

# 2011 KEEPERS - of the - SPIRIT 2015

A STRATEGIC PLAN



UNIVERSITY OF ARKANSAS AT PINE BLUFF



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Dr. Lawrence A. Davis, Jr. • Chancellor

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This publication was produced by the Office of Planning, Institutional Research and Public Information. Contributors to the content: Vice Chancellors, Deans, Chairs, and Directors.

Margaret Taylor, Director, Planning and Institutional Research; Coordinator, Public Information • University of Arkansas at Pine Bluff • 1200 North University Drive, Mail Slot 4789 • Pine Bluff, AR 71601  
Phone: (870) 575-8733, Fax: (870) 575-4628, Email: [taylorm@uapb.edu](mailto:taylorm@uapb.edu) • Design, Layout and Typography by Tisha Arnold, Program Director for Public Information

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# Introduction/Institutional Overview

An 1890 Land Grant Institution, the University of Arkansas at Pine Bluff (UAPB) is the second oldest public university in Arkansas. It was created in 1873 by an act of the Legislature as a branch of the Arkansas Industrial University (now the University of Arkansas). Originally known as Branch Normal College, the school opened on September 27, 1875. The Institution was later named Arkansas College, then Agricultural, Mechanical & Normal College until the merger in 1972 with the University of Arkansas System. UAPB has more than 137 years of experience in solving problems related to matters of education, health, welfare, economic development, and governmental affairs for the Pine Bluff community, Arkansas, and the nation. For an extended time, UAPB has been and continues to be the “Flagship of the Delta”.

One of the most important aspects of the historical mission of the University is the Legislative Act of 1873 which stipulated that the institution was being established for the convenience and well-being of the “poorer classes”. While UAPB continues to maintain a special sensitivity to the needs, aspirations, problems and opportunities of its historic constituents, it has expanded its historical mission so as to become consonant with the needs and demands of a more culturally diverse student clientele – a clientele differing academically, socially, racially, ethnically and culturally.

The institution is committed to excellence in its academic programs, excellence in the delivery of current programs and new initiatives including: curriculum development; the teaching and learning environment; student recruitment, retention and assessment; and faculty and staff development.

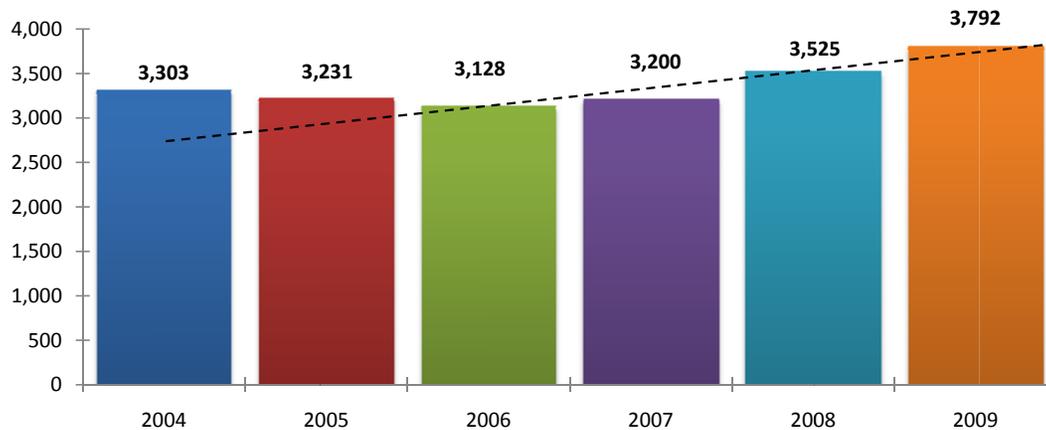
UAPB offers programs designed to solve a broad range of education, economic and social problems through a solid education core of more than 40 undergraduate programs through five schools/divisions: School of Agriculture, Fisheries and Human Sciences, School of Education, School of Arts and Sciences, School of Business and Administration and the division of University College. UAPB offers the only bachelor’s and master’s degree programs in Aquaculture/Fisheries in the state. Academic programs have been broadened to include master’s programs in Education, Aquaculture and Fisheries, Addiction Studies and Agricultural Regulations.

The University received approval on September 4, 2009 from the University of Arkansas System Board of Directors to offer a doctoral program in Aquaculture Fisheries. At the time of the writing of this document, a Request for a Change in the Role and Scope is under review by the Arkansas Department of Higher Education.

The institution remains committed to the continuation and enhancement of its Center of Excellence (Aquaculture), and its areas of emphasis (science and mathematics, minority business development, education, and student development and leadership). The awards of excellence continue for the School of Business and Management Economic Research and Development Center (ERDC) and its work with small business development and incubation as HUD supported single family residential development. It provides technical and outreach services related to minority business development, agriculture, human sciences, education, and student leadership development in fulfillment of the university’s role in society: to lead, to educate, and to serve.

This strategic plan, *Keepers of the Spirit*, builds on the previous five-year plan and sets forth the thoughts and consensus of a broad-based group of university professionals about the state of the university and perceptions for the future. The goal for total student enrollment is 4,000 by year 2011. The steady increase in enrollment over the past four years, after a slight decline in 2006 encourages optimism that our goal will be realized. The University enrolled 3,792 students in fall 2009 of which 95% were Black and 5% were non-Black, 42% were male, 96% were undergraduate and 4% were at the master’s level. Sixty-seven percent of the student population is native Arkansans. Historical fall semester student headcount enrollment is displayed in the following chart.

### Headcount Enrollment, Fall Semesters 2004 - 2009



Although the University experienced a 7.6% increase for its most recent fall student enrollment, a concern continues to be the retention and graduation of its cohort student groups. To assist in the intervention of student attrition, the University uses its Enrollment Management Plan which is the guiding blueprint for attracting, retaining and graduating its students. UAPB has also established such programs as the Learning Institute and Opportunities for New Students (LIONS) for first-time students to assist with their successful transition from high school to college life in the areas of academics, social skills and emotional issues.

After putting the institution's challenges on a grid with its strengths, it was determined that the quality of the learning environment, the strong sense of identity and mission, the strong sense of community, the commitment to mind and character, the partnerships and other alliances, and the historic and programmatic ties to higher education are the building blocks to the viability and soundness of UAPB.

## Summary of the Planning Process

As the University of Arkansas at Pine Bluff moves strategically through the continuous study and planning process, careful attention is given to maintaining the values that have sustained this institution over the years. Salient points include providing a quality education and preparing graduates for specific occupations relevant to current and future needs for solving educational, economic, social, political, and environmental problems. Key elements used in the planning process consider such factors as the 1890 Land-Grant mission, historically black university status, large percentage of first-generation students, traditional and non-traditional students, open admissions, issues peculiar to the Delta and life-long learning opportunities. Committed to an institutionalized set of procedures, the University of Arkansas at Pine Bluff translates the institutional vision and mission into definitive goals and related objectives, develops policies and operational procedures to achieve stated goals and objectives, and monitors and assesses achievement against intended documented outcomes.

The established set of procedures produces primary information for decision-making at different levels of responsibility, while permitting top-level administrators additional time to focus attention on the basic policy questions related to long and short-range planning objectives and to modify existing policies, procedures and objectives accordingly.

The Planning Model utilizes the Vision Statement and the Mission Statement as the basis for a cyclical planning process. In the operational planning process, both statements are augmented by data from evaluations of current activities (strengths/weaknesses), trend analyses, external environmental factors, assumptions and other institutional research. From this data, the planning unit produces goals and objectives, which are assigned priorities and translated into an operational plan, including the allocation of the resources within budgetary constraints.

The program implementation process entails the application of resources according to the operational plan and the responsibility for effectively managing resources in order to attain program goals and objectives.

The evaluation process gathers implementation data and compares actual performance with planned performance. Evaluation includes an assessment of goal/objective attainment and resource utilization. The results of the evaluation phase are then utilized as input to the next planning cycle.

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## Mission Statement

### A—Historical

The University of Arkansas at Pine Bluff was created in 1873 for the convenience and well-being of the poorer “classes”. A second statutory Act in 1890 designated the institution as Land Grant, and made the Morrill Act of 1862 applicable in every respect to Agricultural, Mechanical and Normal College.

The Act of 1862 charges the College, without its excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts.

### B—Evolving

While the University of Arkansas at Pine Bluff will continue to maintain a special sensitivity to the needs, aspirations, problems, and opportunities of its historic constituents it shall expand its mission with a high degree of excellence and with a sense of constantly improving quality.

To fulfill its mission of service to this heterogeneous student clientele differing academically, socially, racially, ethnically and culturally, UAPB shall develop creative and innovative activities that produce new curricular models in the fields of aesthetics, social and political institutions, and scientific technical development.

The thrusts of this new and expanded mission could and should result in the re-examination and improvement of value systems and moral behavior of political institutions and of the economic system. Such a mission does not merely support the advancements of science and technology; it uses science and technology to help solve economic, physical, social, political, racial and cultural problems.

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## Core Values

Our core values are rearticulated and reaffirmed during the study-planning process. Continuous reflections about who we are to ourselves and to our communities enable us to define ourselves as (1) dedicated to the search for truth, (2) responsible custodians of the public trust, (3) committed to excellence in all that we do, (4) welcome access for and opportunity for all people, (5) seekers of the enlightenment brought to true diversity and global interaction, (6) conscientious and diligent efforts to manage ourselves to the highest standards of efficiency and productivity. Those meaningful and forceful values undergird every aspect of our plan.

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## Vision Statement

We believe it is important to the future of the University of Arkansas at Pine Bluff (UAPB) that;

UAPB be known as a comprehensive, 1890 Land-Grant institution that provides open door liberal and professional education for its traditional clientele as well as lifelong learning experience for other population groups with concern for the success of all students; that

UAPB be known for its Center of Excellence—Aquaculture/fisheries biology, and its Centers of Emphasis—teacher education, mathematics and science, minority business development, and student leadership development; that

UAPB offer comprehensive research and services and be an active partner and neighbor in the educational, business and industrial communities of Arkansas and the nation; that

UAPB provide accessible and affordable offerings that are innovative and relevant, and where course offerings and student performance ascribe the highest principles and standards of academic excellence; that curricular plans be designed to prepare students for functioning in a global environment where human and economic interdependencies are ever increasing; that

UAPB maintain a climate that fosters the intellectual and social development of a diversified student body; that is caring, friendly, and respectful of the dignity of all individuals; that

UAPB be a model of resource and environmental stewardship; that

UAPB take pride in itself as a dynamic, creative, future-oriented place of learning and growth and that

UAPB accept the responsibility to develop excellence within us and produce students and graduates that reflect some consciousness, intellectual prowess and the highest levels of professionalism and integrity in their lives and work.

