

A STRATEGIC PLAN FOR

2011-12

THE UNIVERSITY OF ARKANSAS AT MONTICELLO

University of Arkansas at Monticello

Strategic Plan- July 1, 2011

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EXECUTIVE SUMMARY

The University of Arkansas at Monticello celebrated its 100th anniversary on April 1, 2009. The University began in 1909 as the "Fourth District Agricultural School," became "Arkansas Agricultural and Mechanical College" in 1925, received junior college accreditation in 1928, received four-year college accreditation in 1940, and became a part of the University of Arkansas System in July 1971.

The University is unique in many ways, not the least of which is the inclusion of its two Colleges of Technology. The University's humble beginnings have evolved into a comprehensive regional university that offers excellent opportunities for southeast Arkansas and beyond. Those opportunities extend beyond the typical role of a four-year institution (baccalaureate and master's degrees) to include occupational/technical programs at the Colleges of Technology in Crossett and McGehee, a heavy equipment training academy in Warren, collaboration with all two-year colleges in the state, 2+2 agreements in the areas of business administration and early childhood education with regional two-year colleges, and a host of non-credit course offerings to train workers and upgrade skills in a cost effective, non-threatening atmosphere. The University is also very involved in and supportive of the economic development efforts of this region and the state.

To help ensure that there is continued growth as well as changes for the future, this strategic plan is being viewed as a roadmap for the institution. We know where we are today, but we are planning to be where we want to be in the years ahead.

This strategic plan complements the University's master plan for campus renovation and improvements. The master plan was developed in 2005 and promises to upgrade the three campuses to provide an environment conducive to learning, working, recreation and living. When completed, it will have given a "facelift" to the University. While the master plan deals primarily with physical attributes, the strategic plan targets resources, academics, and quality of life.

The beginnings for the strategic plan started in November 2005 and developed into the first annual plan effective July 1, 2006. This present document (effective July 1, 2011) marks the sixth anniversary of a renewal of University planning and advancement and contains updated objectives for all areas of the University. While the objectives which were accomplished during the first five years would be too numerous to mention, here are a few of the most notable from the 2010 academic year which were attained through communication, cooperation, and commitment by the university community:

- The department of Academic Affairs produced the 2011-13 University catalog.
- Increased the number of General Studies degree-seekers/graduates.
- Completed the majority of the background work to enable UAM to have its first entirely online degree.
- A Bachelor of Teaching and Learning degree is now offered.
- The Forestry degree and Wildlife Management degrees have been combined into one degree with two options.
- Academic Affairs staff worked closely with the new athletic director to have better academic advising for student athletes.
- Danny Kennedy, chief executive officer of Riceland Foods, Inc., of Stuttgart, spoke to students and faculty in the School of Agriculture.

- Women's Softball team was the runner up at the GSC Conference Tournament and in the GSC West Division. They also competed in the NCAA National Softball Tournament.
- Women's Softball team's GPA was in the top five in the nation for the fourth consecutive year.
- Men's Basketball team reached the GSC Basketball Tournament.
- All faculty are members of at least one professional organization within their discipline.
- Business Day was in October 2010. Three speakers from various business fields spoke to business classes in Fine Arts Center.
- School of Business developed a website to receive feedback from alumni.
- two accounting students traveled to Baltimore to receive a national award.
- Completed 10 year program review of School of Business for Arkansas Department of Higher Education (ADHE) and was approved.
- Phi Beta Lambda (PBL) sent students to fall and Spring State conferences. Four students made it to the second round of the fall "Battle of the Chapters" competition and two students placed in the top five on various tests at the spring conference.
- Institute of Management Accountants (IMA) students participated in local Special Olympics Polar Bear Plunge and provided an Easter egg hunt for Arkansas Baptist Home for Children.
- IMA Achieved Gold Certification for 5th year.
- The School of Computer Information Systems successfully completed our ten year program review in accordance with ADHE guidelines. The review involved analysis of the curriculum, faculty, and facilities. Academic Affairs, School of CIS faculty, and CIS students all contributed to the successful completion of the review process.
- The School of CIS began a program with Chi Iota Sigma, the CIS student organization, to bring elementary school students to campus to work in the computer lab, designing Christmas cards. This proved exciting for the elementary students, and engaged ten CIS majors to volunteer to assist the children.
- The School of CIS also had the second annual CIS alumni day, where six alumni returned to campus and spoke to current students about the information technology (IT) industry, the interview process, and how their education prepared them for a career in the field of IT.
- The university implemented a new ERP system (WeevilNet, PeopleSoft) and began a transition from a legacy ERP system. Areas affected included finance, financial aid, human resources and payroll/personnel.
- Began a cross-training initiative with finance and administration employees and conducted several campus-wide training events in conjunction with new software implementation.
- Using the new software system, we were able to complete an operating budget for FY 12 in much less time than has been required in previous years with our legacy system.
- Completed a lighting retrofit project for all three campuses.
- Installed new energy efficient chillers at the University Center and the Math and Science Center.
- Installed new energy efficient boilers at Royer Hall and the Math and Science Center.
- Installed new digital direct control systems in the Babin Business Center, Memorial Classroom Building and the University Center.
- Completed a renovation project on the baseball field that included grading the field, installing a new drainage system, a new fence, a new irrigation system and new grass.
- Completed a renovation of the first floor of Bankston Hall.
- Started an Affiliate Textbook Rental program with Follett Higher Education so that students have more options in obtaining required textbooks.
- Started a limited in-house textbook rental program.

- Started collaborating with the School of Nursing to facilitate the fitting and ordering of uniforms, equipment and nursing pins (for graduation).
- Renewed the “spirit shop” at the football stadium at all home football games.
- Developed a new gift card, “Weevil Bucks”
- Successfully converted to a new administrative software system.
- Successfully transitioned to the Federal Direct Loan program.
- Most consuming project for IT was the campus management of the WeevilNet (ERP) implementation project.
- Implementation of a new Cisco Firewall serving all three UAM campuses.
- With the help of ARE-ON we have increased UAM's Internet Bandwidth from 20 to 90 megabits.
- Increased our ERP support staff by one.
- Upgraded UAM's Email to the latest Microsoft Exchange Server.
- Implemented a new Backup System to protect UAM Data.
- Implemented a new virtual server farm to protect mission critical server applications.
- Implemented state-of-the-art Learning Management System for delivering online education.
- Upgraded two teaching labs with new computers
- School of Forest Resources faculty continue to successfully attract extramural funding and publish research results, particularly in priority areas of biomass and bioenergy.
- The Forestry Club won the 54th annual Association of Southern Forestry Clubs Conclave competition held in Athens, Georgia. They finished first in technical events and second in physical events to win for the 31st time.
- One faculty was been invited to sit on the research review panel for the USDA Biomass Research and Development Initiative (BRDI) peer review panel Washington D.C. This panel determined awards for some \$25 million dollars in federal bioenergy research grants related to forestry and agriculture.
- UAM has achieved Tree Campus USA status for 2010 (recognition by National Arbor Day Foundation).
- Two faculty were each presented an award at the 2010 Ouachita Society of American Foresters (OSAF) meeting that was held in conjunction with the Tri-State Forestry Conference in Idabel, Oklahoma. One was awarded the OSAF Forest Science Research Award, and the other was presented the OSAF Field Forester Award.
- Several Arkansas Forest Resources scientists are part of an interdisciplinary team that was recently awarded a \$973,000 USDA Agriculture and Food Research Initiative (AFRI) grant to work on “Carbon sequestration and greenhouse gas emissions associated with cellulosic bioenergy feedstock production on marginal agricultural lands in the Lower Mississippi Alluvial Valley.” This project will explore carbon sequestration, greenhouse gas emissions, and the carbon life cycle of switchgrass and cottonwood grown on marginal agricultural lands. The grant is a collaboration among LSU Ag Center and University of Arkansas.
- One faculty delivered the keynote address at the 2011 Annual Meeting of the Arkansas Academy of Science. His topic was “The Space Use Ecology of Male Elk in Arkansas.”
- Groundbreaking ceremonies were held on Friday, April 15 for the new George H. Clippert Forest Resources Annex and renovations to the Henry H. Chamberlin Forest Resources Complex.
- The Arkansas Forest Resources Center hosted the 2011 Southern Forest Economics Workshop in Little Rock on March 20-22, 2011. Two faculty were the conference organizers. This conference highlighted research on forest economics and policy in the Southern United States.
- The Electronic Resources Librarians and the Access Services Librarian completed the library's presence within the university's distance learning management system. Regular maintenance has been scheduled to keep pace with upgrades and changes in online databases.

- The Library Director, Associate Librarian and four Assistant Librarians offered four library workshops in the evening and four library workshops in the daytime open to all library patrons.
- The librarians conducted approximately 60 bibliographic instruction classes at the request of instructors.
- Librarians published in Choice: Current Reviews for Academic Libraries; published library guides.
- Librarians served on the publication committee for Arkansas Libraries, the journal of the Arkansas Library Association.
- Librarians served on the editorial board of the Drew County Historical Journal.
- Librarians coauthored a pictorial history of Monticello.
- The Encyclopedia of Arkansas History and Culture Online was published.
- Electronic access to journals is rapidly replacing print and microfilm subscriptions in the library. The Associate Librarian is coordinating the effort to compare print or microfilm subscriptions to electronic access to journal titles.
- The library hosted the American Library Association exhibit "Lewis & Clark and the Indian Country" from August 25 to October 5, 2010. An estimated 1,664 patrons visited the exhibit. Library staff facilitated three on campus programs and four off campus programs in conjunction with the exhibit.
- Two students were accepted into the Radiography program at SEARK. A third student applied, but status unknown.
- A student was accepted into the M.D. program at UAMS and also the Dentistry Program at UT-Memphis but has selected medical school.
- A student was accepted into the D.O. program at William Carey University.
- A student was accepted into the Masters program in cell biology at Tulane University.
- A student was awarded a summer research position at Children's Hospital in Little Rock.
- A student was accepted into the Gulf Coast Research labs Marine Biology summer program.
- Five students were accepted into colleges of pharmacy. Several were accepted into more than one program.
- The "Nitrate and Nitrite Contents Investigation in Fresh Lettuce" project was funded by NSF EPSCoR SURF Fellowship and NASA-Arkansas Space Grant Consortium
- The Research Infrastructure Grant and "Nitrate Content Investigation in Preserved Vegetables" project was funded by NASA-Arkansas Space Grant Consortium.
- Faculty research grant was funded by Pocket Gopher Reproductive Cycles and Burrow Inquilines in Arkansas and Louisiana.
- Functional Analysis of a Small Nucleolar RNA project was funded by NSF SURF Fellowship
- Diversity of Freshwater Eustigmatophyceae was funded by ASGC
- Two faculty are in year two of the Algebra I Project for Teachers, a state-wide grant that offers professional development for in-service Algebra I teachers focusing on Common Core State Standards. They will be teaching an 8-day class this summer and will be providing fall and spring follow up sessions with the teachers. They will also do a presentation at the National Council of Teachers of Mathematic (NCTM) regional conference in Albuquerque, NM in November.
- One faculty serves as a graduate research advisor for a student in the Masters program at the School of Forest Resources that is working on a "Shore Bird Habitat Under Three Different Management Plans in Southeast Arkansas" project.
- One faculty is working with others from Hollands University and the University of Memphis on "Effects of Migration on Hormone Levels of Teal".
- Three faculty are working on the "Pocket Gopher Reproductive Cycles and Burrow Inquilines in Arkansas and Louisiana".

