



ACCELERATING THE NEXT SEVEN YEARS OF

# GROWING THE PRIDE

2023-2030 **STRATEGIC PLAN**

UNIVERSITY OF ARKANSAS  
AT PINE BLUFF



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# CHANCELLOR'S MESSAGE

This is among the most exciting times in the long history of the University of Arkansas at Pine Bluff. We invite you to join us in charting the course for UAPB's future which requires a roadmap—and ours is the UAPB 2023-2030 Strategic Plan. This is an extraordinary time and transformative moment for UAPB. If we are to continue "Growing the Pride" it is time to rethink the limits we've put on ourselves and prepare for the future by refusing to let the conventions of the past constrain how we empower our students, faculty, and staff to succeed and thrive. Motivated by our mission, vision, values, and institutional identity, every member of the UAPB Pride will have the opportunity to help create our future—together—through the 2023-2030 Strategic Plan.



Our Strategic Plan continues the progress we've made at UAPB and also recognizes the hard work, dedication, and dynamic contributions of the people who positioned UAPB for this next giant leap. This plan is our commitment to our students, faculty, staff, alumni, and other stakeholders to creating globally competitive students who are critical thinkers by providing an academically rich and exceptional environment in which students can study, learn, and develop. Through this plan UAPB's future will be realized by focusing on the essential elements that contribute to student success, productive and engaged faculty, highly effective academic and administrative processes, and exemplary customer service.

The stakes in higher education have changed tremendously since our last strategic plan was developed. We believe this plan puts us in a position to compete not only with other Historically Black Colleges and Universities but with any other university in the state or nation as we produce highly trained students with the purpose of helping families attain their educational and financial dreams. Our goal is to create a culture where we all move in a coordinated fashion. Where we are all responsible for creating a learning and working environment that connects us together, and where the UAPB family grows stronger through effective collaboration.

I would like to thank Dr. Robert Z. Carr, Jr., former Provost and Vice Chancellor for Academic Affairs, for his contributions toward this strategic plan. Also, I would like to thank members of the Strategic Planning Committee for their hard work, dedication, and commitment in producing an excellent Strategic Plan and I look forward to pursuing the many exciting opportunities it identifies. Our Strategic Plan is a vibrant living document developed through a deliberate and inclusive effort to build on the foundation of UAPB's past success. To address the five strategic priorities in our Strategic Plan we have set challenging goals that are in our collective hands to ensure our future success.

We are confident that it affirms our mission and vision, emphasizes our values, tests our core strengths, and refocuses our priorities to reflect a culture of excellence, innovation, and transformation. We appreciate your support as we work to meet our goals during the next seven years.

A handwritten signature in black ink that reads "Lawrence B. Alexander". The signature is written in a cursive, flowing style.

# CO-CHAIRS' MESSAGE

We are honored and privileged to serve as Co-Chairs for UAPB's 2023-2030 Strategic Plan. There is no better time than now to be part of the UAPB PRIDE. As Arkansas's premier HBCU 1890 land grant institution, UAPB continues to make great strides. As part of UAPB's continued quest for excellence and greatness, the 2023-2030 Strategic Plan builds on a remarkable legacy and will guide our trajectory for the next seven years. The University of Arkansas at Pine Bluff 2023-2030 Strategic Plan outlines the critical steps we will take to secure UAPB's future. Guided by our institutional strengths and our collective will to excel we will unlock human potential and prepare our students for the future. Our strategic plan establishes priorities for realizing our aspirations through our singular focus on student success, exceptional teaching, our strong commitment to diverse learners and our mutually beneficial partnerships. Our goal was to develop a bold plan to sustain and enhance UAPB's distinctiveness that supports excellence, innovation, and transformation that recognizes all UAPB employees play an important role in helping students achieve success. With this plan, UAPB is positioned to meet our challenges, create opportunities and above all, ensure the success of our students.

The Strategic Planning Committee is honored to serve in planning for the exciting future of the University of Arkansas at Pine Bluff. On behalf of the Strategic Planning Committee, we extend our sincere gratitude to our students, faculty, staff, alumni, and community partners who will ensure our success over the next seven years and beyond. We are grateful for the support and combined efforts of those who provided input, advice, and guidance.

Thank you!

Sincerely,



**Andrea Stewart,**  
Provost and Vice Chancellor for Academic Affairs



**MARGARET W. TAYLOR**



**ANDREA STEWART**



**Margaret W. Taylor,**  
Director of Institutional Research

# STRATEGIC PLANNING COMMITTEE

**DR. ANDREA STEWART, CHAIR** | **MRS. MARGARET W. TAYLOR, CO-CHAIR**  
**MR. ELBERT BENNETT** | **DR. CARLA M. MARTIN**

**DR. STEVE E. LOCHMANN** | **MRS. LIBRA ROULHAC**



# STRATEGIC PRIORITY WORK GROUPS

\*We wish to recognize the contributions of former employees who worked on the strategic plan during their tenure.

## LEVERAGE UAPB'S IMAGE, REPUTATION, AND RECOGNITION

- **Chair, Dr. Charles Colen**, Department Chair  
*Industrial Technology, Management, and Applied Engineering*
- **Co-Chair, Dr. Cynthia Troutman**, Interim Program Director  
*Addiction Studies*
- **Mr. Elbert Bennett**, Vice Chancellor  
*Student Affairs*
- **Dr. Joyvin Benton**, Senior Gift Office  
*Institutional Advancement and Development*
- **LTC Nicolai Birch**, Professor of Military Science
- **Mrs. Constance Castle**, Project/Program Manager  
*Institutional Advancement and Development*
- **Ms. Angelisa Henry**, Director  
*Arkansas Small Business and Technology Development Center*
- **Mrs. Toni McCastle-Freeman**, Project/Program Specialist  
*UAPB TV/Radio*
- **Ms. Carolyn Mills**, Administrative Specialist III  
*Enrollment Management and Student Success*
- **Mr. Maxcie Thomas**, Chief  
*Campus Police and Public Safety*
- **\*LTC Kevin Moyer**
- **\*Mrs. Donna Ryles**

## IMPROVE STUDENT SUCCESS METRICS AND THE ACADEMIC CULTURE

- **Chair, Dr. Andrea Stewart**, Provost and Vice Chancellor for Academic Affairs
- **Co-Chair, David Fernandez**, Interim Dean  
*Graduate Studies and Continuing Education*
- **Dr. Lawrence Awopetu**, Interim Dean  
*School of Business and Management*
- **Mrs. Shirley Cherry**, Director of Cooperative Education  
*Office of Career Services*
- **Dr. Janice Coleman**, Dean  
*University College*
- **Mrs. Rita Conley**, Student Development Specialist/Director  
*Student Success Center*
- **Dr. Kimberley Davis**, Dean  
*School of Education*
- **Mr. Frank Dorsey**, Dean  
*Student Involvement and Leadership*
- **Mrs. Betty Hayes-Anthony**, Senior Women's Sports Administrator  
*Health, Physical Education, and Recreation*
- **Dr. Jerry Ingram**, Department Chair  
*Social & Behavioral Sciences*
- **Dr. Bruce McGowan**, Interim Dean  
*School of Agriculture, Fisheries & Human Sciences*
- **Dr. Sheena Meadows**, Assistant Vice Chancellor for Academic Affairs
- **\*Mrs. Kara Brown**
- **\*Dr. Wanda Newell**

## OPTIMIZE REVENUE STREAMS AND RESOURCES

- **Chair, Mr. George Cotton**, Vice Chancellor  
*Institutional Advancement and Development*
- **Co-Chair, Dr. Mansour Mortazavi**, Vice Chancellor  
*Research and Economic Development*
- **Mr. Troy Alley**, Community Member
- **Dr. Todd Garner**, Department Chair  
*Health, Physical Education, and Recreation*
- **Mr. John Kuykendall**, Director of Alumni & Government Relations
- **Mr. Christopher Robinson**, Director of Athletics
- **Dr. William Torrence**, Faculty Athletics Representative
- **Ms. Lori Walker**, City of Pine Bluff  
*Economic Development Specialist*
- **Dr. Yong-Suhk Wui**, Interim Chair, Business Administration

## NORMALIZE THE QUEST FOR FUNDS TO UPGRADE FACILITIES

- **Dr. Moses Goldman**, Vice Chancellor  
*Enrollment Management and Student Success*
- **Dr. Traci Hudson**, Assistant Professor  
*Biology*
- **Mrs. Alisha Lewis**, Interim Director  
*Procurement*
- **Mr. Ralph Owens**, Dean  
*Student Life*
- **Mr. Christopher Robinson**, Director of Athletics
- **\*Mr. Terrell Langley**, Director of Facilities Planning
- **\*Dr. Braque Talley**
- **\*Mrs. Waunita Trotter**
- **\*Mr. Jeffery Truss**

## SUSTAIN A CULTURE OF INSTITUTIONAL EXCELLENCE THROUGH PROFESSIONAL DEVELOPMENT

- **Chair Mrs. Willette Totten**, Director  
*Technical Services*
- **Co-Chair Mrs. Dora Sanders**, Director  
*Center for Teaching and Learning*
- **Ms. Monique Benford**, Special Assistant  
*Chancellor*
- **Mrs. Janet P. Broiles**, Chief of Staff
- **Ms. LaTisha Brunson**, Assistant Director  
*Administrative Services*
- **Mr. Michael Bumpers**, Director  
*Disability Services*
- **Mr. Adrian Childs**, Associate Vice Chancellor  
*Finance and Administration*
- **Mrs. Sheri Flannery**, Interim Director  
*Facilities Management*
- **Mr. Christopher Hickman**, Director  
*Administrative Services*
- **Ms. Alisha Lewis**, Interim Director  
*Procurement*
- **Dr. Steve Lochmann**, Director  
*Assessment/Professor*
- **Mr. William Smith**, Financial Aid Analyst  
*Student Financial Services*
- **Mrs. Jerlene Taylor**, Administrative Analyst  
*Music*





# EXECUTIVE SUMMARY



**Since our founding, the University of Arkansas at Pine Bluff (UAPB) has educated thousands of students who have gone on to influential and leadership roles in education, science, government, and other fields.**

Throughout our 49-year history, UAPB has accepted the challenge of educating students from diverse backgrounds, many of whom might have found it difficult to find access to higher education elsewhere. The one singular priority that is the cornerstone of UAPB and our 2023-2030 Strategic Plan is our students. It is vital that we deliver an exceptional student experience that prepares our students to be successful in a complex and rapidly changing world.

This plan will be implemented in a very different world from the one we knew when we developed our 2015-2020 Strategic Plan. Our lives are being transformed by many forces, including a global pandemic, technological innovation, climate change, a renewed focus on social justice and other societal issues. As such, we must prepare our students to excel, thrive and contribute on a rapidly changing world stage.

Our plan is aligned with UAPB's most critical priorities in charting our course for the next seven years. It balances the elements that have been essential to making UAPB distinctive with an emphasis on attaining ambitious goals. The plan will be executed and implemented in a way that allow us to respond and adapt to changes as they occur in our environment and to evolve as our milestones are reached.

A strategic plan is only as influential and impactful as its surrounding culture. We are committed to creating an inclusive culture that supports excellence and student success. This plan challenges UAPB to optimize its resources and utilize strategic approaches to achieve greater effectiveness, efficiency, and responsiveness in providing a world-class educational experience.