# Imperatives

Twelve imperatives are identified as necessary for the University of Arkansas at Pine Bluff in its status of “An Engaged Institution” with a culture of excellence as the hallmark.

## 1. Elevate Faculty and Their Teaching, Research, and Scholarship

The world today is knowledge-based and constantly changing. In such a world, the quality 1890 Land Grant Institution is “a creator, organizer, preserver, transmitter, and applier of knowledge.” The foundation of these functions is an excellent faculty aligned with the direction of the institution. We continue to assess the credentials of our faculty for appropriateness to our vision for the future, while at the same time attract and retain many more top scholars, teachers, and researchers. We continue to review and strengthen hiring and tenure policies, enhance compensation, focus our scholarship; and transform our administrative and management culture. We cannot achieve our goal without a nationally recognized faculty with a passion for teaching, research and an academic environment that values and rewards innovation, great ideas, and the search for the truth.

## 2. Strengthen Our Graduate Programs

A substantially expanded graduate studies effort is critical to our academic aspirations and to our effectiveness as a continuing significant and contributing land-grant university. Broadening the academic programs to include master’s programs in Human Resources Management, Business Management and Computer Sciences and Information Technology is a growth area. A focus on the preparation of service professionals and the development of service industries is needed and can be accomplished through doctoral offerings especially in Aquaculture/Fisheries (currently designated as a Center of Excellence), Agriculture Industries, and in educational leadership. The UAPB role and scope needs to be expanded to offer masters degrees generically. The university is currently limited to master’s degrees in four areas: education, aquaculture/fisheries, addiction studies and agricultural regulations. Also, by 2010, the role and scope must be expanded to include select doctoral degrees especially in aquaculture fisheries, agriculture, education and addiction studies. The approval from the Arkansas Department of Higher Education for a role and scope change to include a doctoral program in Aquaculture Fisheries was submitted in December 2009. These programs will build on existing strengths, uniqueness and service to the Delta and to the state of Arkansas in the areas of market development and healthy human capital development. Outstanding professors attract superior graduate students and, in many instances, the money to help support their research. But these professors by themselves will not be enough. We must create a dynamic, exciting, discovery-driven intellectual environment that will draw superior graduate students, comparable to those in the nation’s best graduate programs.

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### **3. Enhance the Undergraduate Academic Experience**

The core of the University of Arkansas at Pine Bluff must be a residential, learner-centered community that attracts excellent students and provides quality learning and mentoring experiences. We must better prepare learners for lives of discovery, innovation, leadership, and citizenship by better inculcation of writing, thinking, and self-expression skills. The University of Arkansas at Pine Bluff is proud of its history of developing student leaders. Our out-of-class learning programs are already an area of distinctiveness, but we must continue to strengthen their substance and reputation and extend their benefits to a greater percentage of the student body and shape their activities and services for the changing demographics this institution seeks to serve to remain viable. Our retention rate is much less than desirable after year one, however first-year retention rates for the most recent cohort (fall 2008) of first-time full-time degree seeking students is 63.9%, a three percent increase from the previous year. Four-to-six year graduation rates for the fall 2002 cohort class of 718 students is 28%, so we must continue with our institutional commitment to graduate those we enroll. Importantly, however, UAPB through its array of programs and services makes a positive difference in the lives of students and in outreach to the Arkansas Delta.

We must emphasize education more than training and significantly align our student-faculty ratio using the student credit hours generated productivity as a measure. We must provide more opportunity for intellectual exchange between distinguished faculty and undergraduates. Our recruiting is more proactive and should produce a more broadly representative student body, we are paying particular attention to the growing Hispanic and Asian/Pacific Islander populations as well as the age demographic shifts that may be apparent. We must continue to look carefully at the entry test performances of our new students, expand and enrich our honors, study/live-abroad, interdisciplinary studies, and course-assistance programs. It is important also that UAPB will enrich, expand, and institutionalize its assessment and cyclical system as it endeavors to effect total quality management in all of its operations toward teaching and learning.

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### **4. Build the Letters, Arts, and Science Core**

The University of Arkansas at Pine Bluff has historically placed great emphasis on the letters and arts since their inceptions in the 1940's. While many of our basic science disciplines are nationally acclaimed through the number of successful practicing professions in an array of careers, it is important that land-grant universities have competitive liberal arts programs and a full range of such programs with a significantly continuing institutional commitment. The University of Arkansas at Pine Bluff African-American Museum and Cultural Center holds great promise as a tourist attraction for those populations and tour groups who frequent sites such as the King Center, in Atlanta, the Selma Civil Rights Museum in Alabama, the Lorraine Hotel in Memphis, Tennessee, the Armistead Center in New Orleans, and the Central High Museum in Little Rock. The rationale for the African American Museum and Cultural Center as a Center of Excellence is that it will serve as a historical repository on African-American contributions to the Delta and provide information that can be useful to researchers, film makers, and other documentary projects and to travelers who value Southern culture. The Center will be listed with Heritage Tour booking agencies and with the Arkansas Parks and Tourism Commission. Such strengthening is necessary for the true, enduring education of our graduates and the enrichment of their lives. It is abundantly clear that we will never be seen as a premier institution nationally without a far stronger letters, arts, and sciences program.

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## **5. Build on the Tradition of Professional Education**

Undergraduate education in all areas, including professional education, has been our traditional strength at the University of Arkansas at Pine Bluff. At the heart of Keepers of the Spirit is a belief that we will not only sustain but also continually strengthen our professional programs at both the undergraduate and the graduate levels. We expect that these programs will be the first (as some already are) to represent the University of Arkansas at Pine Bluff solidly and firmly in the national arena. Our professional programs must also recognize the necessity to prepare graduates more broadly for entry into a complex, changing, global and unpredictable world.

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## **6. Diversify and Globalize the University of Arkansas at Pine Bluff Community**

Information, communication, and travel technology have produced a highly connected global society. The ability to survive, much less succeed, is increasingly linked to the development of a more pluralistic, diverse, and globally aware populace. It is essential that the faculty, student, and larger campus community embrace this more cosmopolitan environment. The university's traditional core values will give us guidance and distinctiveness, while preparing us to interact with all people of the globe. UAPB will continue to increase alliances (i.e. partnerships, advisory board, collaborations, and networks) with the educational, arts, business, and industrial communities and government agencies in assessing needs and planning programs to address a variety of issues with particular emphasis on the Delta. UAPB must attract and nurture a more ethnically, culturally, and geographically diverse faculty, staff, and student body.

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## **7. Increase Access to Knowledge Resources**

The intellectual assets represented by UAPB library holdings have been developed and examined for its capability for meeting the needs of the future. The library systems hosts 30 online databases with access to more than 100,000 full-text journals and newspapers articles, many peer-reviewed, accessible from any computer on campus and distance access with an ID and password. The Online Public Access Catalog (OPAC) accesses all print holdings in the main library and satellites and is accessible through the Internet as well as UAPB and satellite web sites. UAPB must invest generously, but wisely, to maintain par with its academic peers. It must lead, not just grow, in forcefully developing new methods and measures of success in this rapidly changing arena. The Evaluation Resource Center is an outgrowth of the Minority Sub-Recipient Office (Tobacco Settlement Funds) which has a strict demand for accountability and research based evaluative reports. This type of evaluative service is needed by nonprofits in general as they report to their boards, funding agencies, the government and to the public. The expansion of the service of evaluative research to nonprofits in the Delta regions would provide needed data to help ensure accountability of resources and service delivery designed to advance the quality of life in the Arkansas Delta.

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## **8. Enrich Our Campus**

The physical environment of our campus should be conducive to scholarly work and study. UAPB has an efficient and well-maintained campus. During the growth and enhancement over the past years, the physical aesthetics and space accommodations have been strengthened by the presence of Neighborhood revitalization (bilaterally with HUD and Pine Bluff Community Development), Pine Bluff Regional Park and downtown Farmers Market Pavilion, and Pine Bluff Weed and Seed Program. Continuing and innovative planning and bold leadership are needed to challenge and maximize these contributing properties and programs. Through judicious coordinating and planning we need to focus on what best gives UAPB and this community the character that we deem appropriate. Development of a regional park connection for academic and recreation uses should be a high priority.

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## **9. Build Community and Metropolitan Connections**

The way that we relate to the local community, Pine Bluff, and other rural and urban areas of the state will have a powerful impact on UAPB and the communities supporting and supported by the university. In addition, it is critical that the community in which we live provide opportunities for families to work and grow. Spouses need high quality employment opportunities. Faculty and researchers need private-sector sponsorships and commercialization support. As we attract a wider range of people to UAPB, the enrichment provided through our connection to various areas of the state and nation becomes increasingly important. Fitly joined together, such a connection gives us the best of both worlds.

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## **10. Demand Enlightened Governance and Leadership**

Great universities have a clearly articulated vision, a stimulating intellectual environment populated by great faculty and students, and resources adequate to support quality offerings. One other characteristic often contributes to greatness: enlightened leadership, clear, cooperative relationships between the university and system must be the norm. To achieve our aspirations, strong, enlightened, stable, and forward-thinking leadership focused on academic quality is essential. We have made progress, but we must guard it zealously. Arkansas Boards and Commissions superintending affairs of public education must continue to take the policy high ground. The System administration must acknowledge and nurture UAPB's role as a comprehensive 1890 research university with national peers. The university administration must be steadfast in its demand for quality in every decision, and intensively engage in on-going evaluations of efficiency and effectiveness for values toward its allocation of resources. And finally, the university administration must make decisions through a process characterized by openness and appropriate faculty and staff participation. Our responsibility to the Arkansas Delta as its flagship must be continually evidenced in all decision-making. Academic progress is fragile. Enlightened, shared governance and leadership are elemental to its achievement.

