

## Updated strategic plan

Draft for Review

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**Goal 1** - UA Little Rock will strengthen and support the human resources and infrastructure necessary to fulfill its mission and vision.

### Objective 1

UA Little Rock will recruit, hire, support, and retain faculty and staff who are committed to student success, research, and diversity.

**Strategy 1**

Develop a comprehensive merit-based plan for aligning faculty and staff salaries with salaries at peer institutions.

**Strategy 2**

Hire, support and develop faculty and staff with the demonstrated capacity to contribute to the achievement of the university's research, teaching, and service mission in alignment with the 2007 Faculty Roles and Rewards report.

**Strategy 3**

Invest in professional development of faculty and staff.

**Strategy 4**

Design and implement recruitment and incentive processes to attract a diverse pool of candidates for faculty, staff, and administrative positions.

**Strategy 5**

Develop and institutionalize leadership and successor training.

**Strategy 6**

Improve retention of faculty, staff, and administrators from underrepresented groups through targeted mentoring programs.

### Objective 2

UA Little Rock will utilize an integrated planning approach to maintaining and supporting high-quality educational experiences.

**Strategy 1**

Revision 2. 2/17/2017

Develop and implement a classroom and laboratory upgrade plan.

**Strategy 2**

Systematically fund university-wide technical and data support infrastructure.

## Objective 3

UA Little Rock will implement best practices in facilities management that foster a safe, functional, attractive, sustainable, and accessible campus environment.

**Strategy 1**

Develop a timeline and financing plan to address and prioritize the needs identified in assessment of deferred maintenance needs.

**Strategy 2**

Obtain LEED certification for all new capital projects.

## Objective 4

UA Little Rock will improve the public's perception of the university.

**Strategy 1**

Encourage brand uniformity across the university by making branding materials available for independent use by campus units.

**Strategy 2**

Implement a plan for monitoring the web content of departments and other campus units in order to keep content up-to-date.

**Strategy 3**

Communicate key accomplishments of UA Little Rock faculty, staff, students, and administrators widely to appropriate audiences in a timely manner.

**Strategy 4**

Improve the perception of UA Little Rock as a safe, vibrant campus with events, exhibits, and performances.

## Objective 5

UA Little Rock will pursue the financial resources necessary to support its priorities.

**Strategy 1**

Improve the use of resources through redesigned processes and other efficiencies.

**Strategy 2**

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Seek funds from all available sources including state and federal appropriations, tuition and fees, grants and contracts, and private support.

**Strategy 3**

Increase recruitment of undergraduate and graduate students in the following populations: military, underrepresented, online, graduate, traditional, nontraditional/transfer.

**Strategy 4**

Set ambitious goals for international students and implement aggressive initiatives to achieve them.

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## Goal 2 - UA Little Rock will prepare its students for success.

### Objective 1

UA Little Rock will improve student success as measured by state, national, and internal measures.

**Strategy 1**

Implement a data-informed decision support system to identify and address barriers to success.

**Strategy 2**

Implement standardized procedures for advising, including declaration of major.

**Strategy 3**

Implement standardized procedures for mentoring.

### Objective 2

UA Little Rock will enhance student opportunities that lead to civic engagement and lifelong post-graduate success.

**Strategy 1**

Establish tenure, promotion, and annual review guidelines at the departmental level that reward faculty working with both undergraduate and graduate students.

**Strategy 2**

Increase the number of collaborative relationships between UA Little Rock and external organizations that create learning opportunities for the university's students.

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**Strategy 3**

Increase high-impact learning in academic programs, including increased opportunities to engage in creative activities with faculty.

**Strategy 4**

Expand and strengthen programs for high-achieving undergraduate students including expanding Honors programs and developing individualized opportunities for students with specific career or graduate school objectives.

**Strategy 5**

Provide support for career readiness after graduation, including career counseling and opportunities for students to connect with professional exploration.

## Objective 3

UA Little Rock will nurture a sense of campus community.

**Strategy 1**

Create and publicize student-centered events, gathering spaces, and campus traditions.

**Strategy 2**

Accelerate UA Little Rock's brand trajectory by leveraging its Division I Athletic Program to recruit and retain students, strengthen the image of the university, enhance community outreach, and nurture a sense of pride and community on campus.

**Strategy 3**

Enhance connections to the campus community through the use of digital technologies such as social media and mobile applications.

**Strategy 4**

Maintain a safe campus environment.

**Strategy 5**

Develop on-campus housing options to meet demand for emerging populations such as family housing.