## WHY NOW?

To build on UAPB's historic legacy and to remain relevant will require creative adaptation to changes inside and outside of higher education. The higher education environment has changed significantly since the 2015-2020 UAPB Strategic Plan was developed. The challenges and opportunities confronting UAPB require enhanced institutional capacity to address extraordinary circumstances, such as a global pandemic like COVID-19, while staying on course to achieve strategic goals and mobilizing the University around those goals. Societal driven expectations are in constant change---our stakeholders and constituents, including students, faculty, staff, alumni, and policymakers have expectations that we must meet and even exceed.

The UAPB 2023-2030 Strategic Plan is premised on maintaining a student-centered and student-focused institutional culture that is effective, efficient, and responsive to changing conditions and circumstances in UAPB's environment. The UAPB Strategic Plan also reflects our inclusion as an important institution within the University of Arkansas System and our goals and strategies align with University of Arkansas System goals and strategies. This plan challenges UAPB to become a destination for academic excellence, serving students from the state, region and beyond.

# STRATEGIC PRIORITIES

**The UAPB 2023-2030 Strategic Plan prioritizes the work of the University for the next seven years.** The highest priority for UAPB is to continue to strive toward institutional excellence and provide an exceptional student experience. Our shared duty is to prepare future graduates to thrive, succeed and contribute to a changing world by equipping students with the skills that will help them build successful careers. This plan affirms our shared duty and commitment to excellence in all aspects of operations and education service delivery.

## 5 STRATEGIC PRIORITIES

emerged during the development of the strategic plan and serve as the organizing framework for the 2023-2030 Strategic Plan, positioning UAPB for the next seven years by:

- enhancing our commitment to academic renewal and academic excellence while tapping new opportunities to match current and emerging academic strengths;
- expanding on what we do best that support intellectual, personal, and professional development;
- investing in our capacity to attract exceptional students while ensuring access to traditional, nontraditional, and international students;
- honoring our graduates as essential and important partners in UAPB's future success by creating new opportunities to engage with UAPB; and
- caring for the assets and resources we depend on — people, facilities, and financial resources — and stewarding them for the long run.

# 2023-2030 STRATEGIC PRIORITIES

## UAPB STRATEGIC PRIORITY

# 1

### LEVERAGE UAPB'S IMAGE, REPUTATION, AND RECOGNITION:



UAPB must be proactive in managing its reputation and image by creating greater awareness of its contributions as a 21<sup>st</sup> century HBCU and 1890 Land Grant institution.



#### GOAL 1: ■

Leverage UAPB's capabilities and distinctive programs to strengthen the UAPB brand.

#### GOAL 2: ■

Expand UAPB's brand and prominence through cultivation of mutually beneficial partnerships and collaboration with business, industry, education, governmental, and service organizations.

#### GOAL 3: ■

Strengthen relationships with federal and state policymakers to systematically promote UAPB's contributions and role as a critical resource and valuable education and economic partner.

#### GOAL 4: ■

Improve the UAPB experience for key constituents by increasing the level of community engagement (students, faculty, staff, alumni, community partners).

# 2023-2030 STRATEGIC PRIORITIES

## UAPB STRATEGIC PRIORITY

# 2

### IMPROVE STUDENT SUCCESS METRICS AND THE ACADEMIC CULTURE:



UAPB must maintain an institutional structure and culture that provides an exceptional student experience, supports student success, and reinforces academic excellence, academic renewal, teaching, research, and service.

#### GOAL 1: ■

Increase the number and diversity of students who graduate equipped to succeed and excel in jobs in areas of high employer demand.

#### GOAL 2: ■

Improve UAPB's overall student experience by enhancing academic support services, strengthening academic degree programs and cultivating the living-learning environment from first year to completion.

#### GOAL 3: ■

Recruit, develop, and retain diverse and excellent faculty and staff.

#### GOAL 4: ■

Provide high quality advising to expedite students' progress to graduation and transition to the workforce.

#### GOAL 5: ■

Streamline university policies, procedures, and course scheduling to facilitate students' progress toward degree completion.

#### GOAL 6: ■

Utilize effective student retention strategies to increase student persistence and degree completion.

#### GOAL 8: ■

Create new, and maintain the relevance of, existing undergraduate and graduate programs to address the needs of the 21<sup>st</sup> century economy.

#### GOAL 7: ■

Build the capacity of faculty, staff and students for continuous academic improvement.

#### GOAL 9: ■

Increase focus on high-impact priorities such as internships, research opportunities, the first year experience, leadership development, graduate school preparation, service learning, and study abroad.

# 2023-2030 STRATEGIC PRIORITIES

## UAPB STRATEGIC PRIORITY

# 3

### OPTIMIZE REVENUE STREAMS AND RESOURCES:



UAPB must develop, nurture, and maintain diverse relationships, networks, and partnerships locally, statewide, and nationally to secure resources of all types that result in outcomes that benefit the institution.

#### 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: ■

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



# 2023-2030 STRATEGIC PRIORITIES

## UAPB STRATEGIC PRIORITY

# 4

### NORMALIZE THE QUEST FOR FUNDS TO UPGRADE FACILITIES:



UAPB must continuously improve, upgrade, and modernize its physical and virtual infrastructure, systems, and facilities to enhance the living, learning, and teaching environments.



#### 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:

Continue to enhance and implement the comprehensive Campus Master Plan and make strategic investments to improve and maintain the University's physical facilities in order to enrich the teaching and learning environment.

#### GOAL 3:

Develop a prioritization plan for ensuring facilities upgrades and deferred and preventive maintenance needs are systematically addressed.

#### GOAL 4:

Upgrade the Emergency Comprehensive Management Plan.

# 2023-2030 STRATEGIC PRIORITIES

## UAPB STRATEGIC PRIORITY

# 5

### SUSTAIN A CULTURE OF INSTITUTIONAL EXCELLENCE THROUGH PROFESSIONAL DEVELOPMENT:



UAPB must build and sustain a culture of operational excellence and continuous improvement in UAPB's structure, operations, and systems to support providing an exceptional student experience.

#### GOAL 1: —

Create and sustain a campus-wide and customer-centric culture to support operational excellence.

#### GOAL 2: —

Enhance business processes to improve efficiency and cost effectiveness in UAPB's operations.

#### GOAL 3: —

Strengthen internal controls to improve state and federal compliance and support to strategic decisions.

#### GOAL 4: —

Engage all units of UAPB in improving operations through a systematic and ongoing process of planning, assessment, and review.



# UAPB MISSION, VISION, VALUES

## UNIVERSITY 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 21<sup>st</sup> century national and global community.



## UNIVERSITY 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.



## UNIVERSITY VALUES

<b>STUDENT FOCUSED</b>	
	<p><b>STUDENT FOCUSED</b></p> <p>UAPB promotes the intellectual, physical, social, and professional development of students in all facets of University life.</p>
<p><b>EXCELLENCE</b></p> <p>UAPB is committed to the highest levels of achievement in all aspects of operations.</p>	
	<p><b>INTEGRITY</b></p> <p>UAPB maintains the highest standards of ethical professional practices in all that it does.</p>
<p><b>ENGAGEMENT</b></p> <p>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.</p>	
	<p><b>QUALITY CUSTOMER SERVICE</b></p> <p>UAPB provides an environment of respectful, polite, and consistently excellent service to its internal and external constituents</p>
<p><b>DIVERSITY</b></p> <p>UAPB respects and embraces diversity and actively supports efforts that combat prejudice, stereotyping, and discrimination.</p>	
	<p><b>GLOBALIZATION</b></p> <p>UAPB promotes internationalization and prepares globally aware and astute students for the 21<sup>st</sup> century.</p>
<p><b>ACCOUNTABILITY</b></p> <p>UAPB is a responsible steward of public and private resources and the public trust.</p>	



# INTRODUCTION



To position the University for the next seven years, UAPB launched its strategic planning process in 2021 to develop the 2023-2030 Strategic Plan. This plan recognizes and builds on strengths and opportunities to broaden UAPB's footprint and impact. The plan is based on the belief and conviction UAPB has a strong foundation and historic legacy with extraordinary faculty, staff, students, alumni, and supporters that will take UAPB to new heights. The 2015-2020 UAPB Strategic Plan set the stage for focused action to distinguish UAPB as a leader and an institution renowned for its academic programs, cutting edge research, scholarship, and national reach. This plan challenges UAPB to optimize its distinctiveness and utilize strategic approaches in addressing strategic priorities which are critical to providing an exceptional student experience in a student-centered and student-focused culture. Each part of this plan aims us toward our overarching goal: student success.

This plan has been developed with the understanding that student success is not just a credential; our students must have robust learning experiences that equip them for success in a rapidly changing world. This plan recognizes that change is a part of the higher education environment and all higher education

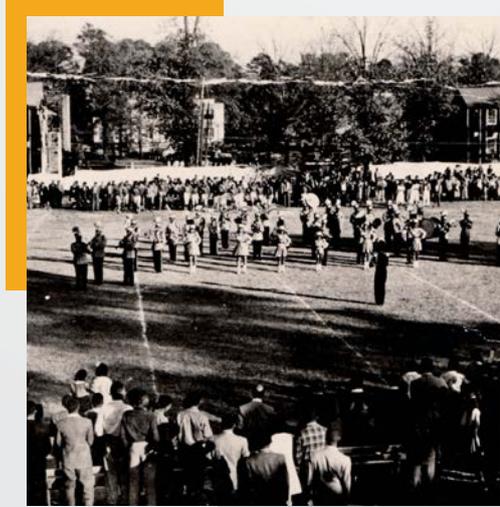
institutions are impacted by a variety of "PEST" (Political, Economic, Social, and Technological) factors. As such, UAPB must remain flexible in adapting to PEST factors in a rapidly changing environment. In such a dynamic environment, it is presumed that some strategies and actions steps may look different from year to year. However, we remain steadfast in staying true to our mission and providing an exceptional student experience premised on student success. The University's commitment to its ideals is equally steadfast but the ways in which we achieve them may shift as necessary, as they always have. The University's response to a global pandemic is a testament to our ability to adjust, adapt, and pivot as needed.

While the UAPB 2023-2030 Strategic Plan is important for guiding the next seven years, a strategic plan is only as influential and impactful as its surrounding culture. With this plan we are committed to creating an inclusive culture that supports excellence, student success, innovation, and transformation by recognizing that all employees at UAPB play an important role in helping students to achieve success.

# INSTITUTIONAL CONTEXT

## OUR PAST

Created in 1873, UAPB is the second oldest public university in Arkansas and the only public historically black institution in Arkansas. 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 (UA) System and was renamed the University of Arkansas at Pine Bluff and holds the distinction of being the only HBCU in the UA System.

## OUR PRESENT

UAPB is 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.

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



UAPB offers 33 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 and also supports Arkansas' \$165 million aquaculture and baitfish industry. In recent years UAPB has leveraged its national reputation in aquaculture fisheries to acquire more research dollars in related fields. UAPB's bachelor's degree program is a designated Center of Excellence by the U.S. Department of Agriculture.

Through its partnership with the National Science Foundation (NSF), UAPB has an NSF funded Science, Technology, Engineering, and Mathematics (STEM) Academy designed to increase the number minorities and women choosing STEM careers. UAPB is also the lead institution for the Arkansas Louis Stokes Alliance for Minority Participation (ARK-LSAMP) initiative, a federally funded program that complements UAPB's STEM Academy.

UAPB continues to play a significant role in teacher education, business development, and offers Arkansas's only undergraduate regulatory science and aquaculture and fisheries degree programs. 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 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.