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## **11. Attain Resources Comparable with 1890 Land Grant Universities**

A combination of rapid population growth, demand for government services and difficult economic times has placed a strain on the Arkansas coffers in recent years. A good and dispersed university system has provided access to a growing college-aged population. Access alone is no longer enough. Arkansas must have universities that offer opportunities equal to the land grant universities in other states, while taking complementary steps to maintain access. Competitive peer states have long recognized the economic necessity of comprehensive 1890 research universities in meeting the knowledge demands of an information society.

UAPB and the University of Arkansas are ideally positioned to achieve recognition as national institutions because of the state's historical, constitutional financial commitment to them. Both institutions designated to fill the land-grant role must be acknowledged and supported in a way that is consistent with competing in the higher education arena. They must be provided the flexibility and exercise the wisdom and courage to price their offerings more in line with their value, while taking complementary steps to maintain access. Finally, they must use their historical strength to generate more private capital. UAPB must attain resource parity with the best 1890 institutions to better serve Arkansas.

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## **12. Meet Our Commitment to Arkansas**

UAPB is a creation of the state and in its origin was designed to prepare those academically prepared as well as those underserved populations as educated problem-solvers to lead the state's development. This fundamental and evolving mission, born out of the land grant heritage of service, remains today. UAPB's aspirations to be among the best 1890 land grant institutions in the country resonate with this historical mandate. Current in-class and out-of-class programs are aligned with the economic, health and social service, and community development needs of Southeast Arkansas. Emerging programs in biotechnology and plant science will also contribute to the labor force and provide needed technical assistance to help spur economic development in the Delta region.

UAPB must follow through on plans to have the Economic Development and Research Center (ERDC) classified as a Center of Excellence. This center will provide technical assistance and outreach to budding entrepreneurs, many of whom are rural and/or minority. Building on the strength of significant impact on new businesses, business owner trainings, assistance with loan packaging, and a new downtown incubator center, the ERDC has qualified itself for this designation.

UAPB must continue to contribute to economic development through the production of a cadre of professionals who bring diversity to the workforce, a global concern.

The diverse population of Arkansas should have access to the best public education in America without having to leave the state. UAPB must also reach out even more to help solve the most difficult societal problems, including those related to public education, crime, and the environment, and must honor its heritage of enhancing the economic development of all regions of the state. UAPB, if it aspires to national prominence, must first stay committed to Arkansas.

# Goals and Objectives

Consistent with the aforementioned twelve imperatives are five priority institutional goals and related objectives.

## **Program 1. Teaching - Meet the historical and evolving mission of our 1890 land grant heritage related to curricular offerings**

Goal 1: Strengthen institutional quality through graduate and undergraduate programs of excellence in in-class and out-of-class teaching and learning activities. (Academic Affairs, Student Affairs)

### Objectives:

- Promote academic program excellence and access, epitomized by high academic expectations and effective, responsive teaching and learning
- Create a network of support mechanisms that will facilitate excellence in teaching and learning.
- Promote and support faculty/staff excellence through effective recruitment, engagement, appropriate recognition and rewards, development, and opportunities for career advancement.
- Promote and support student excellence through appropriate recognition, on-going assessment, advisement, appropriate curricular offerings and research engagement experiences, counseling and testing, health and wellness, leadership training and experiences, as well as opportunities for academic, social, and career advancement.
- Continue to develop and implement effective strategies to increase recruitment, retention, and graduation rates.
- Develop an effective and efficient infrastructure for distance learning that facilitates increased course offerings at a distance.
- Develop new programs that meet the continuously evolving needs of constituencies.

## **Program 2: Research - Meet the historical and evolving mission of our 1890 land grant heritage related to research and creative works.**

Goal 2: Engage faculty/staff and students in mission-oriented research and creative activities to solve stakeholder problems and enhance the quality of life.

### Objectives:

- Establish institutional mechanisms (i.e., release time, support staff, facilities, and grants management) to promote research, scholarly, and creative activities.
- Create a network of support mechanisms that will facilitate excellence in teaching and learning.
- Establish partnerships and collaborations with other institutions and agencies to broaden the scope and productivity of research and creative activities.
- Increase the university's investment in research and scholarly activities through seed grants and indirect cost recovery.
- Continue to develop and implement effective strategies to increase recruitment, retention, and graduation rates.
- Develop an effective and efficient infrastructure for distance learning that facilitates increased course offerings.
- Develop new programs that meet the continuously evolving needs of constituencies.

**Program 3: Public Service - Meet the historical and evolving mission of our 1890 land grant heritage related to public service**

Goal 3: Strengthen the institution’s quality in scholarship through engaging the entire university in fulfilling its public service mission.

Objectives:

- Identify and provide resources to support public service and engagement.
- Provide opportunities for service initiatives in every curriculum
- Establish collaborative partnership efforts across units, programs, and communities to facilitate the University’s public service mission.
- Provide incentives and recognition for engagement and public service initiatives.

**Program 4: Institutional Support - Meet the historical and evolving mission of our 1890 land grant heritage related to institution wide units necessary to the support of teaching and learning.**

Goal 4: Enhance services offered by support units in executive management, finance and administration, and student affairs.

Objectives:

- Enhance services offered by the offices of human resources and student financial services.
- Enhance services offered by office of research and sponsored programs in seeking and administering funds
- Provide alternative methods of storing files and records
- Maintain and develop physical facilities that will allow a safe and effective teaching, learning, research, and service environment.
- Strengthen information technology resources to enhance all of the university’s activities.
- Maintain sufficient reserves in the university’s fund balance.
- Promote awareness among clientele, potential clientele, potential funders, and other constituencies about UAPB activities and their impact.

**Program 5: Assessment and Planning - Meet the historical and evolving mission of our 1890 land grant heritage along with the expectations of governing bodies related to planning, management, and evaluation.**

Goal 5: Ensure accountability and continuous improvement of programs and services through a comprehensive institutional assessment system with a planning and budgeting model.

Objectives:

- Expand the accountability and Academic Assessment System to include Arkansas viability standards.
- Continuous integration of assessment plans and activities into the assessment system.
- Apply results generated from assessment data to ensure academic quality improvements at the departmental level.
- Respond to changing state and federal academic policies.
- Use resources effectively to meet constituent needs.
- Continual use of student evaluations to enhance student achievement
- Maintain and update the institution-wide data base that empowers managers to make data driven decisions.
- Continue to improve the cyclical planning, managing, and evaluating system.



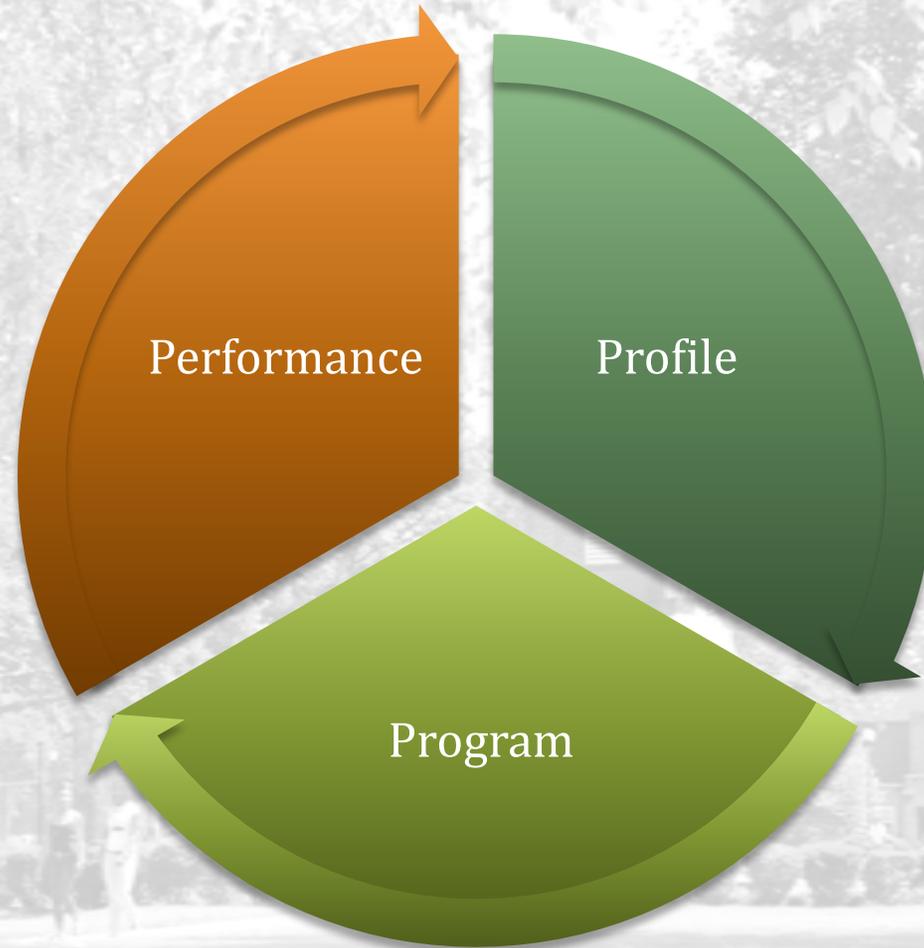
# Institutional Efficiency & Effectiveness