- Two faculty are working on the “Effects of All-Terrain Vehicles on Mussel Population in the Saline River”.
- Three faculty are working on a “Quantum-Classical Analogies of Nonlinear Mechanical Systems” project.
- One faculty attended the Arkansas Advanced Initiative in Math and Science (AAIMS) Advanced Placement (AP) Chemistry workshops in Hot Springs. He worked with AP chemistry teachers in Hamburg, Crossett, Rison, and Monticello and taught classes for 12 days at those schools. Also, hosted three test preparation days for AP mathematics.
- Four faculty presented “Nitrate and Nitrite Contents Investigation in Fresh Lettuce” and “A Simple Method for Determination of Nitrate in Leafy Vegetables” ASGC Symposium at the Winthrop Rockefeller Institute.
- Three faculty presented “Nitrate and Nitrite in Fresh Spinach” conference hosted by SERMACS of American Chemical Society in New Orleans.
- Five faculty presented “Reproductive Cycle of Baird’s Pocket Gopher” at the Louisiana Academy of Science in Monroe, LA and at the Alpha Chi National Convention in San Diego, CA.
- Two faculty did a poster presentation of “Altered Forms of Drosophila p70S6 Kinase Impact Cell Size” at Inbre Conference in Fayetteville, AR and at Arkansas Academy of Science in Monticello, AR.
- Two faculty presented “Herpetology” at Monticello Intermediate School.
- One faculty served as local chair as UAM hosted the 95th Annual Arkansas Academy of Sciences meeting.
- Two faculty presented “Studying Springs in Series Using a Single Spring” at the American Association of Physics Teachers Summer Meeting in Portland, OR.
- Two faculty presented “Dynamics of a Nonlinear Oscillator Driven by Pulse-Width Modulated Squares Waves” at the Sigma Zeta National Convention at Our Lady of the Lake University in San Antonio, TX.
- One faculty presented “The Physics of Sound” at Monticello High School.
- A library exhibit over “50 Years of the Laser” was displayed in the Fred J. Taylor Library and Technology Center.
- Two faculty presented “Method Preparation for the Determination of Fatty Acid Content in Native Arkansas Algae” at NASA-Arkansas Space Grant Consortium.
- One student and their mentor presented “The Reproductive Cycle of Baird’s Pocket Gopher” and another student and mentor presented “Effects of ATV’s on Mussels” at the Alpha Chi National Convention in San Diego, CA.
- Five faculty presented “Phylogeny of the Eustigmatophyceae” and three faculty presented “Phylogeny of the Pedinophyceae” at the Phycological Society of America Annual Meetings in Seattle, WA.
- Two faculty did presentations to the Arkansas Native Plant Society on the new Botanical Research, Herbarium Building, and new Arkansas endemic species at the Arkansas Native Plant Society Spring Meeting in Bentonville, AR.
- Three faculty presented the “Diversity of Freshwater Eustigmatophyceae” at the Arkansas Space Grant Consortium Annual Meeting in Morrilton, AR and at the Arkansas Academy of Sciences Annual Meeting in Monticello, AR.
- Five faculty presented the “Phylogeny of Freshwater Eustigmatophyceae” at the Arkansas Academy of Sciences Annual Meeting in Monticello, AR.
- Two faculty presented “Ribosomal RNA Spacer Sequences as a Tool to Identify Carex Species” at the Arkansas Academy of Sciences Annual Meeting in Monticello, AR.
- Five faculty presented “Phylogeny of the Freshwater Eustigmatophyceae” at the UAM School of Forestry Resources and at the Phycological Society of America Annual Meeting in East Lansing, Michigan.

- Three faculty presented “Species Characterization in *Desmodesmus* (Chlorophyceae) Using Nuclear ITS and Plastid *rbcl* Sequence Data Combined with Morphological Analyses.
- Eight faculty presented “Probing into the Phylogentic Diversity of the Neglected Algal Class Eustigmatophyceae (Ochrophyta, Stramenopiles)” at the Society for Evolutionary Protistology in Kanazawa, Japan.
- One faculty reviewed Nigel Cleere’s *Nightjars of the World: Potoos, Frogmouths, Oil-bird and Owlet-Nightjars* and Darcy F. Morey’s *Dogs: Domestication and the Development of a Social Bond*.
- Two faculty wrote *Vegetative Characteristics of Active and Abandoned Leks of Lesser Prairie-chickens in Southeastern New Mexico* for the *Southwestern Naturalist*.
- Three faculty published *Deomonstration of Double EIT Using Coupled Harmonic Oscillators and RLC Circuits*.
- Two faculty published *Studying Springs in Series Using a Single Spring*.
- Five faculty published “Synthesis and Characterization of Cr(III), Mn(II), Co(II), Ni(II) and Cu(II) complexes with a hexadentate hemi-cage ligand formed with bipyridine”.
- Three faculty published “Taxonomy of *Desmodesmus serratus* (Chlorophyceae, Chlorophyta) and Relaxed Taxa Based Upon Morphological and DNA Sequence Data”.
- Eleven faculty and students published “An Unrecognized Acient Lineage of Green Plants Persists in Deep Marine Waters” for the *Journal of Phycology*. This paper is receiving an award from the Phycological Society of America.
- One faculty is the Chair of Public Relations Committee and member of the Board of Governors, Southwestern Association of Naturalists.
- In the fall term, 106 out of 127 students taking the ASSET exam as the end of course test in Intermediate Algebra passed the exam at the proficient level. In the spring term, 65 out of 97 passed the exam.
- One faculty served as the local coordinator for the 95th Annual Arkansas Academy of Sciences meeting held in Monticello. Approximately 190 participated.
- Four faculty led the 2011 Summer Field Course in Hawaii. Twenty-two undergraduate and graduate students took part in this year’s courses.
- Two faculty held a joint Herpetology/Regional Flora field trip to the Ouachita Biological Station. Twelve students participated.
- Two faculty led the Marine Biology class/Biology Club field trip to the gulf coast. They visited the Gulf Coast Research Labs in Ocean Springs, MS as well as several other sites along the Florida to Louisiana gulf coast region.
- An online Master of Physical Education and Coaching degree was developed. The degree proposal was approved and will be the first completely online degree for the university.
- A new Bachelor of Science in Teaching and Learning degree was developed and approved.
- Partnered with faculty of the University of Arkansas Medical School to develop and present “Time In/Time Out”, a new model to develop effective parent communication skills. A model which they used to better prepare UAM interns and public school teachers to communicate with parents under difficult circumstances was developed.
- A P-4 Early Childhood licensure track to the Master of Arts in Teaching degree for the UAM School of Education was added.
- A stronger partnership with the public schools was created by developing an “Immersion Program” in which method course UAM faculty and their students observe best practices in public school classrooms two to three times per month. The public school faculty, UAM faculty and students jointly reflect on the experience and determine learning outcomes.
- The number of Middle Childhood candidates admitted to teacher education increased by 50%.

- Partnerships with other units to develop activities for public school students were expanded. Increased by 50% the number of activities for public school students in collaboration with other academic units.
- Additional support was provided for struggling students through the development of support activities and special topic courses to prepare students for the Praxis I exams.
- An increased presence of UAM faculty in the area public schools was facilitated. A total of 534 visits were made.
- School of Education partnered with UAM Mathematics and Sciences to support Arkansas Advanced Initiative for Math and Science (AAIMS) grant schools in the Southeast partnership. UAM hosted one Science Study Saturday and three Math Study Saturdays.
- School of Education partnered with the UAM Arts and Humanities Dean and faculty to provide support to public schools.
- The Education Renewal Zone (ERZ) Project increased partnerships and collaborations to support teaching, learning and recruitment by connecting Academic Partners; recruiting to UAM and Teaching as a career in collaboration with School of Education (SOE) and Office of Admissions; having the Teachers of Tomorrow Clubs attended the SOE Hot Dog Recruitment Picnic; conducting UAM Methods Partnership Project with Monticello Elementary, Intermediate, and Middle Schools; conducting Academic Advising and Mentoring collaborative project; using ERZ Website; having ERZ Advisory Meetings; having SOE Teacher Education Committee Meetings; having Star City Jimmy Brown Elementary 3-5 Literacy Teacher Team Meetings with Literacy Coach; having DeWitt School District join the Southeast ERZ; assisting with distributing information about UAM activities such as Jeff Corwin's Rockefeller Lectures, the 1st Annual UAM French Cinema Festival, Arkansas Economics Workshops, Upward Bound recruiting, and UAM/ERZ Resource Guide to area schools.
- The SOE Science, Technology, Engineering and Mathematics (STEM) Center collaborated with the School of Mathematics and Natural Science to plan and provide ongoing monthly professional development in the Southeast Arkansas Science and Teacher Alliance (SEASTA) meetings, which have the potential to impact the achievement of 2,000 public school students per year.
- The SOE STEM Center partnered with the School of Mathematics and Natural Sciences and the School of Education, to write and receive five No Child Left Behind grants, and one SMART grant.
- SOE STEM Center worked collaboratively with the Southeast Arkansas Educational Cooperative, conducting numerous workshops and model lessons.
- The SOE STEM Center hosted training for 30 preregistered lead teachers and instructional facilitators in grades 4-6 in "Thinking Mathematically".
- The SOE STEM worked with Dr. Robert Burns, UAMS faculty, to present programs with the Arkansas Cancer Coalition to UAM Interns this spring. The interns new knowledge will impact approximately 775 students in the schools where they are currently completing internships.
- The SOE STEM Center hosted the national Kagan Cooperative Learning training on the UAM campus on June 28-29 for 75 public school teachers from Arkansas and Louisiana.
- The SOE STEM Center received a grant from the Arkansas Science and Technology Authority for \$11,760 for technology integration in the science classroom.
- Initiated the process to coordinate and facilitate the annual review/update of the Emergency Procedure Manual for the purpose of ensuring the University community is provided timely, accurate and consistent emergency response information.
- Identified a "preliminary" site for the University's mass notification siren which is part of the larger Drew County Early Warning System. The University's siren will alert and inform through omnidirectional voice and tone.