## OUR FUTURE

UAPB remains committed to its historic legacy of being a student-focused, success-driven, and mission-based institution rooted in providing access and opportunity to students from diverse racial, ethnic, and socioeconomic backgrounds. UAPB must fulfill the intent of its Mission, Vision, and Values by paying attention to the well-being of the university community post-pandemic, adapting to enrollment, demographic, and PEST shifts, and adapting to how students will experience higher education. UAPB must also remain steadfast in its commitment to enhancing the customer service experience, student success, and excellence that have always been major attributes of UAPB's legacy and will ensure UAPB's continued success in the future. In addition, we remain dedicated to creating a campus environment that welcomes and respects our differences, including but not limited to ethnicity, race, gender, age, sexual orientation, language, nationality, physical and mental abilities, and socio-economic status.



As reflected in the goals and strategies in our 2023-2030 Strategic Plan, UAPB will secure its future by:

- increasing our standing and prominence among institutional peers;
- continuing our focus on enrollment growth and student success;
- systematically addressing academic renewal;
- providing more experiential opportunities;
- facilitating post graduate success;
- enhancing professional development for all employees;
- updating our master plan with emphasis on new construction, preservation, and renovation of facilities; and
- strengthening targeted community and stakeholder engagement.





# OUR PROCESS



In 2021, Chancellor Alexander appointed the Strategic Planning Committee (SPC) and charged the SPC with developing the University of Arkansas at Pine Bluff Strategic Plan for 2023-2030. The charge was to create a strategic plan that:

- secures UAPB's future by facilitating change, innovation, and enrollment growth over the next seven years;
- is bold but realistic in addressing the most mission critical issues confronting UAPB;
- is supported by strategic goals, strategies, resource requirements, and accountability measures;
- synthesizes and integrates input and ideas generated by the campus community;
- retains our Mission, Vision, Values;
- represents the "greater good" for UAPB by recognizing the interests of UAPB, the region and the state; and
- guides our priorities and resource allocation for the next seven years.

UAPB secured the services of MGT of America Consulting, LLC, a national higher education consulting and research firm, to facilitate the development of UAPB's strategic plan and to work in partnership with the SPC.

The strategic planning process began with a series of meetings between the SPC and MGT to finalize the strategic planning development process. During this same period, the SPC and MGT completed the following major actions:

- conducted an assessment of the 2015-2020 Strategic Plan;
- utilized the results of the "Growing the Pride" Survey to help inform strategic priorities and goals;
- reached consensus on five major strategic priorities;
- formulated work groups to develop goals, objectives, and strategies for each strategic priority;
- drafted strategic goals for review and comment by the SPC;
- identified performance measures and key performance indicators; and
- developed strategies to achieve strategic goals and initiatives.

*A draft of the 2023-2030 was prepared and forwarded to the Chancellor for review.*

*Following the review process, the strategic plan was revised and submitted for approval.*





# HIGHER EDUCATION ENVIRONMENT



Higher Education in the United States is an important public good. With the Morrill Acts of 1862 and 1890, public universities expanded access for residents underserved by private institutions. While all colleges and universities contribute to the public good, those that are public play an especially significant role. Higher education in the United States is undergoing changes that create the need for all institutions, public and private, to reexamine education service delivery in order to be responsive to greater demands for 21st century relevance. The environmental factors impacting higher education have changed significantly creating both challenges and opportunities. The COVID-19 outbreak in 2020 illustrates how environmental factors can quickly reshape the higher education landscape. Colleges and universities have been pushed to respond to new situations including remote or hybrid learning and adjusting to the financial fallout from COVID-19, all of which have tested institutions' ability to pivot and adapt to a "new normal."

## KEY HIGHER EDUCATION ENVIRONMENT FACTORS

- The ongoing technology revolution is transforming higher education. The future is dependent upon how it is managed and utilized to support academic and administrative operations.
- Greater demands for technological innovation in education design and delivery, and on demand education to prepare students to succeed in a technologically advanced, information-based, and continuously evolving workplace.
- Funding uncertainty in states which have implemented performance-based funding.
- COVID-19 acted as an accelerant to structural shifts that were underway by increasing the speed and magnitude of change. Institutions must now apply lessons learned to reposition for the future including rethinking campus space, virtual learning, and diversifying revenue streams.
- Key societal issues such as diversity and inclusion, student mental health, and environmental, social and governance issues have become important indicators of an institution's overall health.
- Policymaking at the federal level continue to affect higher education including COVID-19 response, Higher Education Act reauthorization, funding for higher education, and student loan considerations.
- Increased competition (nationally and internationally) for students, faculty, and other resources among traditional and non-traditional providers of higher education.
- Increasing concerns about the cost of higher education, student loan debt, and questions about the value of higher education and a college degree.
- Greater demands for innovation in education design and delivery education, and on-demand education.
- Dramatic and sweeping changes in the traditional model for financing public higher education suggest a future focused on institutional financial health and stability.

## HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Historically Black Colleges and Universities (HBCUs) face issues very similar to other higher education institutions. Many higher education institutions are faced with persistent funding shortfalls that fail to keep pace with fully funding the cost of a college education and shortfalls that limit and delay much needed capital expenditures and infrastructure improvements. HBCUs are no different but more than in the past, HBCUs face difficult questions about their relevance and future. In addition, HBCUs face the challenge of maintaining their primary identity in a highly competitive marketplace for students which put many in the position of rethinking the future while staying true to their historical mission. The National Center for Education Statistics (NCES) reported that in 2020 there were 101 HBCUs in 19 states, the District of Columbia, and the U.S. Virgin Islands. Of the 101 HBCUs, 52 were public institutions and 49 were private nonprofit institutions. HBCUs vary in size and academic focus and serve a range of diverse students and communities in urban, rural, and suburban settings. The common thread is the proud history and legacy of



achievement creating pathways to opportunity for Black students in the face of discrimination and disparities in resources and opportunities which still persist. For some HBCUs, persistent disparities in resources and opportunities threaten their survival and they are on the verge of collapse.

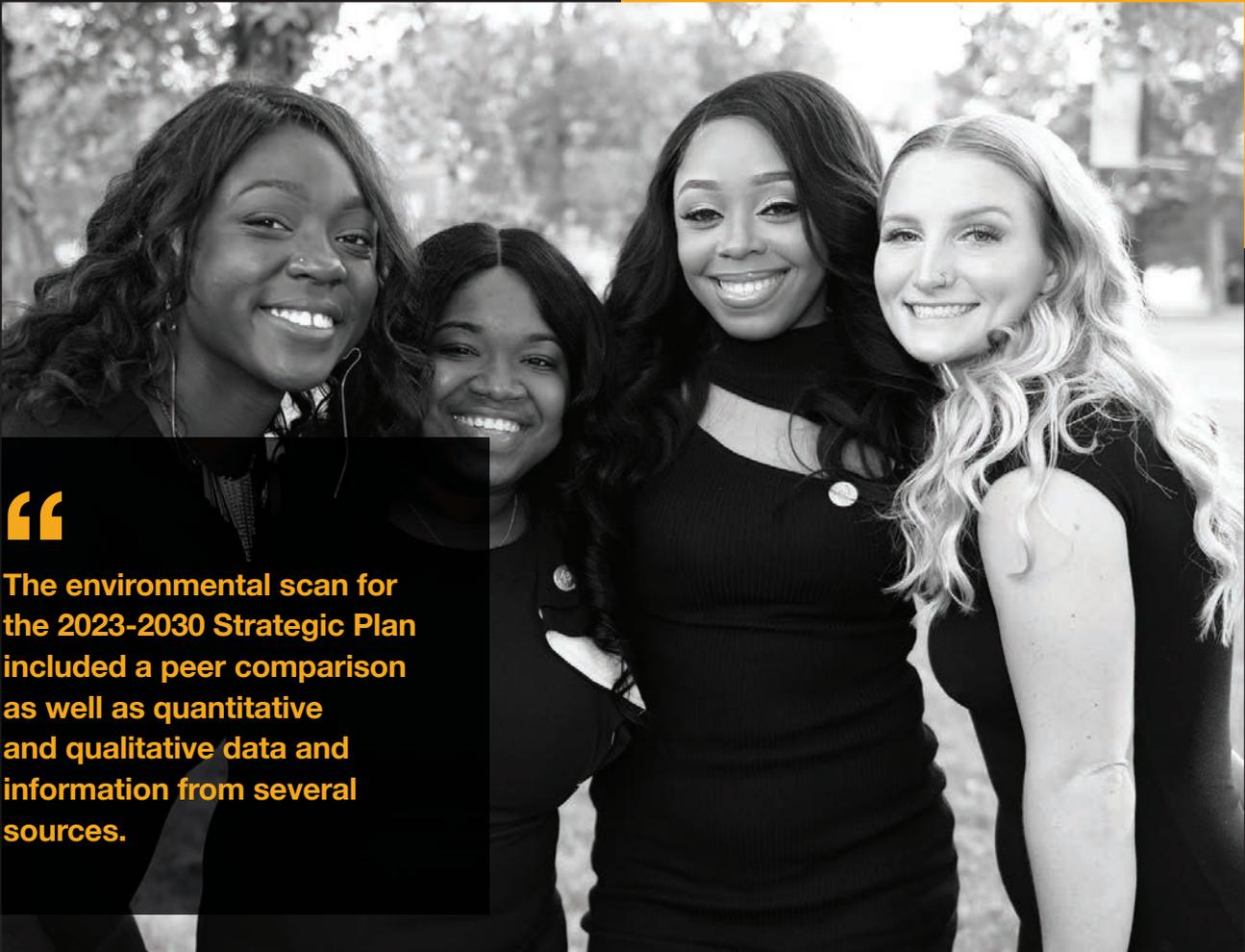
In many respects, issues highlighted in a 2012 Society for College and University Planning (SCUP) study have not significantly changed for many HBCUs. The SCUP study concluded that student retention, student graduation rates, financial aid shortfalls and construction/facility renovations were the most “mission critical” issues facing the majority of HBCUs. Fast forward to 2022 and a cursory review of HBCU strategic plans reveal these issues are strategic “mission critical” priorities for the majority of HBCUs.

While HBCUs continue to face competition for students and resources, there has been a noticeable resurgence in students seeking an HBCU experience - some of which is directly related to social justice issues experienced in recent years. Most importantly the resurgence and interest are evident at the federal level. In response to the COVID-19 pandemic which highlighted continuing and new challenges for HBCUs, the current administration has prioritized and delivered historic levels of investment and support for HBCUs. Re-establishing the White House Initiative on HBCUs is a significant indicator of renewed support that bodes well for HBCUs. Another significant and important indicator is \$1.06 billion for HBCU-specific funding in the Higher Education Act (HEA). This is in addition to the American Rescue Plan and other pandemic relief funds that provided \$3.7 billion in funding to HBCUs. More than in the past, HBCUs are enjoying an unprecedented level of support which should position HBCUs to focus on their strengths and assets as they look ahead and envision a better future. The future requires all HBCUs to be vigilant and aggressive in ensuring their institutional financial health and well-being.





# ENVIRONMENTAL SCAN



“

The environmental scan for the 2023-2030 Strategic Plan included a peer comparison as well as quantitative and qualitative data and information from several sources.