**Strategy 6**

Work with community partners to develop student-centered amenities (such as dining, shopping, and entertainment) on the campus and in the University District

**Strategy 7**

Enhance the intramural athletic program.

**Strategy 8**

Partner with relevant academic programs to create a UA Little Rock Child Care

## **Goal 3** - UA Little Rock will encourage and support research and creative endeavors.

### **Objective 1**

UA Little Rock will align research offices and policies with the university's Carnegie classification as a doctoral research university.

#### **Strategy 1**

Support faculty in maintaining compliance with laws and regulations through the use of best practices.

#### **Strategy 2**

Support faculty in securing and administering external research funding.

#### **Strategy 3**

Support faculty in the development and commercialization of intellectual property.

### **Objective 2**

UA Little Rock will improve institutional support for research and creative endeavors.

#### **Strategy 1**

Establish and implement a process by which priority initiatives, programs, and Centers of Excellence are supported, and their continued success evaluated, within the framework of the university's commitment to economic and community development.

#### **Strategy 2**

Support the development of library and archival resources to facilitate scholarship.

#### **Strategy 3**

Implement an internal seed grant competition to fund strategically-chosen projects.

#### **Strategy 4**

Increase the number of graduate assistantships with competitive stipends and benefits.

### **Objective 3**

UA Little Rock will support faculty in the pursuit of research and creative endeavors.

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**Strategy 1**

Implement faculty workload policy in alignment with the university's Carnegie classification as a doctoral research university.

**Strategy 2**

Increase professional development opportunities for faculty (such as OCDA, grant writing, best practices in research methodologies, use of new technologies, and travel assistance).

## Objective 4

UA Little Rock will support research and creative endeavors through the development of academic programs and units.

**Strategy 1**

Align appropriate academic programs with the university's Carnegie classification as a doctoral research university.

**Strategy 2**

Align resources, policies, and personnel of the graduate school with the university's Carnegie classification as a doctoral research university.

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## Goal 4 - UA Little Rock will serve as an active partner in the community.

### Objective 1

UA Little Rock will work collaboratively with primary and secondary schools in the community to foster partnerships that enhance opportunities for students, especially to aid in graduating from high school prepared for post-secondary education (adapted from the 21st Century Declaration of the Coalition of Urban and Metropolitan Universities).

**Strategy 1**

Develop initiatives to provide cradle-to-career pathways for local area school children.

**Strategy 2**

Increase the role of UA Little Rock in improving the K-20 education in Arkansas by continuing to prepare highly qualified educational professionals (instructional and leadership), in particular where shortages exist.

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## Objective 2

UA Little Rock will respond to the needs of the community through targeted research, outreach, curricular and co-curricular initiatives to support economic development.

### **Strategy 1**

Identify key areas for contribution to economic development based on periodic assessment of regional needs.

### **Strategy 2**

Implement academic and non-academic programs to prepare students to contribute to economic development.

### **Strategy 3**

Support regional and state economic development initiatives that align with the mission and strengths of UA Little Rock.

## Objective 3

UA Little Rock will foster community enrichment through its research, outreach, and academic programs.

### **Strategy 1**

Provide leadership for the University District Partnership to revitalize the neighborhoods and commercial areas near the UA Little Rock campus.

### **Strategy 2**

Use the university's strength in the arts and humanities to support the cultural offerings in central Arkansas.

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**Goal 5:** - UA Little Rock will improve diversity, inclusion, equality, and global understanding in the campus community.

## Objective 1

UA Little Rock will support the diversity of the student body.

### **Strategy 1**

Increase needs-based scholarships

### **Strategy 2**

Develop a comprehensive recruitment and retention plan to increase the number of students from historically marginalized populations.

### **Strategy 3**

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Create a comprehensive system to report and respond to incidents of bias.

## Objective 2

UA Little Rock will improve understanding of diversity and global understanding in the campus community.

### **Strategy 1**

Continue the Diversity Council to lead the campus in planning related to diversity, inclusion, equality, and global understanding, and in launching diversity initiatives.

### **Strategy 2**

Provide professional development and training opportunities on issues of inclusion, diversity and cultural competencies, including implicit bias training, for employees and students.

### **Strategy 3**

Infuse content about diversity and cultural competence in ways appropriate to the respective disciplines throughout the curriculum.

### **Strategy 4**

Enhance co-curricular programming that promotes diversity and global understanding.

### **Strategy 5**

Increase student participation in international educational experiences.