- Developed a two year implementation plan for the deployment of video surveillance cameras in Horsfall Hall, Royer Hall, University Apts/Maxwell Hall and Red Barn to enhance overall security in every residence hall facility on the campus.
- Painted all campus parking lots to improve parking safety and reduce the number of minor traffic accidents.
- Provided a variety of campus stakeholders with professional learning opportunities which included; Campus Security Authority, Clery Act, FERPA, Customer Service and Retention.
- To promote community and support the active engagement of student organizations, the Red Barn was converted to a student organization facility. The facility provides student organizations with meeting space, storage, pool table, and big screen TV.
- Established procedure for the monthly inspection, testing, and replacement of blue light emergency phones.
- Began using Keystone 600, a key/core management software system. The software is designed to assist with the tedious task of managing key and core records. The software will enhance overall campus security by providing Public Safety with a rapid and exact accounting of all keys issued and returned.
- Developed Banner/Signage policy to include the establishment of (9) premium banner sites for the purpose of improving the aesthetic look of campus publicity and more importantly, eliminating the risk of personal injury and damage to utilities when installing T-posts.
- Established a membership with ULifeline, an anonymous, confidential, online resource center, which provides information about mental health and suicide prevention in a format designed for and preferred by college students.
- Formalized the University Behavior Intervention Team (UBIT) policy/protocols, identified key stakeholders and referral review. A proactive student behavioral intervention process used to assess behavior that poses a potential threat to campus safety/security and coordinate resources for early intervention and support for involved students.
- Expansion of the student resources links on the UAM website including Gainful Employment data, Clery Act information, UBIT anonymous person of concern reporting, and a link to ULifeline.
- Developed a Master Housing Plan – which included a comprehensive facility review, historical data assessment, statewide cost comparison, peer institution residency policy audit and a staffing role and scope review. As a result, furniture in all halls will be replaced and extensive maintenance will be conducted over a period of three summers. Board rates will gradually move toward a more “Life Style” system, free cable provided to Family and Faculty Housing and wireless internet to be deployed to Family/Faculty Housing and Maxwell Hall.
- Deployment of the RAVE Alert emergency notification system. This ENS is an opt-out system that provides voice, text, and email notification in the event of an emergency. Rave is capable of sending over 103,000 text messages per minute and 8,000 voice messages per minute. In addition, the Eyewitness solution offers text-based crime tips, which will enhance the campus watch by offering tipsters anonymity.
- Acquired additional portable ID scanners to be used by Athletics, Public Safety, Intramurals, Wellness Center, and Student Programs & Activities. The use of validation stickers affixed to the back of student ID cards will continue as this practice allows faculty, staff, and Monticello area merchants the ability to confirm whether an individual is currently enrolled at the university. The combination of portable scanners and validation stickers provides the institution and greater community with an affordable and effective method of indentifying currently enrolled students.

- Established a Commuter Study Lounge in Harris Hall. The lounge is a quiet area for studying and features two computers, table, couch, microwave, and refrigerator. The lounge is conveniently located across the hall from the tutoring area. Free coffee is available during the day.
- Participated in Sexual Assault Awareness Month (SAAM) by offering programming designed to raise public awareness about sexual violence and to educate the community and individuals on how to prevent sexual violence.
- In the process of developing an institutional/regional jobs posting website that will allow for greater communication avenues between prospective employees and employers.
- The University's student organizations collectively provided a total 700+ volunteer hours to assist various non-profit organizations and public/civic organizations this past year.
- Upward Bound, a federal Trio program, increased performance service numbers from approximately 40 to a full roster of 80 students.
- Gainful Employment (GE) disclosure information - The institution collected and published the required 2009-2010 GE disclosure information and posted it to the University's website by the July 1, 2011, deadline. The Federal Government created new regulations addressing concerns over an increasing number of student loan defaults and the employment of graduates at an adequate salary level to repay student loans. These regulations are referred to as Gainful Employment (GE). The regulations require career college programs to better prepare students for "gainful employment" or risk losing access to Federal student aid. Specifically, institutions are required to disclose their total program costs, loan repayment rates, graduates' debt-to-earnings ratio and other critical consumer information to help students better choose the gainful employment program that's right for them.
- The University received a \$137,000 grant from Connect Arkansas to provide broadband training and awareness course to 57 counties across the state.

As part of the UAM planning process, an annual review of all objectives was conducted. A complete review of the 2010-11 UAM Strategic Plan has been compiled into a separate document and is available to interested readers.

As we enter the 2011-12 academic year, our planning remains focused around enhancement of resources, enhancement of academics, and enhancement of quality of life. This year is one in which a vast number of previously targeted intermediate-range objectives are now short-range and attainable. The plan for 2011-12 also contains a wealth of new objectives. The formulation of the current plan also necessitated abandonment of a few objectives which were deemed to be unattainable or unnecessary during the upcoming five-year period.

We look forward to the 2011-12 year as yet another opportunity to encourage institutional involvement at all levels in striving for the long-term accomplishments of being a stronger, more visible institution; of strengthening academic quality; of increasing the number of students who are retained and graduated; and of paving the way for a better quality of life for students, employees, and communities served by the University of Arkansas at Monticello.



H. Jack Lassiter, Chancellor

HISTORICAL OVERVIEW, ACCREDITATION, AND MISSION

UNIVERSITY OF ARKANSAS AT MONTICELLO

History

The history of the University and the mission statement of the University are enduring and are used by the campus community as the foundation for the daily operations of the University and its strategic plan for the future. The mission statement of the University is used as a benchmark to measure UAM's success.

The University of Arkansas at Monticello was established in 1909 by an act of the General Assembly of the State of Arkansas to serve the educational needs of Southeast Arkansas. Originally called the Fourth District Agricultural School, the University opened its doors September 14, 1910. In 1925, the General Assembly authorized the school's name to be changed to Arkansas Agricultural and Mechanical College. A&M received accreditation as a junior college in 1928 and as a four-year institution in 1940.

Arkansas A&M became part of the University of Arkansas system July 1, 1971, and its mission expanded to serve the needs of the state, region, and nation. On July 1, 2003, the University of Arkansas at Monticello again expanded its mission to include vocational and technical education with the merger of the Forest Echoes Technical Institute and the Great Rivers Technical Institute becoming, respectively, the UAM College of Technology at Crossett and the UAM College of Technology at McGehee. With the merger of the technical institutes in 2003, the University now offers certificates of proficiency and technical certificates, as well as associate, baccalaureate, and master's degree programs.

The Arkansas Heavy Equipment Training Academy in Warren was transferred July 1, 2005 by the General Assembly to UAM. This program provides additional vocational and technical education programs to the mission of the University.

The University of Arkansas System Board of Trustees governs the University of Arkansas at Monticello. The University of Arkansas at Monticello Board of Visitors aids in the continuing development of the University and furnishes counsel, guidance, and recommendations for the University. The Board of Visitors' diverse membership is representative of the Southeast Arkansas region; members are appointed by the Governor of the State of Arkansas. Each College of Technology has an Advisory Board that serves in an advisory role to the administration of each campus. The board is appointed by the University of Arkansas System Board of Trustees upon the recommendation of the Chancellor.

Accreditation

The University of Arkansas at Monticello is accredited by the Higher Learning Commission (a commission of the North Central Association of Colleges and Schools), the National Council for Accreditation of Teacher Education, the National Association of Schools of Music, the National League for Nursing Accrediting Commission, the Society of American Foresters, and the Council on Social Work Education.

Technical programs have been approved by the Arkansas Department of Higher Education, the Arkansas State Board of Nursing, the National Institute for Automotive Service Excellence, and the Commission on

Accreditation of Allied Health Education. The UAM College of Technology-Crossett is accredited by the Council of Occupational Education.

Mission

The University of Arkansas at Monticello shares with all universities the commitment to search for truth and understanding through scholastic endeavor. The University seeks to enhance and share knowledge, to preserve and promote the intellectual content of society, and to educate people for critical thought. The University provides learning experiences which enable students to synthesize knowledge, communicate effectively, use knowledge and technology with intelligence and responsibility, and act creatively within their own and other cultures.

The University strives for excellence in all its endeavors. Educational opportunities encompass the liberal arts, basic and applied sciences, selected professions, and vocational and technical preparation. These opportunities are founded in a strong program of general education and are fulfilled through contemporary disciplinary curricula, certification programs, and vocational/technical education or workforce training. The University assures opportunities in higher education for both traditional and non-traditional students and strives to provide an environment which fosters individual achievement and personal development.

The University of Arkansas at Monticello seeks to fulfill its mission by:

1. Offering quality educational opportunities in the form of master's, baccalaureate, and associate degree preparation, as well as certification in a variety of vocational/technical programs, or workforce training;
2. Offering a well-rounded program of general education designed to broaden and enrich students' awareness of the world around them;
3. Providing contemporary curricula which prepare students for careers in selected fields, for personal development, and for meeting societal needs;
4. Strengthening students' capabilities as thoughtful contributors to society by encouraging them to take personal responsibility and seek the benefits of life-long learning;
5. Providing support programs which increase the probability of success for those students needing additional academic preparation to meet college standards;
6. Assisting students in developing interpersonal skills needed by responsible and productive members of society;
7. Providing viable programs of public service, continuing education in selected areas, and cooperative programs with other educational institutions;

8. Promoting research programs which strengthen the institution and contribute new information to the existing body of knowledge and the extension of knowledge to serve the public;
9. Providing cultural and aesthetic experiences that will serve to enhance appreciation of the arts;
10. Maintaining regional and national recognition of the institution and its academic and technical programs by continuing to meet the standards of accrediting bodies, and seeking similar recognition of appropriate programs for which accreditation is available but yet to be achieved;
11. Preparing students to live and work in a technological and global society.

DEFINITIONS AND ASSUMPTIONS

The "University" is defined as the University of Arkansas at Monticello and is an institution consisting of the main campus in Monticello, the UAM College of Technology in Crossett, the UAM College of Technology in McGehee, and the Arkansas Heavy Equipment Training Academy in Warren. The Monticello campus provides a variety of courses for general education, baccalaureate programs, and master's programs. For the convenience of its students, many of the Monticello course offerings are on-line. Others are delivered via compressed interactive video and are regularly received at distance learning locations such as Helena, Stuttgart, DeWitt, El Dorado, and Warren. The Crossett location offers courses for its technical programs as well as a variety of college-transferable general education classes. The same is true of the McGehee location which, in addition, provides the Heavy Equipment Training Academy program at the Southeast Arkansas Community Based Education Center (SEACBEC) in Warren.

In implementing the strategic plan, it is assumed that . . .

. . . the University will continue to be a part of the University of Arkansas System and, as such, will be headed by a Chancellor (currently Dr. H. Jack Lassiter), a Provost/Vice Chancellor for Academic Affairs (currently Mr. David Ray), and other Vice Chancellors supervising Student Affairs (currently Mr. Jay Hughes), Advancement and University Relations (currently Dr. Clay Brown), Finance and Administration (currently Mr. Jay Jones), the College of Technology-Crossett (currently Ms. Linda Rushing), and the College of Technology-McGehee (currently Mr. Bob Ware). See the organizational chart (Appendix A) for an institutional profile as of August 2010.