## PEER COMPARISON

UAPB selected six peer institutions for comparison on a variety of strategic metrics. Those institutions are:

- Alcorn State University
- Fort Valley State University
- Norfolk State University
- Southern Arkansas University Main Campus
- Southern University and A & M College at Baton Rouge
- University of Arkansas at Monticello

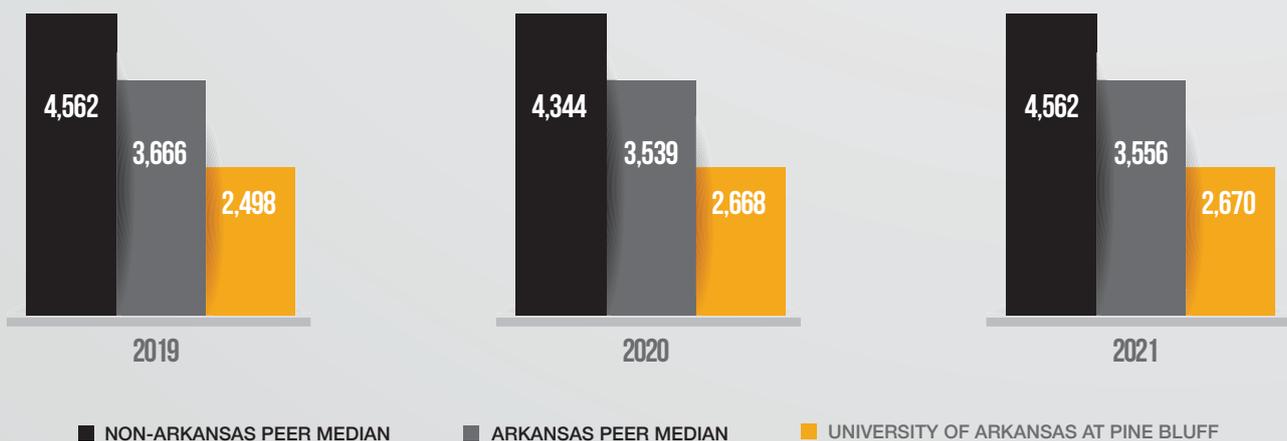
The following exhibits depict how UAPB compares with the peer institution median measures in key performance areas:

- 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, Southern Arkansas University and the University of Arkansas at Monticello (the in-state peers) are considered separately from the four out-of-state institutions. As shown in the charts that follow, UAPB compares favorably to the two groups of peer institutions on some measures, although not all. Peer comparisons such as this 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 2019 through 2021. Enrollments at UAPB have increased 7% over the recent three-year reporting period, while four of the six other institutions have seen enrollment declines in that time period (-6% average for non-Arkansas peers and -3% among Arkansas peers). It should be noted that the two institutions which saw enrollment growth over the three-year period, Fort Valley State University and Southern University and A & M College evidenced stronger enrollment growth than UAPB - 11% and 16%, respectively. Continued enrollment growth will be a key to the future success of UAPB.

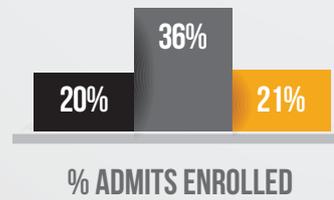
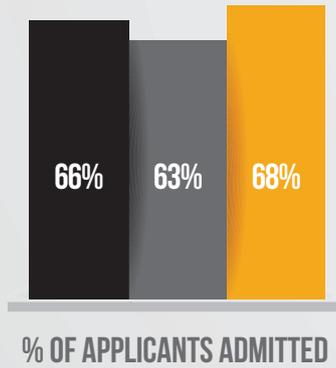
## TOTAL ENROLLMENT, 2019-2021



Source: IPEDS data accessed May 2022.

UAPB admissions are slightly less selective than the non-Arkansas peer median, with 68% of applicants admitted as compared to 66% at the non-Arkansas cohort. UAPB is also less selective than Southern Arkansas University (data from the University of Arkansas at Monticello were unavailable on this measure), 68% as compared to 63%. However, the percentage of admitted students who enroll at UAPB is comparable to the non-Arkansas peer median (21% and 20%, respectively), but 15 points lower than Arkansas peer median.

## ADMISSIONS SELECTIVITY, 2021



■ NON-ARKANSAS PEER MEDIAN

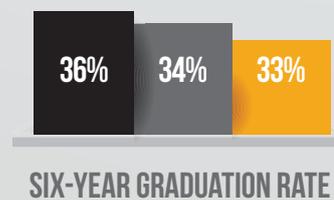
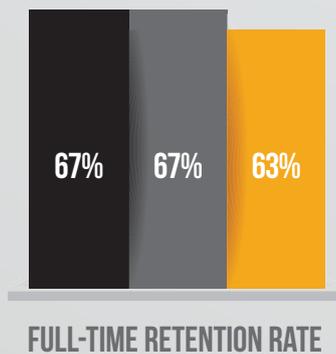
■ ARKANSAS PEER MEDIAN

■ UNIVERSITY OF ARKANSAS AT PINE BLUFF

Source: IPEDS data accessed May 2022.

The UAPB full-time retention rate (63%) is four points less than the non-Arkansas peer median and the Arkansas peer median (67% each). UAPB's six-year graduation rate (33%) is three points below the median rate of the non-Arkansas peer group (36%), but only one point below its Arkansas peers (34%).

## RETENTION AND GRADUATION RATES, 2021



■ NON-ARKANSAS PEER MEDIAN

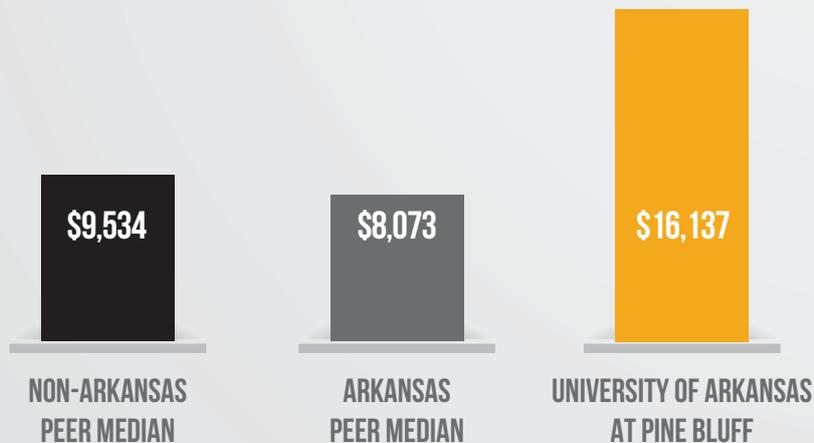
■ ARKANSAS PEER MEDIAN

■ UNIVERSITY OF ARKANSAS AT PINE BLUFF

Source: IPEDS data accessed May 2022.

In 2020-21, UAPB students received, on average, \$6,603 more in financial aid than students at the non-Arkansas peer institutions, and \$8,065 more than those enrolled at the Arkansas peer institutions.

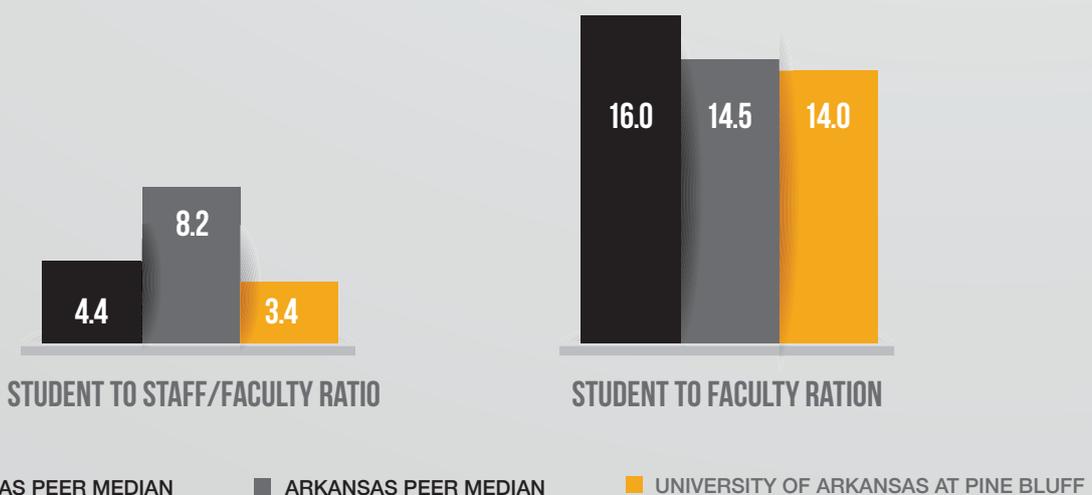
## MEDIAN AMOUNT OF AID GIVEN TO UNDERGRADUATES FROM FEDERAL, STATE, OR LOCAL SOURCES, 2020-2021



Source: IPEDS data accessed May 2022.

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, 2021



Source: IPEDS data accessed May 2022.

## INPUT SUMMARY

The following provide common themes based upon the assessment of UAPB's 2015-2020 Strategic Plan, the Growing the Pride Survey, and input shared by the Strategic Planning Committee and Strategic Priority Work Groups.

### UAPB STRATEGIC PRIORITY 1: LEVERAGE UAPB'S IMAGE, REPUTATION, AND RECOGNITION

- UAPB must be proactive in managing its reputation and image by creating greater awareness of its contributions.
- UAPB's 2015-2020 Strategic Plan goals related to consistent messaging about UAPB's role and value have not been fully achieved and should be included in the 2023-2030 Strategic Plan.
- More progress should be made toward promoting awareness of UAPB to regional, national, and international audiences.
- There are concerns that UAPB continues to be maligned by members of the university community on social media, there is insufficient response to detrimental comments, and stories about student and faculty accomplishments rarely make the news.
- In today's environment, visibility, reputation, and image enhancement are essential and mission critical. Ideally 8 to 12% of the operating budget should be devoted to communications and marketing.
- Alumni, faculty, staff, and students have very strong opinions and perceptions about UAPB's future direction and focus. Some feel very strongly about UAPB maintaining its historical HBCU identity, while others feel much differently.

### UAPB STRATEGIC PRIORITY 2: IMPROVE STUDENT SUCCESS METRICS AND THE ACADEMIC CULTURE

- UAPB must maintain an institutional structure and culture that provide an exceptional student experience that support student success, post-graduate success, enrollment growth, and academic renewal.
- A majority of the individuals who responded to the "Growing the Pride" survey agreed that UAPB had strengthened STEM-oriented degrees, promoted excellence in service, research, and teaching, and recruited and retained gifted students, all of which can contribute to an exceptional student experience.
- Respondents to the 2015-2020 Strategic Plan assessment believe progress has been made, but goals and objectives associated with this priority in the 2015-2020 Strategic Plan have not been fully achieved and should be included in the 2023-2030 Strategic Plan.
- All students should have an opportunity for experiential learning prior to graduation.
- The focus on enrollment growth has to be considered with quality and fundraising in mind. In today's society, talented students cost money. Most talented students have an expectation of receiving a scholarship for their academic career, therefore our fundraising arm of the University must be highly productive to assist us with competing for talented students.
- Expanding academic programs and course schedule offerings to attract more adult students, nontraditional students, and graduate students is viewed as a viable enrollment growth strategy.

- Poor customer service and inefficient processes and systems adversely impact the student experience and enrollment growth.
- UAPB must control the small controllable issues affecting quality of student life, maximize efficiency and transparency within the bureaucracy of the campus, and promote a more robust recruitment of minority students as a way to compete with other universities.

### **UAPB STRATEGIC PRIORITY 3:** **OPTIMIZE REVENUE STREAMS AND RESOURCES**

- UAPB must develop, nurture, and maintain diverse relationships locally, statewide and nationally to secure resources of all types that result in outcomes that benefit UAPB.
- Alumni respondents to the “Growing the Pride” survey agreed that UAPB had expanded its resource base and fundraising and was also using intellectual assets to create additional revenue.
- More than half of the respondents to the 2015-2021 assessment believe sufficient progress has been made on goals related to increasing resources and should remain in the 2023-2030 Strategic Plan.
- Lack of knowledge and awareness about progress related to increasing external research funding, capital fundraising, funding from external sources and donors may indicate the need to increase communication about fundraising and resource development.

