 2017, increase annual donors and receipts by 10 percent annually.</p> <p>D. By 2020, increase alumni giving by 25 percent.</p> <p>E. By 2020, increase funding from external sources (foundations, corporate, federal, state and local government) by 20 percent.</p>
IMPLEMENTATION STRATEGIES	
<ul style="list-style-type: none"> ▶ Cultivate, develop, and maintain relationships with alumni and other key constituents. ▶ Support the Alumni Office and the National Alumni Association in the development and implementation of a comprehensive alumni engagement effort that will empower and engage alumni nationwide as greater champions of UAPB. ▶ Improve accountability and effectiveness through the use of technology for alumni and constituent relations, cultivation, and fund-raising. ▶ Enhance the systems and processes that are necessary to support revenue maximization and fund-raising. ▶ Maximize utilization of campus facilities for increased revenue generation. ▶ Enhance and develop new relationships with research funding entities to broaden the University’s research portfolio and increase related funding. ▶ Expand the breadth of faculty and student involvement in funded research. ▶ Strengthen strategic relationships with potential donors, supporters, and friends of the University. ▶ Encourage and support entrepreneurial endeavors of faculty, staff, and students. 	



STRATEGIC PRIORITY 5

Enhance and Improve UAPB's Reputation and Visibility

GOALS	OBJECTIVES
<p>GOAL 1: Communicate the role and the value of the University by the consistent messaging of the University's mission, vision, goals, and core values.</p> <p>GOAL 2: Create internal and external awareness of the University's outstanding contributions and its role as a critical resource and valuable partner in advancing cultural, economic, and educational aspirations.</p>	<p>A. Annually promote awareness of the University to regional, national, and international audiences.</p> <p>B. By Fall 2016, utilize an integrated marketing approach, employing diverse communication methods, tools, and best practices to help the University compete for students, faculty, staff, and financial support.</p>

IMPLEMENTATION STRATEGIES

- ▶ Strengthen the capacity systems and process for obtaining and disseminating information to support student enrollment, increase visibility, and effectively communicate to key constituencies.
- ▶ Integrate marketing and communication goals, policies, strategies, and tactics throughout the University to ensure marketing and communication activities for all undergraduate, graduate, and administrative units are coordinated in support of strategic plan priorities.
- ▶ Expand marketing support for recruitment by developing additional targeted communication initiatives directed at the upper echelon of prospective students as well as guidance counselors and parents.
- ▶ Increase awareness of the University's key messages via alumni and students.
- ▶ 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.
- ▶ Enhance campus safety and security to support the University's initiatives and ensure a safe living and learning environment.