## Profile, Program and Performance (P3)

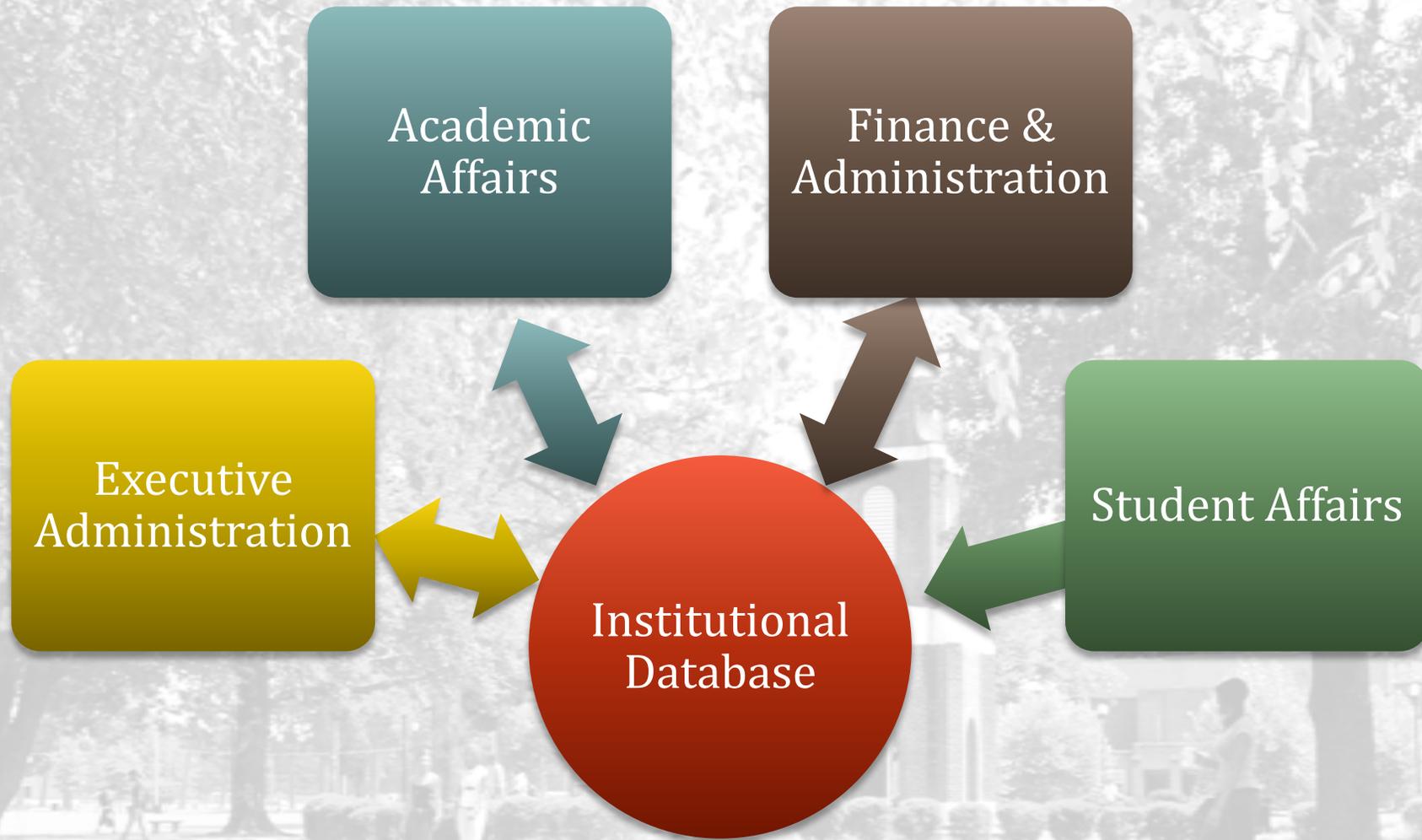
University efficiency, effectiveness and planning Advisory Committee (*Advocates, supports, identifies and recommends the elements within the database*)

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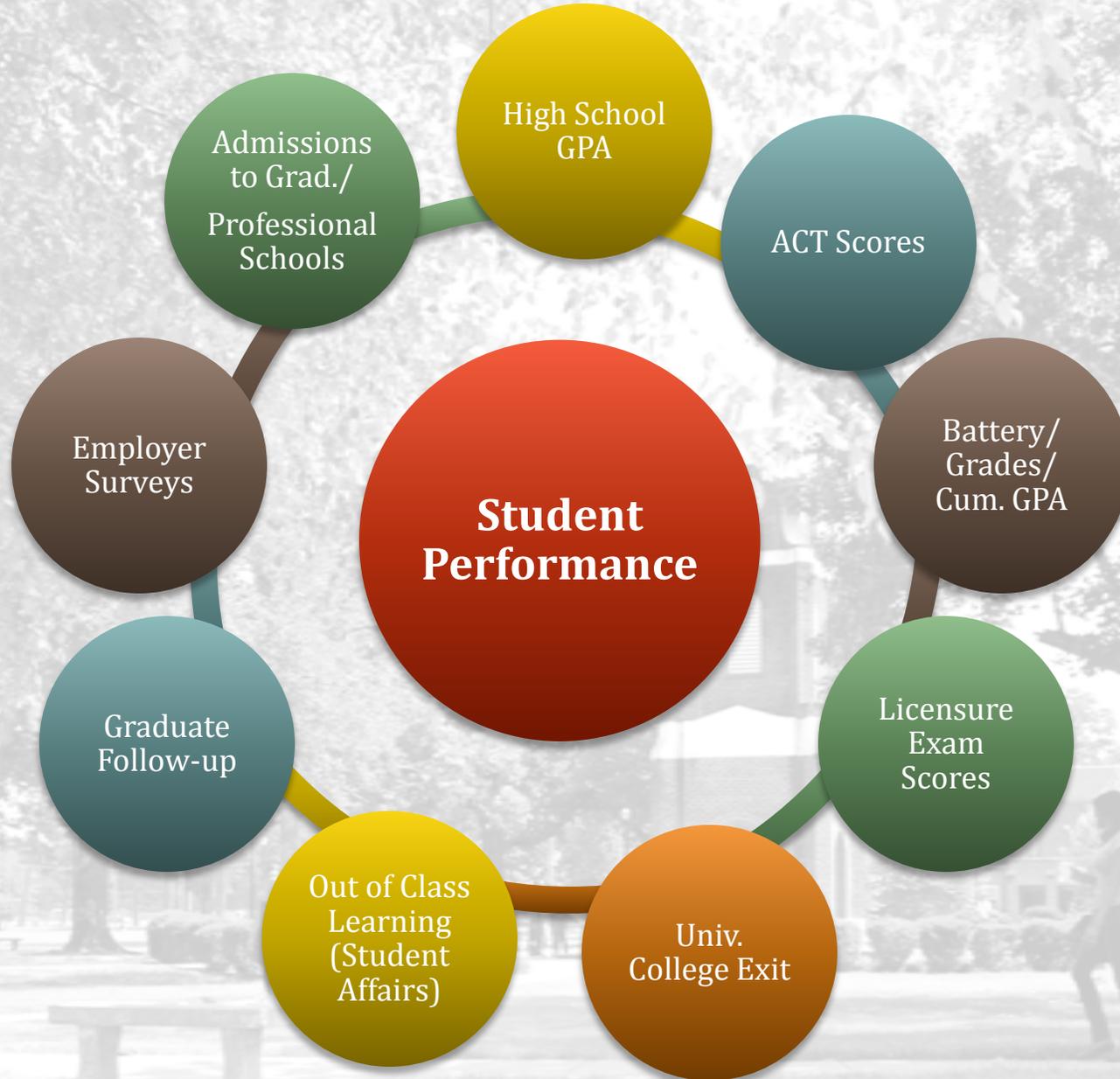
# Institutional Efficiency & Effectiveness