### **UAPB STRATEGIC PRIORITY 4:** **NORMALIZE THE QUEST FOR FUNDS TO UPGRADE FACILITIES**

- UAPB must continue to improve, upgrade and modernize infrastructure, systems, and facilities to enhance UAPB’s living, learning, and teaching environment.
- New construction and renovation of existing facilities can positively impact academic renewal, enrollment growth and student success.
- Improvements have been made to physical facilities and there are still opportunities for significant improvement in campus facilities and infrastructure.
- Based on comments to the 2015-2021 assessment, there are perceptions that infrastructure problems are widespread including issues with heating and air systems that are not addressed in a timely manner.
- Nearly 60% of respondents to the 2015-2020 assessment believe the goal of modernizing campus facilities and infrastructure should remain in the 2023-2030 Strategic Plan.

## **UAPB STRATEGIC PRIORITY 5:** **SUSTAIN A CULTURE OF INSTITUTIONAL EXCELLENCE** **THROUGH PROFESSIONAL DEVELOPMENT**

- UAPB must build and sustain a culture of operational excellence and continuous improvement.
- Professional development will be critical to sustaining operational excellence.
- Alumni respondents to the “Growing the Pride” survey agreed UAPB had improved effectiveness and efficiency of university operations and used planning and assessment to improve programs.
- Respondents to the 2015-2020 assessment believe goals associated with improving effectiveness and efficiency and improving programs through planning and assessment should remain in the 2023-2030 Strategic Plan.
- Utilizing best practices and technology to improve efficiency and effectiveness of operations must be ingrained and embedded into UAPB’s organizational culture.
- High turnover in positions and lack of ongoing professional development adversely impact operational excellence.





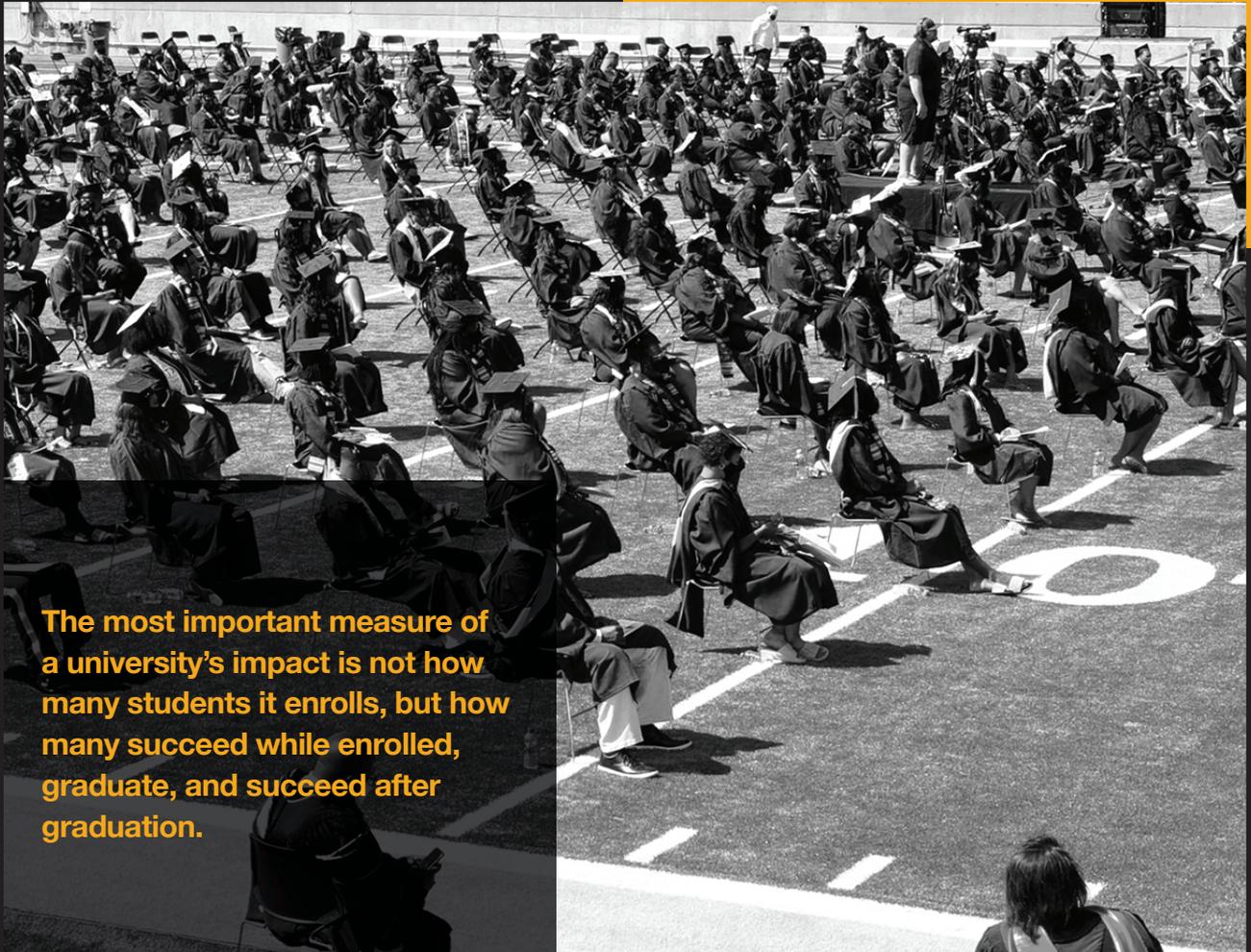
MAJORS

College

Ar. Sci. & C.

University of Arkansas at Pine Bluff

# STRATEGIC PRIORITIES & STRATEGIC GOALS



**The most important measure of a university's impact is not how many students it enrolls, but how many succeed while enrolled, graduate, and succeed after graduation.**

UAPB's priorities and goals are premised on growing enrollment, improving the overall student experience, strengthening academic degree programs, and increasing student retention and graduation rates. Five strategic priorities and accompanying goals were developed in response to the following questions:

- What are the most "mission critical" strategic priorities and goals UAPB should address over the next seven years?
- To what extent do strategic priorities and goals align with UAPB's Mission?
- To what extent do strategic priorities and goals take advantage of institutional strengths and opportunities?

Collectively, UAPB's strategic priorities and goals are intended to address the following mission critical initiatives:

- increasing UAPB's standing and prominence among institutional peers;
- continuing our focus on enrollment growth and student success;
- systematically addressing academic renewal;
- providing more experiential opportunities for all students;
- facilitating post graduate success;
- enhancing professional development for all employees;
- updating our master plan with emphasis on new construction, preservation, and renovation of facilities; and
- strengthening targeted community and stakeholder engagement.



STRATEGIC PRIORITY ONE:

**LEVERAGE UAPB'S IMAGE, REPUTATION, AND RECOGNITION**

**Rationale**

UAPB must be proactive in managing its reputation and image and creating awareness of its contributions. In today's higher education marketplace, UAPB must aggressively market and communicate the value of UAPB's assets, programs, and services. UAPB must have marketing and communication capacity and systems in place to support enrollment growth and effectively communicate with key constituencies. To thrive, UAPB must consistently message its mission and vision as a 21st century HBCU and 1890 Land Grant institution. Within this context, it is essential to create internal and external awareness of UAPB's outstanding contributions and its role as a critical resource and valuable partner in advancing education and economic development. Like other HBCUs, UAPB must reach consensus about what it means to be a 21st century HBCU. Alumni and some faculty, staff, and students struggle with balancing UAPB's historical mission and UAPB's future, particularly with respect to its HBCU and Land Grant status. UAPB's identity will have critical implications for UAPB's culture and prioritizing programs and initiatives that support UAPB's Mission and how the institution contributes to the economic, social, and cultural growth of the region. Most importantly, it will determine what it means for UAPB's student mix, academic programs, and messaging to recruit and retain students, faculty, and staff; networking and relationship building; and increasing support.

**Goals/Initiatives**

**Goal 1:**

Leverage UAPB's capabilities and distinctive programs to strengthen the UAPB brand.

**Goal 2:**

Expand UAPB's brand and prominence through cultivation of mutually beneficial partnerships and collaboration with business, industry, education, governmental, and service organizations.

**Goal 3:**

Strengthen relationships with federal and state policymakers to systematically promote UAPB's contributions and role as a critical resource and valuable education and economic partner.

**Goal 4:**

Improve the UAPB experience for key constituents (students, faculty, staff, and alumni, community partners).

## **GOAL 1:**

**Leverage UAPB's capabilities and distinctive programs to strengthen the UAPB brand.**

### **Strategies/Tactics/Action Steps:**

1. Develop and execute an integrated marketing plan.
2. Advance and promote the UAPB brand through the use of consistent messaging and innovative communication strategies.
3. Systematically promote UAPB's outstanding contributions and its role as a critical resource.
4. Highlight faculty, staff, students, alumni capabilities to elevate external demand to serve as experts in diverse fields.
5. Develop and execute a comprehensive strategy to engage alumni as greater champions of UAPB.

### **DESIRED OUTCOMES:**

- Improved perceptions of UAPB's value and role in addressing real world issues.
- Greater internal and external awareness of UAPB's contributions.
- Maximizing and leveraging UAPB's HBCU and 1890 land grant status.
- Increased support and recognition.
- Enrollment growth.

### **PROGRESS MEASURES OF SUCCESS:**

- Year over year increase in the number of positive mentions in the media.
- Awareness of UAPB regionally, nationally, internationally.
- Year over year increase in alumni engagement and giving.
- Year over year enrollment growth.

## **GOAL 2:**

**Expand UAPB's brand and prominence through cultivation of mutually beneficial partnerships and collaboration with business, industry, education, governmental, and service organizations.**

### **Strategies/Tactics/Action Steps:**

1. Establish targeted outreach initiatives to foster increased engagement with policymakers, alumni, friends, organizations, companies, and communities throughout the state, region, and nation.
2. Make strategic investments to enhance internal infrastructure and capacity to facilitate collaboration initiatives in support of UAPB's mission.
3. Institutionalize the practice of engaging faculty, staff, students and alumni in outreach and engagement with external constituents.
4. Develop and execute a comprehensive alumni engagement strategy to leverage alumni relationships and networks in the public, private, and philanthropic sector.

### **DESIRED OUTCOMES:**

- Increased external funding/support.
- Greater awareness and informed advocacy across the spectrum of UAPB's local, state, and national audiences.

### **PROGRESS MEASURES OF SUCCESS:**

- Year over year increase in support for UAPB.
- Year over year increase in faculty, staff, and student engagement in partnerships.

## **GOAL 3:**

**Strengthen relationships with federal and state policymakers to systematically promote UAPB's contributions and role as a critical resource and valuable education and economic partner.**

### **Strategies/Tactics/Action Steps:**

1. Establish a legislative work group to assist in developing and building support for UAPB's legislative agenda.
2. Identify and utilize alumni, friends, and supporters who have professional and/or personal relationships with key legislators and policymakers.
3. Devote an annual percentage of UAPB's operating budget to strengthening government relations.

### **DESIRED OUTCOMES:**

- Year over year increase in state funding and other contributions.
- An improved governmental vantage point.
- Increased advocacy and support at the state and federal levels.

### **PROGRESS MEASURES OF SUCCESS:**

- Year over year increase in recurring revenue for operations and capital improvements.
- Year over year increase in the number of programs and facilities funded.
- Increase in UAPB advocates/champions across party lines.