. . . the University will continue to be an "open admissions" university; that is, admission to the University is possible by meeting basic criteria: completion of 8th grade for pre-freshmen and completion of high school or equivalent for others. While test scores are required for course placement, they are not used in selecting applicants for admission.

. . . the University will continue to get its fair share of first-generation college students. UAM has prided itself on focusing individualized attention on its students, both in administrative processes and in instructional areas. UAM will continue to expend resources on providing remedial instruction and services for those students who enter the University academically disadvantaged.

. . . the University will continue to offer choices for its constituents. Those choices include non-credit instruction, occupational (technical) programs, associate degree programs, baccalaureate programs, and master's level programs in selected areas.

. . . the University will continue to employ well-qualified faculty and staff to deliver its programs and provide administrative support and student services.

. . . the University will continue to operate under fiscal conditions that require closely monitored, responsible management of its monetary resources. Participatory budgeting, periodic adjustments in tuition and fees to meet increased needs, friendly and persuasive approaches to alumni to support the University, and enhanced communication with legislators and the Arkansas Department of Higher

Education to make needs known are all considered vital to the sustained viability and growth of the University.

For the University to meet the assumptions described above, its comprehensive master plan is focused on three areas: resources, academics, and quality of life.

Resources

Resources in and of themselves are nothing. However, applied to academics and quality of life, including student services, they are everything. Enhancement of resources will provide a backbone of support and will result in the enhancement of academics which will then result in the enhancement of quality of life.

Enhancement of resources will assist the University in recruiting, developing, and maintaining an excellent faculty and staff. The University must compete with its peer institutions in attracting well-qualified faculty and staff. While the woodlands, a quality of life in a small community, and abundant natural resources in southeast Arkansas are pleasing to many prospective employees, competitive salaries and fringe benefits are also critical in recruiting and retaining highly competent employees.

Enhancement of resources is believed to be a focus that will allow the University to build partnerships and to enhance communications while at the same time improve the image, visibility, and influence of the institution. More research opportunities for both students and faculty are also viewed as possible with increased resources, as is the desire to recruit, retain, and graduate more students. The University is currently the largest employer in Drew County, and with improved resources, could become an even greater asset to the area in the form of employment opportunities.

Academics

The academic program of the University is the lifeblood of the institution. Enhancement of every aspect of the academic program is necessary for the improvement of academic standards and the analysis and fruition of sharing academic opportunities among units. Enhancement of resources as described above should result in increased opportunities for faculty and student research and creative activities as well as more experimental and service learning opportunities.

Technology is ever-changing. Keeping up with technology is a critical element for any institution of higher learning. The University believes that providing the latest technology to faculty and students is a primary concern in the enhancement of academic programs.

As the implementation of this strategic plan continues, the University's two Colleges of Technology are offering technical programs at their respective locations and at a limited number of off-campus locations. In enhancement of academic programs, the possibility of utilizing the Colleges of Technology to offer technical programs at all three campuses is something to be explored and applied.

As mentioned in the assumptions, the University is expected to fulfill the need to offer remediation for students who require it. In like fashion, the University is committed academically to accommodate for the diverse needs of students. By doing so, the aim to retain and graduate more students is much more likely to occur.

Enhancement of academic programs also involves the improvement of internal and external communications. Enhancement of academic programs is expected to reflect an enhanced image of the University and its reputation.

Quality of Life

The University finds itself in a leadership position in southeast Arkansas and the state. Whatever good the University does is sure to filter to the communities and regions it serves. Enhancement of the quality of life is a focus that sensitizes the University to what it can do to better serve students and others.

Finding ways to accommodate for the diverse needs of students is one avenue for enhancement of the quality of life. Students entering the University have a variety of talents and a variety of needs. Maximizing the talents and addressing the needs are necessary for student retention and success.

Development of a comprehensive student advising and retention plan is viewed as an integral part of the enhancement of quality of life initiative. Student advising and retention is not an isolated event and must have the participation of all units and departments on campus.

Lastly, the University is in a position, with its wealth of offerings and unique resources, to promote healthy lifestyles for students, employees, and communities. A truly healthy lifestyle is one that reflects good physical, psychological, emotional, and financial traits. The focus on enhancement of quality of life is a vehicle whereby these facets of health can be addressed.

The methodology for the strategic plan is for each department or unit to implement for each of the three focal areas a series of short-range, intermediate-range, and long-range objectives that were developed by the particular department or unit. Short-range objectives are those expected to be accomplished in one year or less. Intermediate-range objectives are considered to be those requiring two to three years to complete. Long-range objectives are considered to be those most likely to be fulfilled in three or more years. The strategic plan has become a support document for budget preparation each fiscal year.

The implementation date for the first comprehensive strategic plan was July 1, 2006. At the end of the first year, a review by each unit or department was completed and an annual report prepared as a separate document. The purpose of the review was to determine progress made in accomplishing individual unit and institutional goals and to roll forward the strategic plan to always look forward for at least five years. This process has continued each year and this document represents the result of the review of the 2010 plan and is effective July 1, 2011.

HISTORICAL DATA

UNIVERSITY OF ARKANSAS AT MONTICELLO

In order to better assess the starting point for the strategic plan, various data is provided in the appendices as follows:

Appendix A – Organizational Chart

This chart depicts the University of Arkansas at Monticello as reporting to the President of the University of Arkansas System who, in turn, reports to the Board of Trustees of the University of Arkansas System.

Appendix B – Enrollment (Headcount) Data

The first document gives headcount and a line graph for fall term enrollments from 1973 through 2010. Additional documents give fall term headcount (Fall 2002 through Fall 2010) and spring term headcount (Spring 2002 through Spring 2011) by gender and classification (undergraduate/graduate). Lastly, this appendix includes a headcount by major for fall terms (2003 through 2010).

Appendix C – Student Semester Credit Hours (SSCH)

Tables showing student semester credit hours and FTE for fall terms (2005 through 2010), spring terms (2006 through 2011), Summer I terms (2006 through 2011), and Summer II terms (2006 through 2011) are given. These tables reflect SSCH production and FTE since the merger with Crossett and McGehee on July 1, 2003.

Appendix D – Completions by Major CIP Code

Completions by major CIP (Classification of Instruction Programs) are given for the academic years of 2003-04, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, and 2010-11. The awards and degrees are categorized by degree level.

Appendix E – Retention and Cumulative Graduation Rates

Given in this appendix are tables showing re-enrollments and awards received on fall cohorts of full-time, first-time freshmen for fall terms from 2000 through 2004. The rates are given as percentages for the members of the freshman cohort after one year, two years, three years, four years, five years, and six years.

Appendix F – UAM Approved Programs

Certificates of proficiency, technical certificates, associate degrees, one advanced certificate, baccalaureate degrees, and master's degrees are listed as the approved degree programs for the University as of July 1, 2011.

Appendix G – UAM Affirmative Action Plan

Since 1973, the University has been formally committed to maintaining diversity of its faculty, staff, and student enrollment and has continuously taken positive action in precluding discrimination in educational and employment opportunities. The most recent version of the University's Affirmative Action Plan details how the plan is administered, communicated, and reviewed.



Strategic Plan 2011/12
School of Agriculture
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop, and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Enhance the research environment for faculty and students. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 2
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 4
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 6

School of Agriculture

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1 Maintain and expand collaboration with Southeast Research and Extension Center and other branches of the University of Arkansas System.	UAM faculty will be well known and respected by their peers in the UofA System.	Dean and Faculty
1.2 Build partnerships through networking and collaboration.	1.2 A Host a quality annual event for alumni.	Participate in UAM night at a Traveler’s game. Hold a reception at the Arkansas Crop Protection Association (ACPA) meetings.	Dean and Faculty
	1.2 B Increase dollars available for scholarships.	Recruit new scholarships. Facilitate good applications for existing scholarships	Dean and Faculty
	1.2 C Increase our collaboration efforts with local and state FFA programs.	Offer \$1,000 scholarships to state FFA officers. Host events on our campus for local FFA chapters.	Dean and Faculty
1.3 Enhance the university’s image, visibility, and influence.	1.3A Enhance student interaction with the agriculture industry and UAM alumni.	Organize meaningful activities that showcase our students and programs to our stakeholders.	Dean and Faculty
	1.3 B Offer continuing education classes to the industry.	Offer a fee based short-course such as artificial insemination.	Dean and Faculty
1.4 Enhance the research environment for faculty and students.	1.4 Maintain and expand collaboration with Southeast Research and Extension Center and other branches of the University of Arkansas System.	Sufficient granting and research collaboration opportunities will be available for agriculture faculty	Dean and Faculty
1.5 Improve internal and external communications.	1.5 A Enhance the Division webpage to meet the needs of prospective students.	12 inquiries from prospective students through the webpage.	Dean
	1.5 B Publish a periodic e-mail called “Neat Stuff from SEREC/UAM.” Send it internally and externally.	12 e-mails per year.	Dean

School of Agriculture

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.6 Improve employment opportunities.	1.6 A Expand professional summer internship activity.	Secure three summer internship employers and recruit students to fill those positions	Agri-internship instructor
	1.6 B Increase collaboration with Forestry/ Math and Science/ Business regarding employment and internship opportunities.	Alert Deans of other schools as appropriate when an agriculture industry calls looking for applicants.	Dean
1.7 Develop internal and external resources.	1.7. Add a portable wireless computer lab to teach agriculture computer classes.	20 laptop computers in a storage cart loaded with agriculture technology software.	Ag Engineering instructor
1.8 Recruit, retain and graduate students.	1.8 A Manage our scholarship resources to attract and retain good students.	25 recognized scholarship winners at our annual awards banquet.	Dean and Faculty
	1.8 B Organize a structured recruiting effort aimed at captive audiences of high school students with a high probability of interest or success.	Annual FFA State convention plus one activity on campus.	Dean and Faculty

School of Agriculture

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards	2.1A Enhance our student’s ability to communicate both written and orally through class assignments.	Written and/or oral assignments in every agriculture class.	Faculty
	2.1 B Increase our efforts in assessment such as the use of pre-tests and other good measures of success.	Use of pre-tests in 50% of our agriculture classes. The Dean will administer half of the class evaluations.	Faculty
	2.1 C Enhance the professional writing and speaking skills of agriculture students.	Document improvements in writing and speaking skills of agriculture students.	Dean and Faculty
2.2 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.2A Enhance student interaction with the agricultural industry.	Six meaningful activities per year that expose our students to cutting edge agricultural practices.	Dean and Faculty
	2.2B Use workshops and short courses offered by industry and universities as special problems for college credit.	Explore offering UAM course credit for participation in the Beef Cattle Short Course.	Animal Scientist and Dean
	2.2C Expand professional summer internship activity.	Secure three summer internships from agriculture enterprises recognized for advancement of the science.	Agri-internship instructor
	2.2D Explore the possibility of a class centered on a tour of agricultural production, processing and/or marketing facilities.	Prepare to offer a touring class in 2011-2012. Develop itinerary and fee structure.	Dean and Faculty
2.3 Improve internal and external communications.	2.3A Utilize the news media to highlight our success.	Submit a press release to media services following every event or award.	Dean
	2.3B Enhance the Division webpage to meet the needs of current students.	Increase use of the webpage and/or BlackBoard in classroom instruction.	Faculty