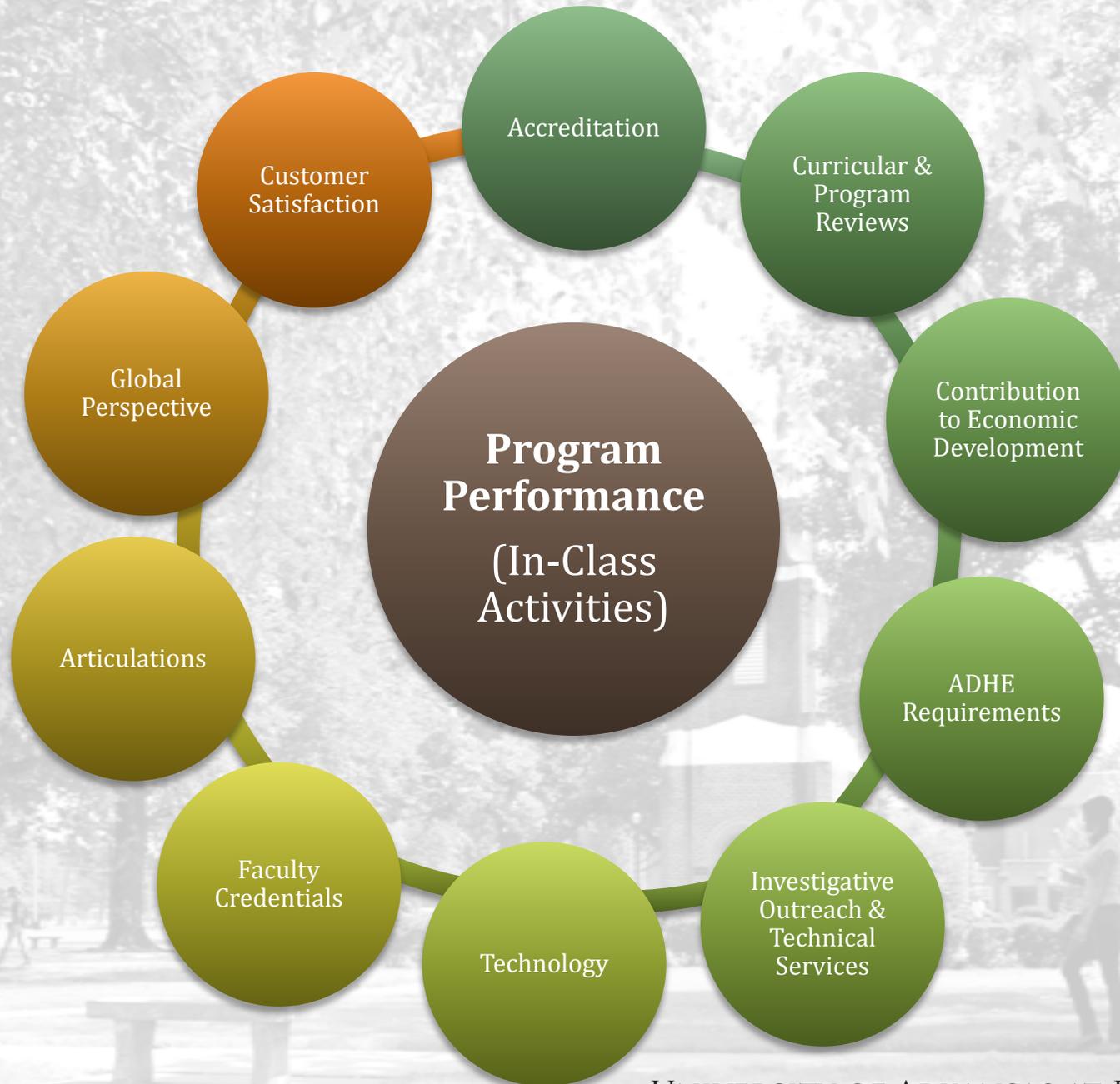
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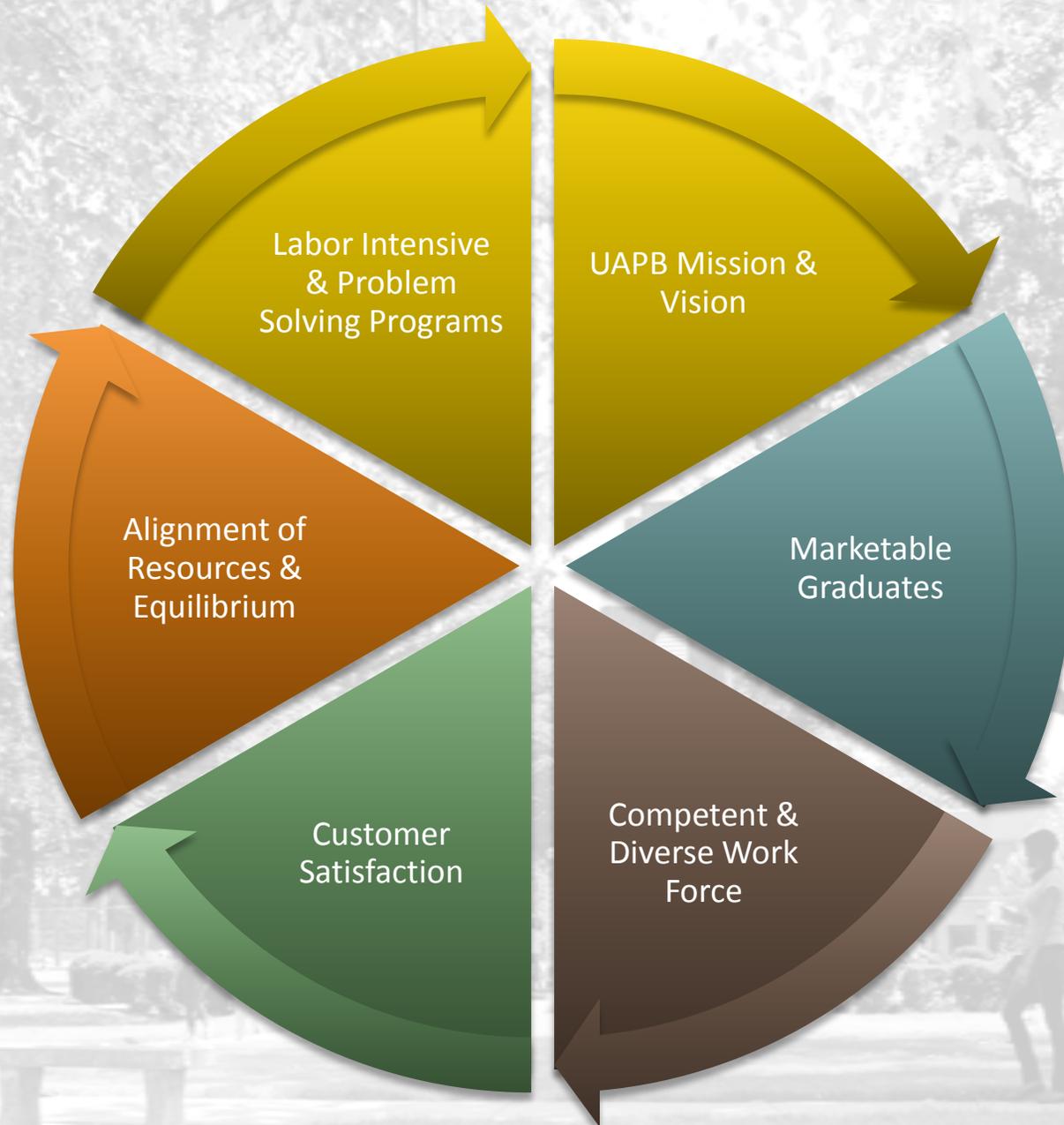
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# APPENDIX

## Division of Finance and Administration

**Mission:** To plan, monitor and account for the financial resources available to carry out UAPB's mission in compliance with applicable government regulations and Board policies.

**Objectives:**

Generate the resources to carry out our mission.	Protect our ability to use those resources.	Maximize the benefits derived from their use.
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The Division of Finance and Administration strives to add value and quality to the university by providing efficient, effective and responsive support services that enhance the university's overall mission of instruction, research, and public service. At the same time, the division must ensure that the university conforms to the many regulatory and contractual requirements imposed upon it. Through good stewardship of the university's financial, technical, human and physical resources, the division fulfills its responsibility to protect the university's resources and maximize the benefits derived from their use through the development and administration of the annual budget, financial analysis, reporting, audits, cash flow management, post-award administration of grants and contracts, procurement of goods and services, facilities management and human resource administration. To enhance the division's operation, the following goals are set forth as part of the university's strategic plan for Fiscal Years 2011 - 2015:

Name of Division/Unit: <b>Division of Finance and Administration</b>	Prepared by: <b>Pauline Thomas-Vice Chancellor for Finance &amp; Administration and Directors</b>
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<b>GOAL I: Enhance services offered by the Office of Technical Services</b>						
<b>Objective</b>	<b>Strategy</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Measure of Success</b>	<b>Resources from Unit Budget</b>	<b>Resources from External Sources</b>
Create a web-based documentation for operating systems	Improve customer services and support to campus IT users. Identify customer's expectations and needs. Promote IT services through effective communication with all campus constituents.		On-going	85% of users will rate the services useful to their needs and satisfactory.		
Enhance UAPB Channel 24 and KUAP 89.7 FM Radio Station	Upgrade Channel 24 with the latest technology for students hands-on experience and Internet broadcast capability. Upgrade hardware and software in the Radio Station for students hands-on experience. Upgrade radio station tower from current 6,000 to 50,000 watt for greater coverage in the Delta region.		June 2011			

**GOAL II: Develop a reliable, robust and secure access to information technology strategies**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
Preserve and enhance the network infrastructure through an on-going commitment to upgrade, extend and diversify its capabilities and support	<p>Develop, communicate and implement a model for the effective deployment of information technology services which recognize the varying needs across the university.</p> <p>Evaluate opportunities for providing universally available software licenses.</p> <p>Provide DHCP services to allow for easier desktop management and to more efficiently utilize IP address and expand wireless services</p>		On-going			

**GOAL III: Maintain and develop physical facilities that will allow a safe and effective teaching, learning, service and research environment**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
Make ADA Upgrades to Fine Arts and Rust Tech Halls	Make existing facilities used by employees and students readily accessible to and usable by persons with disabilities.	Director of Physical Plant	June 2011	Timely completion of project within funds appropriated		\$750,000
Continuation of critical maintenance on HVAC modifications	HVAC modification including removing all existing heating and air conditioning equipment in various buildings (Kountz/Kyle, Rust Tech, Corbin Hall, Library, Home Economics, Research Center, Infirmary, ROTC) and replacing with all new, more energy efficient equipment		June 2015			

**GOAL IV: Lower Utility Expense/ Cost**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
Reduce campus water consumption	Replace existing faucets with low flow/sensor activated fixtures, replace existing water closet flush valves with automatic dual flush units.		June 2015	Payback within 6 years		
Lower electricity cost through Interruptible Power Service	Add generators to various campus areas- new primary meter, old primary meter, HPER complex, Human Science, Harrold Complex, Delta Housing, Childress Hall, Football Stadium South Meter and Administration Building -allowing UAPB to run generators during peak demand periods without using Entergy power.		June 2015	Payback within 7 years		

# APPENDIX

Name of Division/Unit: **Division of Finance and Administration**

Prepared by: **Pauline Thomas-Vice Chancellor for Finance & Administration and Directors**

## GOAL V: Provide alternative method of storing files and records

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
Procure Imaging System for document filing and retrieval	Acquire a software system that will scan, retrieve and store data from Datatel and other applications and will also work with the institution's network. This software system would also enhance audit tracking and Disaster Recovery.	Director or Technical Services	June 2011			

## GOAL VI. Continuing Education

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
To educate end users, vendors and management on the functions and applications of the Office of Procurement	Training sessions, via seminars, webinars, on/offsite workshop, on new legislation, policy changes or directives that impact Procurement procedures.	Director of Procurement	On-going	Decreased concerns and questions about Procurement  Minimization of order processing infractions  Heightened confidence of the line staff to handle office challenges		

## GOAL VII. Maintain sufficient reserves in University's fund balance

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
To continue to increase the fund balance with reserves sufficient to meet unexpected needs of the University	Establish a \$3 million fund balance reserve that is not designated for a specific purpose, but can provide a basic and flexible source of funding unexpected needs. The University's reserve will most likely be funded by enhanced cost control measures and systematic re-assessment.	Vice Chancellor for Finance and Administration	On-going			

# Division of Academic Affairs

A community of scholars engaged in teaching and learning, research and creative work, and discipline-based services as a foundation for the preparation of well-educated and philosophically grounded professionals to provide leadership in the advancement of the Arkansas Delta and beyond.

Name of Division/Unit: **Division of Academic Affairs**

Prepared by: **Dr. Mary Benjamin-Vice Chancellor for Academic Affairs, Academic Deans & Directors Council**

## GOAL I. Continue to grow quality graduate and undergraduate programs of excellence to address community, state, regional, national and global need.