**GOAL 4:**

**Improve the UAPB experience for key constituents by increasing the level of community engagement (students, faculty, staff, alumni and community partners).**

**Strategies/Tactics/Action Steps:**

1. Design and conduct an annual campus climate and satisfaction survey to solicit opinions and perceptions from key constituents.
2. Utilize multiple methods to provide regular and timely information about UAPB.
3. Improve perceptions about UAPB by challenging students, faculty, staff, and alumni to identify ways to positively represent the University.
4. Institutionalize the practice of engaging students, faculty, staff and alumni in seeking input for the continuous improvement of academic and administrative processes and systems.

**DESIRED OUTCOMES:**

- Increased donations, enrollment choice, visibility, and reputation.
- Increased alumni and community engagement.
- Enrollment growth.

**PROGRESS MEASURES OF SUCCESS:**

- Year over year improvement in climate and satisfaction survey results.
- Year over year increase in engagement and support by alumni.
- Year over year increase in community support.

## STRATEGIC PRIORITY TWO:

# IMPROVE STUDENT SUCCESS METRICS AND THE ACADEMIC CULTURE

### Rationale

This priority recognizes that UAPB's primary mission is educating students and the pool of potential students create a unique opportunity for UAPB. As such, providing an exceptional student experience is key to UAPB's future growth and success as a 21st Century HBCU and 1890 Land Grant institution. Exceptional student experience recognizes the importance of maintaining an institutional structure and culture that supports student success and reinforces academic excellence, academic renewal, teaching, research, and service. It recognizes that one of UAPB's major strengths is its faculty. This priority also recognizes that exceptional student experience does not take place in a vacuum, and UAPB's organizational, administrative, and academic operations affect students, in addition to the faculty and staff responsible for creating the student experience. Examples of key contributing factors include maintaining facilities that are attractive, modern, and comfortable, determining ways to better support students on their way to graduation and post graduate success and ensuring that UAPB best meets students' physical, social, and emotional needs that impact student success and the overall student experience.

### Goals/Initiatives

#### Goal 1:

Increase the number and diversity of students who graduate equipped to succeed and excel in jobs in areas of high employer demand.

#### Goal 2:

Improve UAPB's overall student experience by enhancing academic support services, strengthening academic degree programs and cultivating/expanding the living-learning environment from first year to completion.

#### Goal 3:

Recruit, develop, and retain diverse and excellent faculty and staff.

#### Goal 4:

Provide high quality advising to expedite students' progress to graduation and transition to the workforce.

#### Goal 5:

Streamline university policies, procedures and course scheduling to facilitate students' progress toward degree.

#### Goal 6:

Utilize effective student retention strategies to increase student persistence and degree completion.

#### Goal 7:

Build the capacity of faculty, staff and students for continuous academic improvement.

#### Goal 8:

Create new, and maintain the relevance of, existing graduate programs to address the needs of the 21<sup>st</sup> century economy.

#### Goal 9:

Increase focus on high-impact priorities such as internships, research opportunities, the first year experience, leadership development, graduate school preparation, service learning, and study abroad.

**GOAL 1:**

**Increase the number and diversity of students who graduate equipped to succeed and excel in jobs in areas of high employer demand.**

**Strategies/Tactics/Action Steps:**

1. Target and recruit diverse students, including international students who are interested in majors that lead to high-demand careers by developing and regularly revising curricula to meet career readiness goals.
2. Equip students for career success through special events and career readiness programming.
3. Expand student professional development and career services to increase competitiveness of students for employment and post-graduate study.
4. Build the capacity and infrastructure to collect student data on post-graduate employment and post-graduate study.
5. Maintain records of job placement rates for all students in areas of high employer demand.

**DESIRED OUTCOMES:**

- Enrollment growth.
- Year over year improvement in retention and graduation rates.
- Year over year increase in student placement and employment in high demand fields.
- Year over year increase in international students.

**PROGRESS MEASURES OF SUCCESS:**

- Incorporate in-demand career pathway course in all departments by 2028.
- Increase student enrollment and retention by 5% per year relative to majors reflecting in-demand career paths by Fall 2025.
- **Increase the number of international students.**
- Develop and incorporate career competencies in all majors by Fall 2028.
- Increase in the number of companies and government entities offering internships and other opportunities to students by 10% annually.
- Increase and report the number of students engaged in High Impact Practices (HIP) by 20% per year beginning in Fall 2025.
- Increase student, faculty, and employer/vendor attendance at Career Fair by 20% per event by Fall 2025.
- Increase number of students registered for career labs by 10% per semester by Fall 2025; Documented activities and milestones achieved.
- Successful completion of industry certification course(s) by 100% of students by Fall 2026.
- Successful completion of digital modules by 100% of students by Fall 2030.
- Increase number of students completing survey by 10% per year beginning Fall 2023.
- Increase in number and diversity graduates working in jobs within their fields of study and/or areas of high employer demand by 5% per year.
- Sustain average overall job placement rates of 74.9% over seven-year period.

**GOAL 2:**

**Improve UAPB's overall student experience by enhancing academic support services, strengthening academic degree programs and cultivating/expanding the living-learning environment.**

**Strategies/Tactics/Action Steps:**

1. Develop a vibrant campus environment that strengthens student engagement and fosters student development.
2. Improve the academic program development process by reimagining and aligning academic programs and offerings to address emerging workforce demands.
3. Increase degree production in programs of strategic emphasis.
4. Establish and enhance a highly engaged academic campus experience that supports students' pathways to success.
5. Enhance support services and programs for international students.
6. Improve marketing of co-curricular support services on campus

**DESIRED OUTCOMES:**

- Increased retention and graduation rate.
- Enrollment growth.
- Greater utilization of student support services.
- Increased student satisfaction.

**PROGRESS MEASURES OF SUCCESS:**

- Relaunch the L. A. Torrence Student Leadership Institute for Excellence in Student Leadership (LATIESL) by Spring 2026
- Increase use of Student Counseling and Assessment to include an online program designed to improve accessibility of counseling services and to support distance students by Fall 2025
- Create advisory councils in which faculty and industry leaders can collaborate to create new offerings that will prepare students for high demand careers by Fall 2026
- Provide internship and engaged learning opportunities for students to gain workplace experience by Spring 2026
- Reallocate budget resources, initiate a capital campaign, and/or solicit in-kind donations to support academic support services to strengthen academic programs by Fall 2025
- Revise the academic program review process to identify new programs, improve existing programs and identify programs that no longer serve the needs of students and the community by Spring 2030
- Solicit student experts bi-annually to create tips which explain how to better serve under, middle, and upperclassmen by 2026
- Provide semi-annual faculty and staff development to promote students' academic success by Fall 2026
- Generate a 7% annual increase in student use of student mentoring and tutoring programs to increase student motivation, direct instruction, and to provide personal attention

**GOAL 3:****Recruit, develop, and retain diverse and excellent faculty and staff.****Strategies/Tactics/Action Steps:**

1. Expand diversity content in search materials and search orientations to improve the effectiveness of the recruitment and interview process and contribute to the fair and equitable evaluation of applicant materials and candidates.
2. Build the capacity and infrastructure to attract, retain and incentivize a diverse pool of exemplary faculty and staff.
3. Ensure that faculty search committees are diverse and that search committees incorporate diversity best practices throughout the recruitment, interview, and selection process.
4. Develop educational materials and programs to enhance faculty and chairs' understanding of the criteria for successful promotion and tenure.
5. Establish a formal mentoring program for junior faculty and staff with senior and/ or experienced faculty and staff.
6. Provide additional grant writing and publishing opportunities.
7. Support and reward innovative approaches to teaching and research and scholarship.
8. Provide employees with an enriching onboarding process to orient them to the campus climate, values, and local community.
9. Develop a process for collecting data about employees who exit the university.

**DESIRED OUTCOMES:**

- Enhanced faculty and staff recruitment.
- Decrease in unwanted faculty and staff attrition
- Increased employee morale and satisfaction
- Enhance policies, practices, and resources that support faculty and staff in engaging students

**PROGRESS MEASURES OF SUCCESS:**

- Ensure that position announcements maintain EEOC compliance
- Increase the number of recruitment websites used for employment searches
- Establish search committees to include representation from diverse campus units
- Ensure that tenure-track faculty are assigned mentors throughout the tenure process
- Enhance mentoring program for faculty and staff annually
- Monitor faculty performances in teaching, research, scholarship, and service annually
- Enhance resources and support services for innovative approaches utilized by faculty and staff
- Conduct exit surveys of employees who leaves the university

**GOAL 4:**

**Provide high quality advising to expedite students' progress to graduation and transition to the workforce.**

**Strategies/Tactics/Action Steps:**

1. Establish a structure for course registration that requires pre-advisor approval for students to register for classes.
2. Engage businesses and alumni in student mentoring.
3. Initiate a "Graduation-to-Work" program that helps students map out potential employment after graduation through internships and volunteerism efforts led by the UAPB Office of Career Services.
4. Engage businesses with faculty to improve curricular relevance to the workplace, easing the transition of students from academia to the workplace.
5. Enhance students' knowledge of and engagement in university procedures and practices to promote student retention.

**DESIRED OUTCOMES:**

- Improved retention and graduation rates
- Improved financial aid default rate
- Enhance policies, practices, and resources that support faculty and staff engaging and supporting students

**PROGRESS MEASURES OF SUCCESS:**

- Ensure that students meet with faculty advisors twice per semester, prior to Fall and Spring registration
- Implement training focused on student advisement and documentation
- Implement student mentoring and support programs
- Develop a graduation to work student exit survey
- Establish discipline-specific advisory boards representative of industry, businesses, and stakeholders

## GOAL 5:

**Streamline university policies, procedures, and course scheduling to facilitate students' progress toward degree.**

### Strategies/Tactics/Action Steps:

1. Redesign academic policies concerning rules and regulations associated with degree planning, registration, and advisement that may hinder the path to graduation.
2. Explore various approaches to scheduling courses that allow students to earn more credit and graduate early.
3. Enable greater access to college entry for non-traditional students.
4. Align resources with goals for student outcomes.
5. Revisit how college cost is structured moving from a flat tuition cost per semester hours to cost-based on tiers of services available at all kinds of price points for the different personal needs of students.
6. Use data analytics, digital strategy and new technology to track recruitment throughout the candidate and student journey and then use the data to inform recruitment strategies.

### DESIRED OUTCOMES:

- Enrollment growth
- Policies, practices, and resources that support faculty and staff engaging and serving students
- Systemic improvements in administrative and academic operations that impact student progression and graduation

### PROGRESS MEASURES OF SUCCESS:

- Year over year improvement in enrollment growth
- Year over year improvement in degree completion

**GOAL 6:**

**Utilize effective student retention strategies to increase student persistence and degree completion**

**Strategies/Tactics/Action Steps:**

1. Train faculty to recognize early warning signs for failure to graduate.
2. Structure a monitoring system to track academic retention milestones.
3. Offer effective academic assistance to ensure student success.
4. Make College-Level Examination Program (CLEP) and DANTES Subject Standardized Tests (DSST) offerings accessible and available to students as realistic options for accelerating and meeting graduation requirements early.
5. Maintain a robust fund-raising operation that builds both merit- and need-based aid.
6. Identify financial resources to support student engagement in global studies and trans-international travel.