School of Agriculture

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Improve internal and external communications (Continued).	2.3C Conduct a systematic review of course content in non-agriculture courses required for our degree options.	Examine course syllabus and interview instructor for two courses in question.	Dean
2.4 Provide the latest technology to our students and faculty.	2.4 Develop coursework in site specific agriculture.	Develop a syllabus for review.	Ag Engineering instructor
2.5 Enhance UAM’s image.	2.5 Expand professional summer internship activity.	Recruit our best students for important summer internship positions.	Agri-internship instructor

School of Agriculture

Strategic Goal 3:

Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Organize activities around Rodeo weekend.	Release three popular press articles; organize a rodeo club and give them responsibilities, promote star athletes and tight races for points among teams and contestants.	Rodeo Coach
	3.1B Increase our efforts in assessment such as the use of pre-tests and other good measures of success	Examine the assessment data for trends in student needs.	Dean and Faculty
3.2 Develop and implement a comprehensive student retention plan.	3.2A Host a quality annual recognition banquet for students, their families and supporters.	Send invitations to parents; hand out meaningful awards; prepare a slide show of annual pictures.	Dean and Faculty
	3.2B Enhance our fall picnic to kick-off the academic year.	Examine the possibility of moving the event to the rodeo facilities and incorporating rodeo practice.	Dean and Faculty
	3.2C Enhance our student's first year experience.	Freshmen will make an appointment with their advisor and discuss their academic progress early in the semester. Make a picture directory of students in agriculture-orientation.	Ag Orientation instructor and Faculty Advisors
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3A Maintain our role as mentors for our students.	A warm and friendly atmosphere in the agriculture building.	Dean and Faculty
	3.3B Host an annual event for Division of Agriculture alumni.	Participate in UAM night at a Traveler's game. Hold a reception at the ACPA meetings.	Dean and Faculty
	3.3C Take more leadership in the Agriculture Alumni Society.	Organize one alumni society event	Dean



Strategic Plan 2011/12
School of Arts and Humanities
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 8
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 10
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities 	<ul style="list-style-type: none"> ○ See page 12

School of Arts and Humanities

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Apply to Fulbright/IIE to host two Fulbright International Teaching Assistants.	Host one Spanish and one French Foreign Language Teaching Assistant (FLTA) for the academic year.	Dean, Bacon, Francois
	1.1B Advertise availability of Arts and Humanities Graduate Assistantships (SAH GA).	Employ a GA in any of the disciplines of SAH and to employ Debate-Speech GA.	SAH GA Selection Committee, Director of Forensics
1.2 Build partnerships through networking and collaboration.	1.2 Enhance communication and collaboration with secondary schools in the region with the purpose of recruiting and of enhancing the preparation of high-school students for college.	Lead professional-development workshops for public-school English teachers.	Bloom, Walter, Borse, Stewart, Hendricks, Dean
1.3 Enhance the university's image, visibility, and influence.	1.3A Plan and organize events that attract the public and particularly high-school students.	Host a high-school debate tournament, a foreign-language festival, a documentary film festival, a foreign-language film festival, and art exhibitions.	Director of Forensics, Bacon, Moore, Richard, Lykens, Francois
	1.3B Continue to offer the summer debate institute/camp.	Accommodate interests of high school debaters regarding styles of debate and individual events.	Director of Forensics
1.4 Develop internal and external resources.	1.4A Generate funds from custom-published Composition and World Literature texts with the purpose of using funds in ways that will benefit significant numbers of students and faculty.	Earn royalties of at least \$1,500 and spend those royalties on equipment and scholarships.	Dean

School of Arts and Humanities

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.4 Develop internal and external resources (Continued).	1.4B Implementation of a coherent rotation of Communication courses.	Offer courses each semester in accordance with rotation.	Dean, Communication faculty
	1.4C Maintain the size of the debate team.	Continue to have current number of students travel to tournaments.	Director of Forensics
	1.4D Custom publish Spanish texts for Elementary Spanish I and Elementary Spanish II, thereby saving students approximately \$100 on texts. Royalties will go toward foreign-language scholarships.	Earn royalties of \$250 and use for a scholarship.	Dean, Bacon
	1.4E Expand facilities for ceramics students.	Add a kiln yard with kilns adjoining Art Complex. (This is a long-term goal we hope to achieve when our budgets improve.)	Lykens
1.5 Recruit, retain and graduate students.	1.5A Increase number of Modern Languages majors.	Have 20 majors by Spring Semester 2012.	Bacon, Francois
	1.5B Increase number of graduates in Communication and Art.	Have 8 Communication graduates and 3 Art graduates in 2012.	Speech Faculty Art Faculty
	1.5C Increase the number of Communication, Art, and English majors.	Have 30 Communication majors, 30 Art majors, and 60 English majors by Spring Semester 2012.	Speech Faculty Art Faculty English Faculty
	1.5D Reach program viability standard for graduates in Modern Languages.	Graduate 2 Modern Languages majors in 2012.	Bacon, Francois
	1.5E Increase student media staff.	Double number of students working for newspaper.	Sitton

School of Arts and Humanities

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Revise and update the custom-published Comp I and II text.	Have new edition by Fall Semester 2012.	Bloom
	2.1B Implement revised Communication curriculum.	Offer courses supporting each of the three emphasis areas in Communication, as well as core requirements.	Speech Faculty
	2.1C Further revitalize the English program by placing emphasis on close readings, theory, grammar, and writing.	Have assessment data show improved performance of English majors in the areas of literary history and close readings.	Dean, English Faculty
2.2 Share academic opportunities across units.	2.2 Promote the interdisciplinary film-studies concentration and the professional-writing concentration within the English major.	Have at least 5 English majors elect the Film Studies concentration and at least 5 elect the Professional Writing.	Borse, Stewart, Dean
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.3A Develop additional articulation agreements with off-campus sites for placement of Communication interns.	Place students in internships as a result of at least one new agreement.	Evans, Sitton
	2.3B Support faculty professional growth.	Support faculty through travel funds and recognition of professional achievement (publicity, annual evaluations, salary increases).	Dean
	2.3C Create a “reading” series for students and faculty who wish to give presentations of scholarly or creative work, especially in preparation for giving presentations at regional or national conferences.	Have one such “reading” each semester.	Stewart, Borse, Sitton, Evans, Francois

School of Arts and Humanities

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.4 Improve internal and external communications.	2.4 Revise and keep updated SAH “Let’s Communicate” web page.	Publish new “Let’s Communicate” each year.	Meeks
2.5 Provide the latest technology to our students and faculty.	2.5 Increase number of “SMART” classrooms.	Add at least one Smart room to Wells or MCB.	Dean
2.6 Accommodate the diverse needs of students.	2.6A Maintain offerings in Japanese language and culture.	Offer one Japanese class each semester.	Shepherd
	2.6B Maintain offerings in Latin classes.	Offer one or two Latin classes each semester.	Francois
	2.6C Maintain the number of French classes offered.	Offer six distinct sections of French courses each semester.	Francois
	2.6D Maintain offerings of German classes.	Offer one German class each semester.	Strong
	2.6E Offer Special Topics Art courses related to regional internship opportunities.	Provide an internship to at least one student per year.	Richard, Lykens
2.7 Enhance UAM’s image.	2.7 Continue series of nonmusical plays.	Produce one play a year.	Walter

School of Arts and Humanities

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Expand offerings of online classes.	The addition of at least one online section.	Dean
	3.1B Maintain offerings of night sections of general-education required courses in composition.	Have one section of each freshman composition course in the schedule each semester.	Dean
	3.1C Expand the number of upper-level courses online.	The addition of at least one course that has not been offered online in the past.	Dean
3.2 Develop and implement a comprehensive student retention plan.	3.2 Retain students through a variety of strategies.	See improvement in university retention.	Dean, Faculty
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3A Increase support to The Creative Society in its sponsorship of Mocha Madness, an evening of music, poetry, fiction, and humor held once each semester.	Increase publicity and funding.	Dean
	3.3B Provide career information to students.	Create SAH Facebook account providing information and links regarding career information to English, Communication, Art, and Modern Languages majors.	Payne



Strategic Plan 2011/12
School of Business
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Enhance networking opportunities. ▪ Recruit retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 14
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 16
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. 	<ul style="list-style-type: none"> ○ See page 18

School of Business

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Maintain and enhance the School of Business reputation by requiring that all faculty be members of at least one professional organization	12 Memberships in professional organizations	Faculty
	1.1B Expand, enhance and support faculty scholarship	4 conference attend	Faculty
	1.1C Maintain a minimum of 90% prof. on academic qualified status.	8 Terminal degrees or professional Credentials	Dean
1.2 Build partnerships through networking and collaboration.	1.2 Expand academic collaboration with colleagues at other universities.	2 projects	Faculty
1.3 Enhance the university's image, visibility, and influence.	1.3A Improve local visibility by developing, delivering, and improving continuing education workshops to the local and regional business & professional.	4 of workshops/events	Faculty
	1.3B Build community relations by faculty participation in community groups.	4 faculty participating	Faculty
1.4 Improve internal and external communications.	1.4A Improve external communications with stakeholders.	4 press releases	Faculty
	1.4B Upgrade all classrooms to at least semi-smart status.	Increase in semi-smart classrooms	Dean
	1.4C Administer a periodic survey of business alumni every three years.	Send out emails by 9/15/2011 (target)	Cabaniss
	1.4D Maintain a permanent email address data base for graduation class.	50 alumni added	Faculty
1.5 Enhance networking opportunities for students.	1.5A Use 'Business Day' and other activities to expand student exposure to speakers from the business community.	Accomplishment of business Day	Phillips

School of Business

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.5 Enhance networking opportunities for students (Continued).	1.5B Conduct class projects that benefit local businesses.	1 project	Faculty
	1.5C Improve student placement through, internship, job fairs and industry contacts.	1 event and 8 contacts	Faculty
1.6 Recruit, retain and graduate students.	1.6A Expand student recruiting with faculty serving as speakers at high schools to promote School of Business programs.	2 events	Faculty
	1.6B Use Introduction to Business class as a recruiting tool to attract undecided students' interest in business.	5 students that change major	Faculty
	1.6C Establish a series of School of Business social events.	4 events	Faculty
	1.6D Expand and increase student interest in School of Business organizations.	50 memberships & organizations	Faculty
	1.6E Encourage and help members of student organizations attend conferences.	3 events and 10 attendees	Faculty
	1.6F Publicize alumni Success stories in certification and in the profession.	1 articles	Faculty