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1). Promote academic program excellence and access, epitomized by high academic expectations and effective, responsive teaching and learning	1)Use Academic assessment and needs assessment data in planning by discipline, school and division	Deans, Directors and Chairs, and Faculty	2011-2015	1)Continuing and new Accreditations-- NCATE; NCA/Higher Learning Commission; NASAD (Art) ADA; NASM; (Business) 2)Approval of all existing programs placed on ADHE 2013 reviewer list 3)Increase in number of on-line courses by 25% 4)University approved policy requiring training module for all students	E & G	Grants
	2)Respond to accreditation standards; Compliance with ADHE Viability Standards – 2013	Associate VCAA, Director for Teaching and Learning Center, Deans, and Chairs	2011- 2013 (Initiation of focused planning)		E & G	Grants
	3)Expand on-line training for faculty/ staff and the number of on-line minors/ options		2010-2015		E & G	Grants
	4)Require Information/technology literacy as a training component for all freshmen	(4) Director for Libraries, Center for Teaching and Learning; Chair for the English Dept.	2014		E & G	
2)Expand graduate programs	Ph.D. in Aquaculture/Fisheries	Chancellor, VCAA, Dean for SAFHS, Chair for Aquaculture/ Fisheries, Advisory Board for AQFI	2014	ADHE and Higher Learning Commission Approval of Ph.D. in Aquaculture/ Fisheries	E & G	
	Masters in Evaluation Research	Dean for Ed. and Chairs	2013	Approved degree by all governing authorities	E & G	
	Masters Degree in Computer/ Technology	Dean for Arts and Sciences, Chair for Mathematics and Technology; Director for Computer Science	2014	Approved degree by all governing authorities	E & G	

# APPENDIX

Name of Division/Unit: **Division of Academic Affairs**

Prepared by: **Dr. Mary Benjamin-Vice Chancellor for Academic Affairs, Academic Deans & Directors Council**

## GOAL II. Engage faculty/staff and students in mission-oriented research/creative activities to help solve stakeholder problems and enhance the quality of life.

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1)Address stakeholder needs	1)Expand number and activities of advisory boards	Deans, Chairs, Faculty and Advisory Boards Deans/Chairs/ Faculty	2012	1)Minutes documenting active board involvement	E & G	Federal and State Grants Grants (e.g. Thurgood Marshall)
	2) Conduct needs assessment	Associate Vice Chancellor for Academic Affairs and Deans	On-going	2)Needs assessment reports and programmatic response	E & G	Federal and State Grants
2)Sharpen student/faculty skills in inquiry and creative thought	1)Expand faculty and student participation in external research training (e.g., internships)	Vice Chancellor for Academic Affairs , Academic Deans, Research Committee	2011-2015	5% increase in faculty/student participation in external research experience over each of the five years, 2011-2015	E & G	Federal and State Grants
	2)Formalize in-house grantsmanship mentoring program	Associate Vice Chancellor for Academic Affairs and Deans	2011-2012		E & G	Arkansas Research and Education Optical Network (ARE-ON)
	3)Work with administrators to notably improve the service and support provided by the Center for Research and Sponsored Programs	Vice Chancellor for Academic Affairs , Academic Deans, Research Committee	2011-2012	Increase in support services, staff assistance, space; research training	E & G	
	4)Work with administrators to provide monetary award for successfully funded grants.		2011-2012	Funded scale for monetary reward to successful grant/contract writing	E & G	

3)Strengthen the university's image as a Center for Research and Creative works in the areas of education, aquaculture/ fisheries, STEM and the Arts.	1) Expand and increase the accessibility to the database in Aquaculture/ Fisheries	Dean for School of Agriculture, Fisheries and Human Sciences and Department Chair/faculty for Agriculture and Fisheries	2013-2015	1a.) 5% increase in database over each of the next 5 years, 2011-2015.  1b.)5% increase in use by units external to Aquaculture/Fisheries over each of the next 5 years, 2011-2015	E & G	Federal and State Grants
	2) Create a database on educational models for underrepresented minorities	Dean for School of Education, Chairs and data analyst	2015	2)Established database by 2013 and utilization record that shows increased usage by 10% for each of the following years: 2015 and 2015.		Grants (e.g. Thurgood Marshall)
	3)Construct the STEM Academy and Conference Center	Chancellor, Vice Chancellor for Academic Affairs and Arts and Sciences Dean	2011-2013	3)Completion of the STEM Academy and Conference Center Facility	E & G	Grants (Including Title III)
	4)Increase professional presentations and publications in all disciplines	Deans, Chairs, Faculty		4)Increase in faculty/student presentations and faculty publications by 5% for each of the 5 years		
	5) Celebrate Accomplishments					

**GOAL III. Strengthen academic programs' engagement in public service.**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1)To demonstrate to faculty, students and staff the strategies and benefits of collaboration	1)Assess existing partnerships and update as findings, inform	Deans/Directors/ Chairs	2011-2015	Complete Report on Partnership Assessment; Updated Partnership List	E & G	
	2)Develop a partnership tracking/ assessment system	Associate VCAA, Deans and Directors Council and Data Analyst	2011	Approved Course and student enrollment census	E & G	
2)To build the University's academic support base	1)Re-vitalize the one hour course in Service Learning and require for all undergraduate students	Deans/Directors/ Chairs	2011-2015	Enrollment in Service Learning Course with 15% increase per year, 2012-2015	E & G	
	2)Ensure the active engagement of partners	Deans/Directors/ Chairs/Faculty	2011-2015	Minutes of advisory board meetings that validate board involvement and activity	E & G	

# APPENDIX

Name of Division/Unit: **Division of Academic Affairs**

Prepared by: **Dr. Mary Benjamin-Vice Chancellor for Academic Affairs, Academic Deans & Directors Council**

## GOAL IV. Expand the accountability and Academic Assessment System to include the Arkansas Viability Standards.

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1)To continually assess programs for productivity and viability	Utilize ADHE viability, accreditation and discipline standards for assessment measures	Deans, Chairs, Faculty	Continuous	Positive reviews by ADHE, Accrediting Agencies, and discipline organizations, e.g., International Coalition for Addiction Studies Education (INCASE)	E & G	
2)To continually use assessment data in academic program planning	1)Conduct annual Student Satisfaction Survey	Office of Academic Affairs and part-time researcher	Continuous	Student Satisfaction Survey results at 80% or more having average of 3.5 or more on 5.0 Likert scale	E & G	
	2) Continue annual unit reports	Associate VCAA, Deans & Directors	Continuous	Documented evidence in annual reports of productivity at or above ADHE viability, accreditation standard (Where applicable) and discipline standard	E & G	
	3)Continue-year-end assessment workshop	Director for Academic Assessment	Continuous Annually 2011-2015	Academic Assessment Annual Report that includes year- to- year comparisons on productivity and viability outcomes and use of assessment data in planning	E & G	
	4)Add a Data Analyst to Office of Academic Assessment	Chancellor and Executive Cabinet	2011	Quarterly reports published by the Office of Academic Assessment sections of accreditation self-studies and ADHE Academic Review Reports	E & G	

## GOAL V. Increase student persistence, graduation rate and placement (career, graduate/professional school).

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1)To increase the retention rate by 3% a year for each of the next 5 years, 2011-2015	(1 &2) Re-focus the Personal and Social Development and Career and Life Planning Classes to emphasize reading, critical thinking skills, study skills and required use of tutorials; require class twice per week	Vice Chancellor of Academic Affairs and Dean, University College	2011	Approved course revisions as documented by minutes from Academic Affairs and Educational Policies Committee	E & G	
2)To increase the graduation rate by 2% a year for each of the next 5 years, 2011-2015						

3)To increase the percentage of graduates entering graduate and professional school by 2% for each of the next 5 years, 2011-2015	Increase students' exposure to graduate, professional school opportunities	Deans, Chairs, Advisors, Ronald McNair, STEM Academy, Graduate Programs	Annually 2011-2015	Increase by 5% per year (2011-2015) in graduate school guest lecturers, student trips to graduate schools and 2% per year, 2011-2015 of students going on to graduate/professional school	E & G	
4)To increase student satisfaction with their UAPB education and employer satisfaction with recent (1-2 years) hires of UAPB graduates	1)Continue to work with students and Student Financial Services to develop timely and acceptable educational finance plans	Associate Vice Chancellor for Academic Affairs	Continuous 2011-2015	Reduction by 5% per year (2011-2015) in number of students registering late due to financial barriers	E&G	
	2)Survey graduates after 1st year and employers of recent (1-2 year) graduates of UAPB for level of satisfaction with education (graduates), performance (employers) and recommendation	Deans and Directors, Chairs	2011-2015	Average rating of 3.5 or more by graduates and employers of recent (1-3 years) graduates on 5 point Likert scale with 5 as highest level of satisfaction		

**GOAL VI. Expand academic program and outcomes marketing to stakeholders, students and to the local, state, national and global community.**

<b>Objective</b>	<b>Strategy</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Measure of Success</b>	<b>Resources from Unit Budget</b>	<b>Resources from External Sources</b>
1)To increase UAPB's visibility in its market area	Utilize traditional marketing (radio, TV, Lion Fever Day, etc.), social networks, and the web in marketing programs	VCAA, Assoc. VCAA, Deans, Chairs, Faculty, and students, Office of Public Relations	2011-2015	Posting of social network and growth of memberships	From Unit Budget	
2)To showcase UAPB's academic programs, research emphasis and artistic genres.	Utilize students, faculty and staff to present outcome data, including presentation to community organizations, professional associations and via publications	VCAA, Assoc. VCAA, Deans, Chairs, Faculty, and students, Office of Public Relations	2011-2015	Increase in number of presentations by 5% a year over next 5 years (2011-2015)	E&G	

# APPENDIX

Name of Division/Unit: **Division of Academic Affairs**

Prepared by: **Dr. Mary Benjamin-Vice Chancellor for Academic Affairs, Academic Deans & Directors Council**

<b>GOAL VI. Expand academic program and outcomes marketing to stakeholders, students and to the local, state, national and global community (cont'd).</b>						
<b>Objective</b>	<b>Strategy</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Measure of Success</b>	<b>Resources from Unit Budget</b>	<b>Resources from External Sources</b>
3)To increase enrollment	1)Expand partnerships with K-12 schools in market area	Deans, Chairs, Faculty, and students	2011-2015	Increase by 10% in number of partnerships over 5 years	E&G	
	2)Expand role of Honors College in recruitment	Dean for Honors College; Director for Recruitment	2011-2015	Increase of 3% in freshmen honor students admitted over each of the next 5 years	E&G	
	3)Increase the number of Bridge Programs	Deans, Chairs, Faculty	2011-2015	2.1) Ten new bridge programs established 2011-2015	E&G	
	4)Integrate Core Component of successful Bridge Programs in Freshman Studies	Dean-UC, Chairs, Faculty , Upward Bound	2011-2015	Revised syllabus for Freshmen Studies; Revised and approved course description and syllabus for Personal and Social Development and Career Life Planning	E&G	
	5)Target college students who dropped out	Deans/Chairs and Office of Recruitment		5) Increase by 10% in number of returning students over next 5 years	E&G	
4)To increase community, state and national support	1)Provide briefings to community, state and national leaders. Listing of presentations with 5% increase in each year 2011-2015 <ul style="list-style-type: none"> <li>• On-campus</li> <li>• At agency site</li> </ul>	VCAA, Assoc. VCAA, Deans, Directors, Chairs, and Faculty	2011-2015	Copies of articles, videos, TV clips and other media emphasizing benefits of UAPB. Increase by 5% over each of the next years, 2011-2015	E&G	External Resources
	2)Highlight community, state and national benefits of UAPB's academic productivity	Office of Public Relations; VCAA; Assoc. VCAA, Deans, Chairs, Faculty, and students	2011-2015	Increase in number of returning former students by 10% by 2012	E&G	Lottery Scholarships

# Division of Student Affairs

We envision our land-grant institution as a community for students which enhances intellectual stimulation, cultural awareness, and personal/social development through quality facilities, programs and services in the 21st Century. The Division of Student Affairs seeks to produce a knowledgeable student who values leadership, integrity, relationships, diversity, mutual respect and service.