**DESIRED OUTCOMES:**

- Enrollment Growth
- Year over year improvement in retention and graduation rates
- Year over year improvement in student perceptions and satisfaction
- Increased alumni engagement

**PROGRESS MEASURES OF SUCCESS:**

- Implementation of an academic early warning assessment program
- Use of Institutional Research data to assess students' academic milestones (i.e., completion of remediation and general education coursework, retention, etc.)
- Increase administration of CLEP and DSST, Excelsior/UEXcel, and TECEP offerings



## **GOAL 7:**

**Build the capacity of faculty, staff, and students for continuous academic improvement.**

### **Strategies/Tactics/Action Steps:**

1. Create a vibrant professional development program to maximize faculty instructional effectiveness.
2. Form technical support teams comprised of continuous improvement coaches equipped to mentor, train and build capacity of faculty, staff, and students
3. Monitor continuous improvement milestones and publish results in the “Results Magazine”

### **DESIRED OUTCOMES:**

- Administrative and academic operations improvements
- Year over year improvements in customer satisfaction
- Increased operations efficiency and effectiveness

### **PROGRESS MEASURES OF SUCCESS:**

- Increase professional development and training of faculty and staff
- Incorporate innovative and effective techniques, mastery learning, use of technology and virtual learning strategies, and approaches to learning assessment in curriculums across academic disciplines
- Establish technical support coaches and teams for each academic school

**GOAL 8:**

**Create new, and maintain the relevance of, existing graduate programs to address the needs of the 21<sup>st</sup> century economy.**

**Strategies/Tactics/Action Steps:**

1. Convene a diverse network of local business and community partners to construct a collective impact model wherein organizations collaborate and contribute to the joint preparation of college-educate individuals.
2. Create a culture for research and development.
3. Expand opportunities for on-line learning.
4. Expand UAPB Continuing Education offerings.
5. Pilot a Path to Independence College degree-program for students with physical and intellectual disabilities.
6. Increase the number of university graduate-level programs offered.
7. Embed high-quality improvement materials in eighty percent (80%) of courses.
8. Broaden the opportunity for students to graduate in three years through college advanced placement and concurrent college courses.

**DESIRED OUTCOMES:**

- Reimagined academic programs and offerings
- More opportunities for experiential learning
- Increased degree production in programs of strategic emphasis

**PROGRESS MEASURES OF SUCCESS:**

- Increase the number of new graduate programs deemed to be in demand by industry, businesses, and stakeholders
- Increase the number of online graduate programs
- Increase the number of graduate internships and experiential learning opportunities
- Enhance current graduate course content to incorporate relevant, innovative, and progressive instructional materials

**GOAL 9:**

**Increase focus on high-impact priorities such as internships, research opportunities, the first year experience, leadership development, graduate school preparation, service learning, and study abroad.**

**Strategies/Tactics/Action Steps:**

1. Cultivate, develop, and maintain relationships with industry, corporations, partner universities, colleges, and other key constituents.
2. Establish research teams to design rigorous research projects engaging faculty, students, and partners.
3. Expand global and international study abroad opportunities.
4. Increase competency-based academic programs targeting industries' recruitment and hiring needs
5. Expand service learning opportunities via collaboration between Academic Affairs and Student Affairs
6. Incorporate graduate school preparation materials university-wide, from first year to completion

**DESIRED OUTCOMES:**

- Increased and sustained collaborative relationships with various constituents locally, state-wide, globally, and internationally
- Increased multidisciplinary research projects, scholarship, and publications
- Increased participation and completion of international study abroad opportunities
- Established and in-demand competency-based academic programs
- Increased service learning placements and collaborations
- Increase comprehension of graduate school preparation

**PROGRESS MEASURES OF SUCCESS:**

- Year over year increase in collaborative relationships and partnerships
- Year over year increase in research projects, scholarships, and publications
- Year over year increase in study abroad opportunities
- Increased completion of competency-based academic programs
- Year over year increase in service learning placements and opportunities
- Year over year increase in graduate school enrollment subsequent to graduation

STRATEGIC PRIORITY THREE:  
**OPTIMIZE REVENUE STREAMS AND RESOURCES**

**Rationale**

Over the past decade, funding for public higher education nationwide has dramatically decreased, and it is highly unlikely that funding of public higher education will significantly increase in the future. Given the continued decline in financial support, UAPB must engage in extensive and sustained development of, and planning for, resources of all types to ensure a stable institution that can support mission critical initiatives. UAPB must leave no stone unturned in seeking resources from multiple and diverse sources including alumni, philanthropic organizations, federal agencies, and other sources.

To effectively leverage UAPB's assets, programs, and services, UAPB must develop, nurture, and maintain diverse relationships, networks, and partnerships locally, statewide, and nationally. Within this context, it will be important for UAPB to promote UAPB's role as a resource and valuable partner by strengthening and expanding its outreach, engagement, and service to benefit the region and the state. This means developing and implementing mutually beneficial partnerships with agencies, businesses, and industry by supporting a resource development culture of engagement and collaboration that encourage and reward faculty and staff. This also means building new and enhancing existing partnerships that result in educational and community economic development outcomes that benefit UAPB.

**Goals/Initiatives**

**Goal 1:**

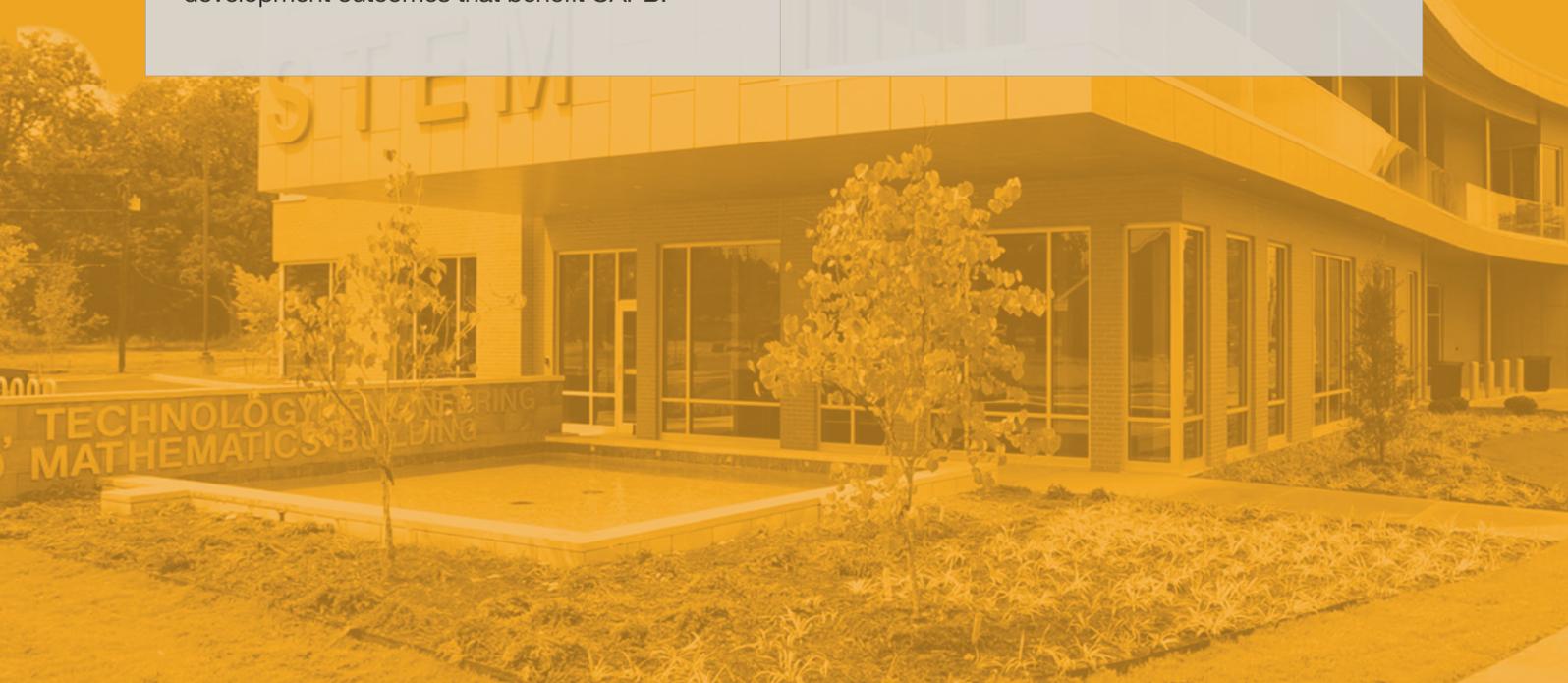
Expand the University's resource base to generate revenue and build the financial resources vital to fulfilling its mission and vision.

**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.



## GOAL 1:

Expand the University's resource base to generate revenue and build the financial resources vital to fulfilling its mission and vision.

### Strategies/Tactics/Action Steps:

1. Cultivate, develop, and maintain relationships with alumni and other key constituents.
2. Provide training to alumni in developing and establishing goals for a comprehensive alumni engagement effort that will empower and engage alumni nationwide as greater champions of UAPB.
3. Improve accountability and effectiveness through the use of technology for alumni and constituent relations, cultivation, and fund-raising.
4. Enhance the systems and processes that are necessary to support revenue maximization and fund-raising.
5. Grow young alumni base (25-40 years of age)

### DESIRED OUTCOMES:

- Long-term fiscal health and sustainability.
- Increased funding and support for operations
- More diverse revenue sources
- Increased engagement with alumni, supporters, and friends to grow financial support

### PROGRESS MEASURES OF SUCCESS:

- Increase donors and annual by **50 percent by 2025**
- Increase alumni giving by **50 percent by 2025**



**GOAL 2:****Create additional streams of revenue by maximizing the University's intellectual assets.****Strategies/Tactics/Action Steps:**

1. Strategically leverage academic and nonacademic units' relationships with corporate partners and alumni to increase giving
2. Enhance and develop new relationships with research funding entities to broaden the University's research portfolio and increase related funding.
3. Expand the breadth of faculty and student involvement in funded research.
4. Strengthen strategic relationships with potential donors, supporters, and friends of the University.
5. Encourage and support entrepreneurial endeavors of faculty, staff, and students.

**DESIRED OUTCOMES:**

- More diverse sources of revenue and support
- Increased non-governmental funding
- Revenue enhancement
- Increased partnerships

**PROGRESS MEASURES OF SUCCESS:**

- >Increase annual external research funding by 20 percent by 2025
- >Increase funding from external sources (foundations, corporate, federal, state, and local government by 25 percent by 2025
- Establish base of six million dollars annually as priority target

## **GOAL 3:**

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

### **Strategies/Tactics/Action Steps:**

1. Assess fundraising campaign readiness
2. Complete campaign feasibility study by June 2024

### **DESIRED OUTCOMES:**

- Mutually beneficial partnerships
- Diverse pool of donors and supporters
- Successful fundraising campaign

### **PROGRESS MEASURES OF SUCCESS:**

- Successful completion of fundraising campaign by 2031



**STRATEGIC PRIORITY FOUR:**  
**NORMALIZE THE QUEST FOR FUNDS TO UPGRADE FACILITIES**

**Rationale**

Today's students come to campus with an entirely different set of aspirations and expectations than students in the past. Much the same can be said about faculty and staff. Remaining competitive in today's higher education marketplace requires modern, state-of-the-art facilities and infrastructure to support an exceptional student experience. This extends to living, learning, and teaching environments, as well as facilities and technology infrastructure for administrative and academic operations. Where students live, eat, sleep, and learn are critical factors in attracting and retaining students through graduation. To attract and retain students, as well as exceptional faculty and staff, UAPB must continuously improve, upgrade, and modernize infrastructure, systems, and facilities to enhance UAPB's living, learning, and teaching environment.

**Goals/Initiatives**

**Goal 1:**

Fully modernize campus facilities and its physical and virtual infrastructure to create an environment that is accessible and inviting to students, staff, faculty, alumni, and the greater community.