School of Business

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards	2.1A Maintain a continuous improvement assessment program for the School of Business.	Pre – Post Test scores Exit Exam scores Student Evaluation	Assessment Committee
	2.1B Continue to pursue accreditation with Association of Collegiate Business Schools and Programs (ACBSP).	Milestones/Send Preliminary Visit Questionnaire	Dean
	2.1C Develop a program of junior and senior student participation in research activities.	1 research projects	Faculty
	2.1D Monitor our curriculum in view of accreditation standards and common practice, with revisions in the business core, concentration requirements, and courses as necessary.	3 reviews of proposal changes in curriculum	School Of Business Curriculum Committee
	2.1E Conduct a periodic survey of business alumni	Complete survey instrument and distribute to alumni	Cabaniss
2.2 Share academic opportunities across units.	2.2A Take our students to business and professional meetings.	2 meetings	Faculty
	2.2B Improve service to the local business community by faculty.	Complete those requested	Faculty
2.3 Accommodate the diverse needs of students.	2.3A Maintain a retention plan for the School of Business	6 year graduation rate	Faculty

School of Business

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Accommodate the diverse needs of students (Continued).	2.3B Provide flexibility of schedules by offering online, intersession, night classes and CIV classes.	4 courses offered	Dean
	2.3C Recognize student academic achievements.	2 recognition events	Faculty
	2.3D Make a recruiting documentary focusing on the first-time college student.	Spring 2011	Cabaniss
	2.3E Study the feasibility of a business alumni organization.	Question part of Alumni Survey	Faculty
2.4 Enhance UAM's image.	2.4A Give our students (and school) recognition for their student organization involvement and activities.	Count news releases	Advisors
	2.4B Increase student submission to the student competition.	Count announcements about student organization	Faculty

School of Business

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Develop events dealing with business etiquette, business and social skills.	1 event plans dress for success in PBL for interviews in the Fall	Cabaniss/Patterson
3.2 Develop and implement a comprehensive student retention plan.	3.2A Have annual student social events.	3 events	Faculty
	3.2B Ensure all current business administration and accounting majors are in the email list for each concentration to be used for group analysis, and support.	200 emails sent out 200 contacts to students	Faculty
	3.2C Expand student involvement in the local community and charitable events.	3 events	Advisors
	3.2D Enhance retention by offering scholarships for part-time students.	1 scholarship	Faculty
	3.2E Continue our award-winning Institute of Managerial Accountants (IMA) Student Chapter and develop some IMA scholarship winners.	1 Award	Faculty Advisors



Strategic Plan 2011/12
School of Computer Information Systems
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build industry and community partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 20
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Improve internal and external communications. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 23
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the needs of the University’s student community. ▪ Develop and implement a comprehensive student retention plan. 	<ul style="list-style-type: none"> ○ See page 25

School of Computer Information Systems

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Maintain and enhance the School of CIS reputation by requiring that faculty serve as members of at least one professional organization.	All faculty members being an active member of at least one professional organization.	Faculty
	1.1B Expand, enhance and support faculty scholarship.	Fund conference attendance at least on a 3 year rotation. All faculty take at least 1 Web class per year and fund local learning opportunities.	Faculty
	1.1C Maintain a target level of faculty with professional degrees.	# of terminal degrees or professional credentials.	Dean
1.2 Build partnerships through networking and collaboration.	1.2 Encourage faculty to work with businesses, school districts, and other universities on projects.	# of projects.	Faculty
1.3 Enhance the university's image, visibility, and influence.	1.3A Serve in an advisory capacity for schools, businesses and organizations.	# of positions served in.	Faculty
	1.3B Provide a positive presence in the community.	# of events held annually that give students and faculty an opportunity to contribute to the community.	Faculty
1.4 Improve internal and external communications.	1.4A Provide regular external communications with stakeholders.	Regular updates via press release, Facebook, School of CIS webpage and email.	Faculty
	1.4B Develop a periodic survey of CIS alumni to help keep program current.	Send out annual alumni survey.	Dean
	1.4C Regular updates to School of CIS Facebook Profile and School of CIS webpage.	Update Facebook profile a minimum of 4 times per semester and update webpage at least once per semester.	Faculty

School of Computer Information Systems

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.5 Improve employment opportunities.	1.5A Communicate career opportunities to current students & Alumni.	Email and post to School of CIS Facebook profile job opportunities and internships for students and alumni.	Faculty
	1.5B Encourage students to network at career fairs, with each other, and on field trips.	# of contacts.	Faculty
	1.5C Coach students on interview skills, resume preparation, and professional skills development.	# of student contacts assisted in this area.	Faculty
	1.5D Develop and maintain an internship program so that CIS students can have beneficial internship experience.	# of internships in practice each year.	Faculty
1.6 Develop internal and external resources.	1.6A Work with Office of Advancement to stress benefits of maintaining Alumni relationships with graduating Seniors.	# of contacts with alumni.	Faculty
	1.6B Conduct annual survey of CIS alumni.	Conduct survey annually.	Dean
	1.6C Develop additional scholarship funding for the School of CIS.	Growth in endowment dollars.	Dean
	1.6D Expand student recruiting with faculty serving as speakers at high schools to promote School of CIS programs.	# of speaking events.	Dean
1.7 Recruit, retain and graduate students.	1.7A Increase contacts with area high schools and community colleges.	# of contacts	Dean

School of Computer Information Systems

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.7 Recruit, retain and graduate students (Continued).	1.7B Ensure an active CIS student organization.	Monthly meetings for CIS student organizations during the school year. Bring in relevant speakers and take students on field trips to expose them to technology.	Organization Sponsors
	1.7C Ensure strong personal relationships between CIS majors and their advisors.	# of contacts.	Faculty

School of Computer Information Systems

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Assess the School of CIS with regard to the job we do preparing graduates.	Alumni feedback and feedback from industry.	Faculty
	2.1B Maintain and perform annual assessment as a record of the development of the program.	Annual Assessment Report.	Faculty
	2.1C Encourage upper classmen to consider working with professors on independent study projects.	# of projects.	Faculty
	2.1D Improve the quality of the School of CIS by modifying prerequisites when faculty notice patterns of students not being prepared for the class.	# of changes.	Faculty
	2.1 E Gain industry insight by creation of a CIS Advisory Council with alumni and local business people.	Annual Meetings.	Dean
	2.1F Use Assessment report, Alumni feedback and current technological trends to review curriculum with Faculty to keep it as current as possible.	# of proposal changes in curriculum.	Faculty
2.2 Share academic opportunities across units.	2.2 Discuss rolling out CIS Security and Ethics courses to Criminal Justice, Spatial Information Systems (SIS), Global Information Systems (GIS), and other majors who could include this in their curriculum.	Have meetings with these departments to discuss.	Faculty
2.3 Improve internal and external communications.	2.3A Take our students to business and professional meetings and field trips.	# of events.	Faculty

School of Computer Information Systems

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Improve internal and external communications (Continued).	2.3B Promote service to local business community and schools by faculty and students.	# of projects.	Faculty
2.4 Accommodate the diverse needs of students.	2.4A Maintain a retention plan for the School of CIS.	Graduation rates and # of personal contacts.	Faculty
	2.4B Accommodate students' needs by providing opportunities to increase student participation in student organizations.	Track # of announcements about student organization.	Faculty, Organization Advisor
	2.4C Provide flexibility of schedule by offering online, intersession, night classes and CIV classes.	# of Flex-schedule classes offered.	Dean
2.5 Enhance UAM's image.	2.5A Give our students (and school) recognition for their student organization involvement and activities.	Press releases and Facebook postings.	Faculty
	2.5B Seek out conferences for our students and make them aware of these opportunities.	At least one conference/networking opportunity per year for CIS students.	Faculty

School of Computer Information Systems

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Conduct annual event dealing with business etiquette and business and social skills.	Conduct etiquette luncheon each semester	Marsh, Dean
3.2 Develop and implement a comprehensive student retention plan.	3.2A Honor students with annual CIS Awards Banquet and Senior Graduation Dinner.	# of events and participants.	Faculty
	3.2B Ensure all current CIS majors are in the email distribution list.	# of emails sent out. # of contacts with students.	Faculty
	3.2C Expand student involvement in the local community and charitable events.	# of participants in community service opportunities.	Faculty as advisors
	3.2D Enhance retention by offering more scholarships.	# of scholarships.	Faculty
	3.2E Try to provide the most current technology, both hardware and software for our students' learning environment.	# of hardware and software upgrades per year.	Dean

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Strategic Plan 2011/12
School of Education
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Enhance the research environment for faculty and students. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 28
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Utilize our Colleges of Technology to offer technical programs to all campuses. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 30
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 32

School of Education

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Develop faculty through professional development in the area of assessment and data analysis.	60% of the faculty will attend at least 6 hours of professional development on the subject of assessment and data analysis and provide documentation of attendance.	National Council for Accreditation of Teacher Education (NCATE) Assessment Coordinator
	1.1B Provide support/opportunities to the faculty that is specific to their needs.	90% of the faculty will be retained for the next year.	Dean
1.2 Build partnerships through networking and collaboration.	1.2 Develop a stronger partnership with the public schools to increase the number of students that can participate in the Methods Immersion Partnership.	Increase by 25% the number of students participating in the project.	UAM Methods Faculty, Partnership Coordinator, ERZ Staff
1.3 Enhance the university's image, visibility, and influence.	1.3 Utilizing partnerships with the Arkansas Department of Education, Arkansas post-secondary institutions, and public schools to increase statewide recruitment efforts for teacher education.	Increase by 2% the number of Arkansas Department of Education, Arkansas post-secondary institutions, and public schools recruitment events attended.	Recruitment/Retention Coordinator, ERZ Staff
1.4 Enhance the research environment for faculty and students.	1.4 Encourage faculty to develop proposals for publications, presentations, and grants.	Increase by 2% the number of faculty submitting proposals for publications, presentations, and grants. Faculty will provide documentation of submission.	Dean
1.5 Improve internal and external communications.	1.5A Utilize specified content meetings within the School of Education (SOE) to disseminate information internally.	Increase by 10% the number of content specific faculty meetings.	Dean, NCATE Coordinator, SOE Coordinators

School of Education

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.5 Improve internal and external communications (Continued).	1.5B Inform community about School of Education Initiatives.	Increase by 10% the number of presentations and/or news release.	Dean, ERZ staff, Teacher Education Coordinator
	1.5C Inform partner public schools about School of Education Initiatives and Projects.	Increase by 10% the number of meetings, information, and presentations to public school personnel.	Dean, ERZ Staff
1.6 Improve employment opportunities.	1.6 Develop additional degrees to meet needs of non-licensure population.	Additional degrees.	Dean, Graduate Coordinator
1.7 Develop internal and external resources.	1.7 Provide professional development opportunities for the faculty.	Increase by 5% the number of professional development SOE faculty participate in.	Dean, Faculty, ERZ Staff
1.8 Recruit, retain and graduate students.	1.8A Utilize the SOE recruitment plan to increase the number of candidates admitted to teacher education in Middle Childhood and in the Education Leadership program.	Increase by 2% the number of Middle Childhood and Education Leadership candidates admitted.	Recruitment/Retention Coordinator, Education Leadership Coordinator, ERZ Staff
	1.8B Provide additional support for at-risk students through the development of support activities.	Increase by 2% the number of support activities offered to students through the School of Education.	Recruitment/Retention Coordinator, UAM Faculty, ERZ Staff
	1.8C Provide multiple opportunities for Praxis I exam support.	Increase by 2% the number of students passing the Praxis I exams on the first attempt.	Recruitment/Retention Coordinator