Name of Division/Unit: **Division of Student Affairs**

Prepared by: **Elbert Bennett- Administrative Coordinator for Student Affairs  
Deans, Associate Deans, Directors**

## GOAL I. Support the University's efforts to recruit, enroll and maintain students

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1) Increase prospective pool of applicants	Purchase names (i.e. ACT), use email, live chat, LFD, GED students, 2 year colleges, churches, non-traditional students	Recruitment staff Student Affairs staff	On-going	Increase in prospect pool	Primary	None
2) Provide academic support to at-risk students	Continue refining the Conditional Admissions Program	Dean of Student Life, Enrollment Management, Admissions Office	On-going	Increase in retention rate and overall enrollment	Primary	Title III Funding
3) Provide social and emotional support for at-risk students	Expand and improve the Mentoring Program	Dean of Student Life, Enrollment Management, faculty/staff volunteers	On-going	Increase in retention and graduation rates	None	None
4) To enhance current programs and incorporate more strategies for recruitment, enrollment and retention of students	Distribute literature at local junior and senior high schools during annual BEEP and YMTF programs	Career Services Staff	On-going	Participants in the BEEP and YMTF programs	Primary	Registration Fees
	Invite high school students to attend Career Day/Teacher Education Fair	Career Services Staff	On-going			
	Host a joint Career Day/Teacher Education Fair with SEARK.	Career Services Staff	On-going			
	Sponsor/coordinate programs, workshops, seminars and activities in conjunction with Basic Academic Services	Career Services Counselor	On-going			
	Support other departments of Student Affairs	Career Services Staff	On-going			
Support Academic Affairs by providing external learning opportunities through Cooperative Education/Internship experiences	Career Services Staff	Career Services Staff	On-going			

# APPENDIX

Name of Division/Unit: **Division of Student Affairs**

Prepared by: **Elbert Bennett- Administrative Coordinator for Student Affairs  
Deans, Associate Deans, Directors**

## GOAL II. Extend the learning environment beyond the classroom with special emphasis on providing programs and services that promote student development in the areas of leadership skills, community services and preparation for the after college experience

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1) Plan and administer five programs which will give students necessary information and practical experiences to the 80 student organizations in leadership styles and techniques	Student organization workshops, rap sessions, contact with students	Student Involvement & Leadership staff	On-going	Level of involvement and participation	Primary Student Activity fees	
2) Continue weekly workshops and seminars designed to assist students in developing better communication	Establish committees, collect pertinent information, identify participants	SIL staff, Career Services, Residential Services, Student Counseling, Assessment and Development	On-going	Level of involvement and participation  Evaluation	Primary	
3) To collaborate with departments to schedule more workshops and seminars designed to assist students in developing communication skills, leadership, community service and other intrinsic areas.	Invite employers to conduct workshops and seminars on interviewing, resume writing, business etiquette, work ethics, soft skills and how to be successful in the job search process.  Establish an employer, faculty and student Career Services advisory board to assist with providing information on current industry trends.	Career Services  Director, Career Services	On-going  August 1, 2010	Number of students receiving Cooperative Education and other internships and permanent positions  Advisory Board will have the first meeting October 2010	Activity Fees	

## GOAL III. Forge education-on partnerships that advance student learning

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1) Provide students registered with Career Services with opportunities for cooperative education internships and permanent job placement	Secure additional funds for increased site visits and job development, access students and develop employability and career readiness plan (ECRP), increase alumni participation and assistance in job development and placement	Career Services, Executive Coordinator for Student Affairs	On-going	Number of partnerships and student participants	Primary	Others

2) Develop new employer relationships and strengthen job search techniques	Increase career development information, workshop schedules, job opportunities, job-related news articles on the website.	Career Services	On-going	Job Placement-marketability of students		
	Inform students of external job opportunities via University radio, television, website, email and on campus job boards.	Career Services	On-going			

**GOAL IV. Continue effective living and learning in residential communities through tutorial and mentoring services**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1) Continue to sponsor short and long term programs to address behavior expectations in residence halls	Collect /synthesize data, special housing patterns for Freshmen, gender breakdown, contemporary housing trends, daily resident contacts and satisfaction surveys as evidence of impact on resident development	Associate Dean Students for Residential Life Specialist, student graduate assistance, Dean of Student Life/ Title II Student Counseling, Assessment and Development staff	On-going	Resident involvement and participation	Primary budget, Title II and Dean of Student Life	
2) Conduct study group sessions which will assist both residents who are academically deficient as well as the ones who excel academically	Identify and assign student groups, schedule group sessions, meet with student groups	Associate Dean Students for Residential Life Specialist, student graduate assistance, Dean of Student Life/ Title II Student Counseling, Assessment and Development staff	On-going			

**GOAL V. Continue to provide Health Service programs that focus on the needs of students in terms of emergencies, first aid, preventative health care, wellness, referral services and educational programs**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1) To provide students who use the Health Center an individual plan of care	Continue the nursing process, Subject Objective, Assessment Plan (S.O.A.P.)	Health Services Nurse, physician	On-going	Reduction in health related issues	Primary Budget	
2) Emphasize prevention strategies	Distribute educational information via literature, educational videos and one-on-one sessions	Health Services staff	On-going	Increased awareness of community and personal health issues	Primary Budget	

# APPENDIX

Name of Division/Unit: **Division of Student Affairs**

Prepared by: **Elbert Bennett- Administrative Coordinator for Student Affairs  
Deans, Associate Deans, Directors**

## GOAL VI. Provide a system of safety programs and police services to ensure the campus community continues to work together to promote safety and prevent crime and misconduct issues

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
3) Increase patrol presence by 2 as a visual means of crime deterrence	Provide patrol officers, vehicles	Department of Public Safety	On-going	5% reduction in crime	Primary	
4) Develop crime reporting system that will assist the agency in serving the community	Develop procedures for reporting crimes	Department of Public Safety, Dean of Students	On-going		Primary	

## GOAL VII. Provide counseling services and programs by trained professionals to meet the mental health needs of students

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
1) To make counseling services available to all students on a daily basis	Offer personal counseling on a daily basis, prepare mental health awareness activities of a topical nature, offer self-help groups on various topics	Director, Student Development Specialists, Dean of Students, Executive Coordinator	On-going	10% increase in the utilization of the center	Primary	
2) To prepare group settings for students to develop life skills and management of critical life's issues (i.e. stress, relationships, abuse, anger, grief, etc.)			On-going	Advertisement of services and hours available; student evaluations of services provided	Primary	

## GOAL VIII. To serve the University as the administrator of standardized test and resource for national professional test registrations

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from Unit Budget	Resources from External Sources
To Provide staffing and logistical support for all standardized and state required exams	Provide administration and supervision of tests	Director, staff	On-going			

**GOAL IX. To make services more technologically accessible**

<b>Objective</b>	<b>Strategy</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Measure of Success</b>	<b>Resources from Unit Budget</b>	<b>Resources from External Sources</b>
To select and purchase a streamlined and comprehensive database management software system	Secure funding to purchase and maintain a software system for a minimum of 3 years	Executive Coordinator- Student Affairs, Deans, Directors	On-going			Title III Funding

**Goal X. Devise strategies for accessing and evaluating the impact of all Student Affairs services and programs**

<b>Objective</b>	<b>Strategy</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Measure of Success</b>	<b>Resources from Unit Budget</b>	<b>Resources from External Sources</b>
Develop evaluation instruments that will be used to assess the impact of all Student Affairs' programs and services	Administer instrument, gather data, evidence of outcome, determine outcome	Executive Coordinator Student Affairs, Deans, Directors	On-going	Outcome of evaluations		

# APPENDIX

## Office of Planning, Institutional Research and Public Information

The mission of the Office of Planning, Institutional Research and Public Information is to facilitate the continuous quality improvement of the University process of institutional efficiency and effectiveness and to ensure efficient, cost-effective, and consistent representations of UAPB to all audiences. Institutional efficiency and effectiveness entails an analysis of data to enhance overall quality in the areas of planning, measurement of student learning outcomes, operations management, program evaluation for improvement and informed decision making. Efficient, cost-effective and consistent representation of UAPB with continuous, factual and systematic information involves increasing the institution's visibility through expanding and strengthening its communication system with all audiences through multiple strategies afforded by multi-faceted investment in various technologies.