**Goal 2:**

Continue to implement a comprehensive Campus Master Plan and make strategic investments to improve and maintain the University's physical facilities in order to enrich the teaching and learning environment.

**Goal 3:**

Develop a prioritization plan for ensuring facilities upgrades and deferred and preventive maintenance needs are systematically addressed.

**Goal 4:**

Upgrade the Emergency Comprehensive Management Plan.



## 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.

### Strategies/Tactics/Action Steps:

1. Enhance network capacity to accommodate the growing needs of instructional and business operations of the University.
2. Adopt technological innovations to improve overall functionality towards a smart campus.
3. Implement building metering, integrated control and management systems that enable performance-based management.
4. Create flexibility in spaces for learning, living, and working that address the changing needs of the University.
5. Assist academic units in identifying instructional technology hardware/software and installations as appropriate.

### DESIRED OUTCOMES:

- Improved physical and virtual environment for students, faculty, and staff
- Attractive and inviting campus-wide living, teaching, learning, and working environments
- Reduce areas of vulnerability and threats related to facility renovation and improvements

### PROGRESS MEASURES OF SUCCESS:

- Renovation of targeted residential and student spaces conducive to quality living and learning by 2028
- Creation and enhancement of circulation strategies, physical connectivity by 2028
- Transform the energy and utility infrastructure to create efficiency and reduce the carbon footprint by 20 percent by 2030

## GOAL 2:

**Continue to implement a comprehensive Campus Master Plan and make strategic investments to improve and maintain the University's physical facilities in order to enrich the teaching and learning environment.**

### Strategies/Tactics/Action Steps:

1. Develop a project management infrastructure to facilitate Campus Master Plan execution
2. Secure resources to adequately staff project management infrastructure for execution and implementation of the Campus Master Plan
3. Secure resources for execution and implementation of the Campus Master Plan
4. Partner with federal, state and local emergency management offices to ensure UAPB secures the latest information on cyber and physical security measures.

### DESIRED OUTCOMES:

- Long-term investments in facilities and infrastructure.
- Replacement of aging and antiquated facilities that adversely impact campus life experiences for students, faculty, and staff
- Upgrades and improvements to freshman residence halls
- Upgrades and expansion of research space/facilities
- Wi-Fi and technology upgrades to keep pace with expectations and requirements of students, faculty and staff

### PROGRESS MEASURES OF SUCCESS:

- Adoption and execution of Campus Facilities Master Plan by 2026
- Completion of the Campus Facilities Master Plan by 2031
- Year over year improvement in student, faculty, and staff satisfaction related campus facilities

## GOAL 3:

Develop a prioritization plan for ensuring facilities upgrades and deferred and preventive maintenance needs are systematically addressed.

### Strategies/Tactics/Action Steps:

1. Significantly reduce deferred maintenance backlog by utilizing the Computerized Maintenance Management System (CMMS).
2. Ensure all buildings are up to code and remain up to code.
3. Solicit and utilize input from students, faculty and staff regarding maintenance needs and concerns to ensure needs are systematically addressed.

### DESIRED OUTCOMES:

- Year over year continuous infrastructure and facilities improvements.
- Year over year improvement in student, faculty, and staff satisfaction with facilities maintenance and improvements.

### PROGRESS MEASURES OF SUCCESS:

- Reduction in the deferred maintenance backlog by 2026.
- Obtain zero code violations by 2030.
- Year over year increase in student, faculty, and staff satisfaction with maintenance and facilities.

## **GOAL 4:**

### **Upgrade the Emergency Comprehensive Management Plan**

#### **Strategies/Tactics/Action Steps:**

1. Revise Existing Emergency Comprehensive Management Plan to include action steps, communication protocols, and best practices to respond to natural disasters, potential active shooters and other situations which may adversely impact campus safety and security.
2. Maintain and improve Rave Alert system communications and require mandatory employee and student compliance.
3. Ensure all buildings are adequately equipped to ensure maximum safety and security.
4. Develop and initiate routine campus-wide safety and security drills that simulate potential harmful incidents.
5. Ensure that the campus can maintain or restore operations in the event of a cyber or physical emergency created by natural or human threats.
6. Implement and utilize best practices to improve cybersecurity infrastructure

#### **DESIRED OUTCOMES:**

- Updated Emergency Comprehensive Management Plan
- Updated infrastructure and buildings maintained to safety standards
- Enhanced policies, practices, and resources made available to campus employees and students
- Achieve 100% Rave Alert system compliance

#### **PROGRESS MEASURES OF SUCCESS:**

- Reduction in incidents of crime, harmful and threatening incidents
- Increased number of buildings campus-wide meeting safety and security measures
- Increased dissemination of pamphlets, email notifications, and documentation focused on emergency preparedness
- Increase Rave Alert system compliance numbers up to 100%

STRATEGIC PRIORITY FIVE:  
**SUSTAIN A CULTURE OF INSTITUTIONAL EXCELLENCE  
THROUGH PROFESSIONAL DEVELOPMENT**

**Rationale**

An exceptional student experience does not take place in a vacuum and building and sustaining a culture of operational excellence is “mission critical.” Operational excellence is about institutionalizing a culture of continuous improvement in UAPB’s structure, operations, systems, and processes required to support and sustain an exceptional student experience. This dynamic recognizes that administrative and academic operations are interdependent and not mutually exclusive. Operational excellence ensures students are being treated as valued customers, and faculty and staff are subject to high quality internal customer service. Most important, operational excellence means adhering to policies, procedures, and best practices in managing UAPB’s assets and resources including human resources, vendors, suppliers, equipment, and facilities.

**Goals/Initiatives**

**Goal 1:**

Create and sustain a campus-wide customer-centric culture to support operations excellence

**Goal 2:**

Enhance business processes to improve efficiency and cost effectiveness in UAPB’s operations

**Goal 3:**

Develop a prioritization plan for ensuring facilities upgrades and deferred and preventive maintenance needs are systematically addressed

**Goal 4:**

Upgrade the Emergency Comprehensive Management Plan



## GOAL 1:

**Create and Sustain a campus-wide customer -centric culture to support operations excellence.**

### Strategies/Tactics/Action Steps:

1. Implement a comprehensive onboarding process for new employees.
2. Provide ongoing professional development opportunities to all staff.
3. Identify resources for Managers/Faculty/Staff development.

### DESIRED OUTCOMES:

- Continuous improvement in administrative and academic operations, processes, and systems
- Year over year improvement in customer service satisfaction
- An environment where students, faculty, staff, and visitors feel welcomed
- Improved customer service outcomes between departments with whom students, faculty, staff, alumni, and vendors must interact

### PROGRESS MEASURES OF SUCCESS:

- Year-to-year improvement in customer satisfaction by implementing incentive-based surveys targeting specific areas and processes, customer service training added to the annual evaluation process
- Develop policy and requirements campus-wide for onboarding process fully implemented by 2026
- Full implementation of training modules for professional development opportunities visible via a published training calendar/portal by 2026
- Year over year improvement in efficiency and effectiveness
- Promote a culture of professional development and the sustainable balance of mental, physical, and emotional wellness



**GOAL 2:****Enhance business processes to improve efficiency and cost-effectiveness in UAPB's operations.****Strategies/Tactics/Action Steps:**

1. Develop and align policies, procedures, and practices to ensure maximum efficiency and cost-effectiveness.
2. Require every organizational unit to develop and implement standard operating procedures (SOPs).
3. Charge managers to provide opportunities for staff development and encourage departments to pay for fees, materials, and membership fees.
4. Develop a training program for supervisors that enables them to utilize the performance evaluation and goal-setting process.
5. Ensure transparency and provide financial information to enable faculty and administrators to make well-informed decisions.
6. Develop and implement a comprehensive succession plan to eliminate/address critical position vacancies.

**DESIRED OUTCOMES:**

- Continuous improvement in administrative and academic operations, processes, and systems
- Year over year improvement in customer satisfaction
- Improved customer service outcomes between departments with whom students, faculty, staff, alumni, and vendors must interact
- Continuity of operations

**PROGRESS MEASURES OF SUCCESS:**

- Year-to-year improvement in customer satisfaction by implementing incentive-based surveys targeting specific areas and processes, customer service training added to the annual evaluation process
- Year-to-Year professional development opportunities that provide faculty/staff an opportunity to enhance their skill set as an employee of the university
- Hiring or appointment of a dedicated Budget Manager responsible for reviewing and reporting any findings of the current budget quarterly to the Vice Chancellor for Finance and Administration

**GOAL 3:****Strengthen internal controls to improve state and federal compliance and support to strategic decisions.****Strategies/Tactics/Action Steps:**

1. Create a compliance checklist for various departments (this may include reports or date-specific tasks).
2. Hire a Compliance Manager to ensure the university follows state and federal compliance regulations and develop policies and procedures.
3. Expand Compliance Office as we diversify our grants and revenue streams.
4. Assign the Faculty/Staff Budget Committee to assist with internal controls. The committee should consist of members according to their skillset/abilities.
5. Implement and utilize best practices to improve compliance identifying the areas where there is the greatest threat or risk of inaccuracy or loss.
6. Implement and utilize best practices to improve cybersecurity infrastructure.

**DESIRED OUTCOMES:**

- Improved compliance reporting and monitoring

**PROGRESS MEASURES OF SUCCESS:**

- Continuous improvement in reporting and compliance monitoring
- Continue annual training on updated state and federal compliance regulations
- Maintain publications of information on policy and procedures for university compliance
- Conduct annual training for managers on specific areas of state and federal compliance regulations
- Direct the Faculty/Staff Budget Committee will meet quarterly to ensure that state and federal compliance procedures effectively reduce adverse compliance findings
- Year-to-Year audit or periodic evaluations or incentive-based surveys to address deficiencies and violations of compliance findings and ensure continuous compliance improvement
- Conduct an external audit of cybersecurity infrastructure to monitor continuous improvement and identify corrective actions if needed with timelines of implementation

**GOAL 4:**

**Engage all units of UAPB in improving operations through a systematic and ongoing process of planning, assessment, and review.**

**Strategies/Tactics/Action Steps:**

1. Develop a more diverse committee of individuals who understand processes to ensure institutional advancement.
2. Create a culture that empowers, encourages, and sustains an innovative institution of excellent and continuous improvement.
3. Review, revise, and implement best practices.
4. Define the expected knowledge, skills, attitudes, competencies, and habits of mind that students expect to acquire at an institution of higher education.
5. A periodic review that ensures the institution effectively uses its human, physical, technical, and functional resources to achieve its educational purposes and improve institutional effectiveness for all areas of campus.
6. Require every organizational unit to develop and implement a planning, assessment, and review process.
7. Leadership creates an environment for empowerment, innovational and institutional excellence.

**DESIRED OUTCOMES:**

- Consistent execution and implementation reporting and monitoring.

**PROGRESS MEASURES OF SUCCESS:**

- Increase professional development focused on UAPB departmental procedures and improving operations.
- Establish an improvement operations assessment and implementation plan.
- Document annual planning, assessment, and review process completed by all organizational units.

UAPB's 2023-2030 Strategic Plan builds upon the most recent plan, "Growing the Pride," and is the roadmap for the next seven years to enhance student success, fund strategic initiatives and fulfill UAPB's institutional mission. The 2023-2030 Strategic Plan will add value if it is fully implemented and utilized—if it becomes the blueprint and roadmap for action. The strategic plan's implementation will be regularly monitored and adjusted to adapt to changing conditions to ensure the plan is embedded in strategic decisions, daily operations, and becomes a living, breathing document guiding the University's future.



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