School of Education

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1 Curriculum and Assessment Committee will analyze program data to formulate a plan to move students from acceptable on the program signature assessments to target on the signature assessments.	Increase by 5% the number of overall students who are scoring at the target level on all program signature assessments.	Curriculum, Assessment Committee
2.2 Share academic opportunities across units.	2.2 Expand partnerships with other units to develop activities for public school students.	Increase by 5% the number of activities developed for public school students in collaboration with other academic units.	ERZ Staff
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.3 Encourage faculty to include students when possible in the writing of presentation, publication, and grant proposals.	Increase by 2% the number of faculty/student submitting proposals for publications, presentations, and grants. Faculty/students will provide documentation of submission.	NCATE/ Assessment Coordinator
2.4 Improve internal and external communications.	2.4A Encourage faculty to utilize Blackboard to communicate class expectations and unit information with students in their courses.	100% of the courses will have a Blackboard supplemental instruction component.	Dean, Faculty
	2.4B Utilize employer and graduate surveys to improve programs.	SOE will obtain a 35% rate of return on all surveys.	NCATE/ Assessment Coordinator
2.5 Provide the latest technology to our students and faculty.	2.5 Facilitate the Promethean Board technology training for UAM and partner school districts in Southeast Arkansas.	SOE will facilitate at least 5 technology trainings on the Promethean Board.	Dean, Faculty

School of Education

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.6 Utilize our Colleges of Technology to offer technical programs to all campuses.	2.6 Improve understanding of UAM-CTC and UAM-CTM course offerings.	Share technical programs and degrees provided at UAM-CTC and UAM-CTM with partner public schools.	Dean, ERZ Staff
2.7 Accommodate the diverse needs of students.	2.7 Develop faculty through professional development in the area of differentiated instruction for diverse learners.	60% of the faculty will attend at least 3 hours of professional development on the subject of differentiated instruction for diverse learners and provide documentation of attendance.	Dean, ERZ Staff, NCATE/ Assessment Coordinator
2.8 Enhance UAM's image.	2.8 Increase the local and state recognition of education students that demonstrate academic excellence.	Increase by 5% the number of newspaper articles that detail the academic excellence of education students.	Dean

School of Education

Strategic Goal 3:

Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Develop a perception survey that is given to all students to determine the student perception of how well faculty accommodates the diverse needs of students.	Establish baseline data for future comparisons.	Collection of Documentation, NCATE/ Assessment Coordinator
3.2 Develop and implement a comprehensive student retention plan.	3.2A Provide additional support for struggling students through the development of support activities.	Increase by 2% the number of support activities offered to students through the School of Education.	Recruitment/ Retention Coordinator
	3.2B Provide multiple opportunities for Praxis I exam support.	Increase by 2% the number of students passing the Praxis I exams on the first attempt.	Recruitment/ Retention Coordinator
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 Develop continuing education opportunities for students, employees, and communities in the area of health and fitness.	Develop and deliver at least one continuing education opportunity each semester.	Dean, Faculty



Strategic Plan 2011/12
School of Forest Resources and Arkansas Forest Resources Center
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Enhance the research environment for faculty and students. ▪ Improve internal and external communications. ▪ Develop internal and external resources. ▪ Recruit, retain, and graduate students. 	<ul style="list-style-type: none"> ○ See page 34
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 36
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 38

School of Forest Resources and Arkansas Forest Resources Center

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1 Complete the responsibilities of the academic task force.	Completed a review of recruitment and retention strategies.	Academic Taskforce Members
1.2 Build partnerships through networking and collaboration.	1.2 Design a curriculum for B.S. in Environmental Resource Management in collaboration with the School of Math and Sciences.	Establishment of the new degree program.	Dean, Associate Dean
1.3 Enhance the university's image, visibility, and influence.	1.3A Complete and finalize the Spatial Information Systems (SIS) program review document.	Completed Spatial Information Systems program review document.	Kissell
	1.3B Review and expand outreach to natural resource professionals and other audiences by strengthening continuing education programs and providing new offerings.	Review and expanded offering of continuing education courses.	Guffey
1.4 Enhance the research environment for faculty and students.	1.4A Monitor construction and renovation of the new School of Forest Resources (SFR) building complex.	Revise building plans when necessary.	Tappe
	1.4B Plan and implement SFR operations during different phases of construction and renovation of the new SFR complex.	Implementation and management of the different phases of construction.	Tappe
1.5 Improve internal and external communications.	1.5 Identify and implement strategies to market the new B.S. degree to a diverse group of potential students.	Development of a marketing strategy for the new degree.	Tappe, SFR Faculty

School of Forest Resources and Arkansas Forest Resources Center

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.6 Develop internal and external resources.	1.6A Identify future priority areas, evaluate the ability of existing resources to deal with these future needs, prioritize and invest additional resources, if necessary.	Identification of new priority area(s) and designation of resources; as needed.	Dean, Associate Dean
	1.6B Pursue financial support through aggressive grant writing programs.	# of grants submitted/ funded.	SFR Faculty
1.7 Recruit, retain, and graduate students.	1.7 Identify strategies to improve student retention.	Established retention plan.	Ficklin, SFR Faculty

School of Forest Resources and Arkansas Forest Resources Center

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Review School of Forest Resources program structure and curricula, recruitment and retention efforts, and graduation rates.	Finalized program evaluation documents.	Academic Taskforce Members
	2.1B Evaluate classroom learning and laboratory exercises to emphasize critical thinking, effective communication and improved problem-solving skills.	Curriculum modifications to emphasize critical thinking, communication, and problem solving skills.	SFR Faculty
	2.1C Emphasize the inclusion of emerging natural resource issues across the curriculum.	Curriculum modifications to include emerging issues.	SFR Faculty
2.2 Share academic opportunities across units.	2.2 Evaluate the availability of relevant and useful courses for SFR graduate students.	Modification of existing courses and offering new courses, if needed.	SFR Faculty, Mehmood
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.3A Prioritize resources to address emerging research priority areas.	Reallocation of existing resources/ additional resource investments.	Dean, Associate Dean
	2.3B Increase grant writing efforts to take advantage of increased federal funding of research in natural resources.	# of grants submitted/funded.	SFR Faculty
	2.3C Promote better understanding of scientific, economic, social, and environmental factors involved in the management of forest-based natural resources.	# of research papers; # of grants.	SFR Faculty

School of Forest Resources and Arkansas Forest Resources Center

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities (Continued).	2.3D Explore the need for additional expertise in landscape ecology and environmental resource management.	Recruitment of new faculty.	Dean, UAM Administration, UAF Administration
2.4 Improve internal and external communications.	2.4A Maintain a rigorous assessment program of all SFR majors that provides information that may be used in improving our educational delivery system.	SFR annual assessment plan.	Mehmood
	2.4B Enhance capability to disseminate practical research results to the citizens of Arkansas and the nation.	# of contacts, publications, and presentations.	SFR Faculty
2.5 Provide the latest technology to our students and faculty.	2.5 Assess infrastructure needs and make recommendations for improvements.	Allocation of technology resources; as needed.	SFR Computer Committee
2.6 Accommodate the diverse needs of students.	2.6A Explore the possibility of offering non-thesis graduate degrees for working professionals.	Decision on offering a non-thesis graduate degree.	SFR Faculty
	2.6B Evaluate SFR curricula and make improvements as necessary to deal with the challenges of rapidly changing natural resource-based professions.	Modifications to SFR curricula; as needed.	SFR Faculty
2.7 Enhance UAM image.	2.7 Enhance and expand Arkansas Forest Resources Center's (AFRC) reputation and research mission beyond Arkansas and neighboring states.	# presentations made in national meetings; Faculty participation in national societies and meetings.	SFR Faculty

School of Forest Resources and Arkansas Forest Resources Center

Strategic Goal 3: Enhancement of Quality of Life

Objectives		Strategy		KPI/Measure/Target	Strategy Owner
3.1	Develop and implement a comprehensive student retention plan.	3.1A	Identify resources and programmatic strategies to improve student retention.	Prepared student retention plan.	Ficklin, SFR Faculty
		3.1B	Promote student and faculty involvement in clubs and other extracurricular activities.	# of student memberships/Club activities.	Club Advisors
3.2	Promote healthy lifestyles for students, employees, and communities.	3.2	Promote healthy lifestyles for students, employees, and communities.	Unit decisions promoting healthy lifestyle choices.	Dean, Faculty



Strategic Plan 2011/2012
Division of General Studies
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 40
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Improve internal and external communications. ▪ Accommodate the diverse needs of students. 	<ul style="list-style-type: none"> ○ See page 41
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 42

Division of General Studies

Strategic Goal 1: Enhancement of Resources

Objectives		Strategy		KPI/Measure/Target	Strategy Owner
1.1	Build partnerships through networking and collaboration.	1.1A	Visit other campuses.	# of visits made.	Ranelle, Crystal
		1.1B	Participate in sister campus events.		
		1.1C	Visit high schools.		
1.2	Enhance the university's image, visibility, and influence.	1.2	Contact non-degree completers to promote UA M degree programs.	# of contacts regarding future education.	Ranelle, Crystal
1.3	Improve internal and external communications.	1.3	Develop a Gen. Studies faculty email distribution list	Complete by 2012.	Crystal
1.4	Recruit, retain and graduate students.	1.4A	Encourage students to pursue higher levels of education.	# of contacts made.	Ranelle, Crystal
		1.4B	Contact people with 75+ hours.		