**All activities function in support of the University's mission and fall into the following categories:**

- Coordination of institutional effectiveness efforts to maintain accreditation with the Higher Learning Commission/NCA and other accrediting bodies
- Coordination of University strategic planning activities and reporting
- Coordination of federal and state surveys, reports, and requested or mandated data to maintain related funding
- Collection, analysis, and dissemination of pertinent information to internal and external entities as appropriate
- Provide continuous, factual and systematic communication to all audiences
- Coordination of continuation campaign to raise the University's profile with other team players: Enrollment Management, Recruitment, UAPB Department/units, Mass communications student majors, UAPB webmaster, UAPB TV, KUAP-FM 89.7, Printing Services, Office of Student Leadership/Involvement (Calendar), Learning Resources Center (Photography), Chamber of Commerce and other Partners and media outlets (in-state and out-of-state)
- Coordination of press conferences and marketing venues that bring awareness to the public of UAPB's activities, events and offerings
- Design and implementation of internal studies related to students, staff, facilities, equipment, academic programs, academic support and fiscal resources
- Coordination of other activities in support of planning, managing and decision making

Name of Division/Unit: <b>Planning, Institutional Research and Public Information</b>				Prepared by: <b>Margaret Taylor, Director-Coordinator, Tisha Arnold-Program Director</b>		
<b>GOAL I. Produce a five-year, university strategic plan.</b>						
<b>Objective</b>	<b>Strategy</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Measure of Success</b>	<b>Resources from UAPB</b>	<b>Resources from External Sources</b>
Produce a comprehensive plan every five year period that will guide decision making activities toward strategies and practices that will strengthen the institution academically and fiscally.	1) Analyze historical and provide predictions for key performance indicators (enrollment, retention, graduation, program productivity, out-of-class activities, management and alignment of resources, etc.)	Director/Planning and Institutional Research assisted by Program Director for Public Information	On-going	Office records will show agenda and participants' evaluation of proceedings relative to usefulness.  Strategic Plan	Staff Salaries Printing Services Office copying services E-mail service  Staff Salaries Printing Services Email service	Per diem from Title III

	2) Conduct a minimum of two workshops each year with managers that will review approved goals and objectives for the five year period.	Director Planning/ IR w/Chancellor	June 30 each year to 2015	Reviews and Updates		Per diem from Title III
	3) Monitor, evaluate, and report to the campus community progress on the plan.	Program and Budget Managers				

**GOAL II. Perform state and federal reporting**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from UAPB	Resources from External Sources
Submit state and federal reports in accordance with requester's practice with no more than 2 valid documented assessments per semester	1) Receive, review, and complete requests from state and federal agencies  2) Enlist the involvement of others according to information requested  3) Gather information for reports and meetings	Director, Planning/ IR	Minimum of 90 days after fiscal year closes  As reporting schedules indicate	1. Annual report (Printed and web posted)  2. Error-free documents; Adherence to deadlines; University compliance with format and submission;  Computerized routine reports	Printing services Publication funds  Salaries Technical Services Staff Office copy services Computer Email service	

**GOAL III. Conduct exceptional and recurring Institutional Studies, Conduct focal groups**

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from UAPB	Resources from External Sources
Conduct institutional studies as requested by Chancellor and Vice Chancellors.	1) Determine recurring studies, e.g., student opinion, faculty satisfaction, graduating senior exit, registration survey by semester, entering student survey, non-returning student survey, Alumni comparative study, employer survey etc.  2) Receive, review, and complete requests from chancellor and vice chancellors	Director/Planning and Institutional Research and Program Director  Director Planning/ IR	Annually in December and May each year  On-going	Performs studies promptly, accurately, and professionally and writes and disseminate results to be considered during the planning process  Performs studies promptly, accurately, and professionally and writes and disseminate results to be considered during the planning cycle.	Staff salaries E Instruments E analysis and reporting  Faculty/staff assistance with project  Staff salaries E Instruments E analysis and reporting  Faculty/staff assistance with project	

# APPENDIX

Name of Division/Unit: **Planning, Institutional Research and Public Information**

Prepared by: **Margaret Taylor, Director-Coordinator, Tisha Arnold-Program Director**

## GOAL IV. Provide data-driven documentation for measuring institutional efficiency and effectiveness as related to the mission of the university.

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from UAPB	Resources from External Sources
Provide a mechanized comprehensive database that will support all operations, supported by an advisory committee, and designed with specific policies and input and maintenance procedures.  Develop a plan for continuous monitoring and review of academic and non-academic programs.	1) Identify new and/or additional data elements for the system  2) Provide on-going training to campus community  3) Produce UAPB Facts via website  4) Develop format of program measures of effectiveness which includes mechanisms to track retention, credit hours produced, course completion rates, graduates, faculty productivity and inventory and calendar of outcomes.	Director of Planning/IR  Director of Planning/IR w/ Program Director-Public Information  Director of Planning/IR in Collaboration with Vice Chancellor for Academic Affairs	On-going  June 30 each year	Addition to P3 Data base: test scores, faculty-staff data ( <i>employment, progress reports/evaluation</i> )  Campus wide data base suitable for longitudinal studies  Policy and Procedures  Advisory Committee  Evidence of findings considered during the planning cycle  Satisfactory rating on in-service sessions  Satisfactory data support for self-studies	Salaries Technical services design assistance/training  Computer services available for decentralized use across campus  Program Director for layout/design Printing Services	

## GOAL V. To promote awareness among clientele, potential clientele, potential funders, and other constituencies about UAPB activities and their impact.

Objective	Strategy	Responsibility	Completion Date	Measure of Success	Resources from UAPB	Resources from External Sources
1) Provide information and visibility resources about UAPB, its programs, its traditions, and its people	1) Update Public Information website: a) Press Release archive b) Current headlines c) Recent UAPB Quick Facts d) UAPB in the News at other sites e) Links to Chamber of Commerce, 1890 Research and Extension, UAPB museum, Planning and IR, Events Calendar, athletics, financial aid, recruiting, Arkansawyer, UAPB TV/Radio, partners such USDA, YMTF, et.al. Photo gallery and formatted biographical information of development of an agreement of goals and objectives for the five year period.	(a,b,d,e) Program Director-Public Information  c)Director, Planning/IR	January 2010  On-going	UAPB Website updated with current data  Deployment of Archive data Press releases	Staff Salaries Web Admin. UAPB News Digest  Learning Resource Center Staff (photos only)  Google Alerts News Blog	Google Alerts PR Software

	f) Hold periodic briefings with units making up the internal media partnership	Program Director-Public Information	On-going	One productive meeting with all stakeholders per semester, fall and spring		
	2. Evaluate current media strategies and find new ways to reach constituents	Program Director-Public Information w/Enrollment Management Personnel	On-going Twice annually	Evaluation/ Survey results	Staff Salaries Web Admin.	Google Alerts PR Software
	a) Conduct student/faculty/staff/community focus groups in collaboration with Enrollment Management					Community leaders, high school students counselors, parents
	3. Raise the profile of UAPB by implementing an array of strategies designed to foster positive relationships	(a-d) Program Director/Public Information	On-going Twice annually		Students, faculty, staff, administrators	
	a) Develop an experts list for information requests by area/unit	(c) Program Director/Public Information	May 2010 and On-going		Facebook Forum site Twitter	
	b) Initiate pilot study of online communication with constituents	Deans Department Chairpersons Directors	On-going	Market feedback will be used to influence future development and as well as messaging.		Wordpress
	c) Determine possibilities of national press release distribution peculiar to UAPB in-class and out-of-class offerings and its effectiveness	(e)Program Director/Public Information		Online public forum once/semester (e.g. via Facebook Discussion Boards)		
	d) Seek links on the websites of all of our partnerships (w/description of the agreement )	(f) Program Director/Public Information, Technical Services Director	August 2010	(e) Common, managed message fostered by collaboration	Campus Media Collaborative	
	e) Strengthen Partnership with Campus Media Offices		On-going	(f) Access/engagement by media, alumni and constituents for use as a resource of information, point of contact for University News	Technical Services	
	f) Integrate News Blog into UAPB website	(g) Program Director/Public Information, Mass Communications Director, other offices		(g) Exposure/experience to prepare students for success in the media industry	Students	
g) Develop Internship Opportunities for Students		December 2010				
h) Develop Standards Guide for University use	(h) Program Director/Public Information, Campus Media Offices, Copyright/ Trademark rep., Printing Services, Chancellor		(h) Comprehensive guide to reference the correct use of University images			

# APPENDIX

Name of Division/Unit: **Planning, Institutional Research and Public Information**

Prepared by: **Margaret Taylor, Director-Coordinator, Tisha Arnold-Program Director**

**GOAL V. To promote awareness among clientele, potential clientele, potential funders, and other constituencies about UAPB activities and their impact (cont'd).**

<p>Actively participate in communication and marketing activities on behalf of the university.</p>	<p>1) Design Chancellor's Convocations as informational, inspirational, and survival experiences</p> <p>2) Determine focus</p> <p>3) Design teaching/learning moments.</p> <p>4) implement fall/spring convocations</p>	<p>Director Planning/IR and Program Director in Collaboration with the Chancellor</p>	<p>September and February of each year</p>	<p>Programs on file</p>	<p>Printing Services</p>	
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# Chancellor's Management Workshop Participants

November 19, 2009 • 1890 Cooperative Extension Complex • S.A. Haley Auditorium • University of Arkansas at Pine Bluff

Last Name	First Name
Arnold	Tisha
Arthur	Beverly
Barber	Ziba
Bass	Letsie
Bates	Michael
Benford	Gladys
Benjamin	Mary
Bennett	Elbert
Blakely	Carolyn
Brentley	Mary
Brooks	Andrew
Bryant	William
Buckner	Anissa
Buckner	Edmund
Cherry	Shirley
Colen	Charles
Colyard	Valerie
Cooper	Chris
Corbin	Bonita
Crumblin	Leon
Davis	Lawrence A.
Dunbar	Tracy
Eddings	Ellen

Last Name	First Name
Engle	Carole
Fontenette	Edward
Fulton	Erica
Garland	Sheila
Garner	James O.
Grayson	Barbara
Hall	Chaundra
Herts	George
Hildreth	Sharon
Johnson	Calvin
Johnson	Donnie
Johnson	Vanette
Jones	Candice
Jones	Mary
Jones	Verma
Kearney	Janice
Kelsey	Genevia
Kuykendall	John
Lewis	Jerry
Linton	Henry
Manoharan	Muthusamy
Matute	Martin
Martin	Carla

Last Name	First Name
Martin-Hall	Margaret
Okiror	Linda
Owens	Ralph
Roulhac	Libra
Page	Yolanda
Perkins	Louis
Rice	Antonie
Shahjahan	Mirza
Smith	Carlia
Stewart	Andrea
Taylor	Margaret
Tei	Ebo
Thomas	Pauline
Torrence	William
Totten	Willette
Turner	Ardelia K.
Walker	Jewell
Walker	Randall
Washington	Michael
Wills	Russell

# Notes



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**POSITIVE**  
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