Division of General Studies

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards	2.1 Contact UAM legislative liaison regarding pending legislation	# of contacts required.	Ranelle, Crystal
2.2 Share academic opportunities across units.	2.2 Promote incentives such as Summer Improvement Program (SIP)	# of contacts, emails, personal visits.	Ranelle, Crystal
2.3 Improve internal and external communications.	2.3 Use distribution list to apprise faculty of new learning opportunities such as webinars.	# of emails sent to distribution list for learning opportunities.	Ranelle, Crystal
2.4 Accommodate the diverse needs of students.	2.4 Assist with registration of Special Students. Promote the development of online classes in General Education.	# of students assisted and # of new online general education classes developed.	Ranelle, Crystal

Division of General Studies

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Collaborate with other units to promote student graduation.	# of contacts, emails, personal visits.	Ranelle, Crystal
3.2 Develop and implement a comprehensive student retention plan.	3.2 Contact students who are close to the AA degree to ask them to seek further education.	# of contacts made.	Ranelle, Crystal
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 Distribute healthy choices information to students.	Weevil Wisdom will contain information regarding healthy choices. Distribute healthy lifestyle information at all advising events.	Ranelle, Crystal



Strategic Plan 2011/12
Intercollegiate Athletics
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 44
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Improve internal and external communications. ▪ Accommodate the diverse needs of students. 	<ul style="list-style-type: none"> ○ See page 46
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 48

Intercollegiate Athletics

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1 Seek avenues that will bring funds that will allow for the addition of a full time compliance officer and full time assistant coaches in Basketball, Baseball and Softball.	Apply for two potential grants through the NCAA for subsidized positions.	Athletic Director
1.2 Build partnerships through networking and collaboration.	1.2 Explore methods of fundraising from the private sector. Be creative to initiate a campaign for the department that will secure funds to help with the goals of the department.	Increase the tier corporate sales program to generate additional revenue.	Athletic Director
1.3 Enhance the university's image, visibility, and influence.	1.3A Expand opportunities for developing teams in the ten university-sponsored sports to be competitive in the Gulf South Conference, the NCAA South Region, and nationally.	Increase scholarship allotment by 10% for sports to reach fully funded programs.	Athletic Director
	1.3B Develop the Student-Athlete Advisory Committee (SAAC) into a viable tool for the athletic department.	Increase funding by 10% through the Director of Athletics office and spend an hour more a week to listen to SAAC ideas.	Athletic Director, Faculty Athletic Representative, SAAC
	1.3C Become more compliant with gender equity issues in athletics.	Continue implementation-Phase 1 of the recently finished Gender Equity Plan.	Athletic Director, Senior Woman Administrator
	1.3D Develop ideas that will capture the task of upgrading and maintaining the University's athletic facilities to the best level that is economically feasible.	Form a committee of three members to present a report of facility needs.	Athletic Director

Intercollegiate Athletics

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.4 Improve internal and external communications.	1.4A Establish a level of prudent financial responsibility in intercollegiate athletics.	Being fiscally sound within a balance ending budget.	Athletic Director
	1.4B Retain a competitive equity within the department with prudent management and fiscal practices to assure the financial stability necessary to provide student-athletes with adequate opportunities for athletics competition at the desired competitive level.	Perform 25 student-athlete surveys at the end of the year to see if student-athletes are having adequate opportunities for athletics competition at the desired competitive level.	SAAC, Faculty Athletic Representative
1.5 Develop internal and external resources.	1.5 Explore methods of fundraising from the private sector. Be creative to initiate a campaign for the department that will secure funds to help with the goals of the department.	Implement three Alumni Socials over different parts of the state.	Athletic Director
1.6 Recruit, retain and graduate students.	1.6A Expand opportunities for developing teams in the ten university-sponsored sports to be competitive in the Gulf South Conference, the NCAA South Region, and nationally.	Implement new ways to expand the Sports Association	Athletic Director
	1.6B Develop the SAAC into a viable tool for the athletic department.	Increase funding by 10% through the Director of Athletics office and spend an hour more a week to listen to SAAC ideas.	Athletic Director, Faculty Athletic Representative, SAAC

Intercollegiate Athletics

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Develop a mean for monitoring the academic progress of student-athletes within the department.	Implement GradeFirst software recently purchased.	Athletic Director
	2.1B Increase graduation rates of student-athletes.	Increase by 10% the graduation rate of student-athletes.	Athletic Director
	2.1C Improve academic standards for student-athletes by continuing to seek tutoring programs.	Increase the overall GPA rate by 5% of each athletic program.	Athletic Director, Senior Woman Administrator, Faculty Athletic Representative
	2.1D Monitor team graduation and retention rates and provide a report to Chancellor.	Expand retention rates for student-athletes by 5%.	Athletic Director, Senior Woman Administrator, Faculty Athletic Representative
2.2 Improve internal and external communications.	2.2A Enhance relationships that allow improved communication with faculty concerning classes missed because of athletic events.	Have two discussions with the Faculty Athletic Representative and the Athletic Committee.	Athletic Director
	2.2B Solicit feedback regarding progress of student-athletes toward degree completion.	Have compliance department perform a detail report to be submitted to Athletic Director.	Director of Compliance

Intercollegiate Athletics

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Accommodate the diverse needs of students.	2.3A Monitor team graduation and retention rates and provide a report to Chancellor.	Expand retention rates for student-athletes by 5%.	Athletic Director, Senior Woman Administrator, Faculty Athletic Representative
	2.3B Improve academic standards for student-athletes by continuing to seek tutoring programs.	Increase the overall GPA rate by 5% of each athletic program.	Athletic Director, Senior Woman Administrator, Faculty Athletic Representative
	2.3C Continue to provide the latest methods of technology for our student athletes and the athletic staff.	Update and add two computers to the Indoor Practice Facility for study hall.	Athletic Director
	2.3D Seek avenues that will allow for the hiring of a full time student-athlete academic advisor.	Apply for a potential grant through the NCAA for subsidized positions.	Athletic Director

Intercollegiate Athletics

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Address diversity needs among student-athletes and athletic staff.	Implement the recently finished Gender Equity Plan and look at ways to diversify the athletic staff.	Athletic Director, Senior Woman Administrator
	3.1B Expand and develop adequate scholarship funds.	Implement one campaign to increase donations to a scholarship account.	Athletic Director
	3.1C Continue making student-athletes aware of opportunities available to them.	Provide two reports to the Student-Athlete Advisory Committee on the status of Athletics.	Athletic Director
	3.1D Promote and enhance the development of student organizations such as the SAAC and CHAMPS/Life skills.	Increase funding by 10% through the Director of Athletics office and spend an hour more a week to listen to SAAC ideas.	Athletic Director
	3.1E Increase opportunities for student-athletes job placement after graduation.	Develop a plan that will use the expertise of the Office of Career Services.	Athletic Director
3.2 Develop and implement a comprehensive student retention plan.	3.2A Address diversity needs among student-athletes and athletic staff.	Implement the recently finished Gender Equity Plan and look at ways to diversify the athletic staff.	Athletic Director
	3.2B Develop and implement a comprehensive student-athlete retention program.	Form a committee to develop a comprehensive student-athlete retention program.	Athletic Director, Senior Woman Administrator, Faculty Athletic Representative

Intercollegiate Athletics

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3A Promote healthy lifestyles for student-athletes and athletic staff by educating them on work, life, and balance initiatives through the NCAA.	Increase participation in Champs/LifeSkills back.	Athletic Director
	3.3B Provide educational materials that will provide information on healthy eating habits.	Athletic Trainer will provide literature four times through out the school year to all student-athletes.	Athletic Trainer
	3.3C Establish an Athletic Retreat for coaches and support staff to emphasize work, life, and balance.	Seek additional funding and locate a venue.	Athletic Director
	3.3D Establish a student-athlete alumni database that will be used to reconnect former student-athletes with current happenings.	Combine the resources of the Director of Athletics office and the Office of Advancement to create a database.	Athletic Director

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**Strategic Plan 2011/12
Library**

UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Develop internal and external resources. 	<ul style="list-style-type: none"> ○ See page 52
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 53
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 54

Library

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Recruit, develop and retain a full time and part time circulation assistant.	Hire new employees by Fall 2011.	Search Committee
	1.1B Investigate innovative approaches to assigning staff to evening and weekend library hours.	Evaluate evening and weekend schedule and make recommendations.	All Library Employees
	1.1C Provide internal awards to all library employees.	Distribute awards based on years of service beginning July 2011.	Director, Administrative Assistant
	1.1D Provide professional development for all library employees.	Provide one professional development activity per year.	Director
1.2 Build partnerships through networking and collaboration.	1.2 Investigate collaborative efforts with the Arkansas Small Business and Technology Development Center (ASBTDC) Monticello.	Meet with the ASBTDC Director by Spring 2012.	Electronic Resources Librarian, Serials Librarian, and Technical Services Librarian
1.3 Enhance the university's image, visibility, and influence.	1.3 Develop an online survey for evaluation of all library services and resources.	Design and distribute survey by Spring 2012.	All Library Employees
1.4 Improve internal and external communications.	1.4 Implement social media and emerging technologies to improve internal and external communications for the library.	Implement Facebook presence, Twitter usage, Skype a Librarian, Text a Librarian, and instant messaging reference services by Spring 2012.	Emerging Technologies Team
1.5 Develop internal and external resources.	1.5 Obtain grant funding to purchase library equipment and resources, and provide exhibits.	Increase the # of grants submitted.	All Library Employees

Library

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1 Investigate the current operating hours of the library to determine if adjustments are needed to better serve the campus community.	Provide head counts for evening and weekends in Summer 2011, Fall 2011 and Spring 2012 and evaluate data.	Director, Access Services Librarian, Circulation Manager
2.2 Share academic opportunities across units.	2.2 Provide library reference services on location at the academic units.	Provide one on location reference session for each academic unit per semester.	Librarians
2.3 Improve internal and external communications.	2.3 Invite new UAM employees to a library orientation.	Provide one orientation in fall and one in spring.	Director, Librarians
2.4 Provide the latest technology to our students and faculty.	2.4 Ensure that 100% of the library public use computers have the necessary hardware and software to support the academic disciplines.	100% of the library public use computers will be able to support the online learning management system (Blackboard), the Microsoft Office products used in the CIS classroom, and the Aleks program used in Algebra classes.	Electronic Resources Librarian, Access Services Librarian, Circulation Manager
2.5 Enhance UAM's image.	2.5A Select and scan a collection of forestry documents.	Scan the collection of forestry documents by Fall 2011.	Special Collections Librarian, Technical Services Librarian, and Serials/Technical Processing Assistant
	2.5B Make the scanned forestry collection available online via CONTENTdm.	Upload scanned forestry documents and make accessible online by Spring 2012.	Special Collections Librarian and Electronic Resources Librarian

Library

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Work with the American with Disabilities Act (ADA) officer to ensure that the library fulfills its role in making learning accessible for disabled students.	Meet with ADA Officer every semester.	All Library Employees
3.2 Promote healthy lifestyles for students, employees, and communities.	3.2A Encourage library employees to participate in campus and community health programs.	Invite campus and community health officials to staff meetings.	Director
	3.2B Encourage UAM students and employees to lead healthy lifestyles.	Provide health related exhibits and publications on the free publications table.	All Library Employees



Strategic Plan 2011/12
School of Math and Sciences
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain, and graduate students. 	<ul style="list-style-type: none"> ○ See page 56
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Utilize our College of Technology to offer technical programs to all campuses. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 58
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 61

School of Math and Sciences

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1 Provide modern technology in lecture and laboratory settings.	# Classrooms and labs receiving new equipment	Dean
1.2 Build partnerships through networking and collaboration.	1.2A Increase level of collaboration with the School of Education in regard to teacher preparation in the Science, Technology, Engineering and Mathematics (STEM) areas.	# Students entering STEM teaching areas.	Dean, Assistant Dean, Faculty
	1.2B Increase the number of faculty members in the School involved with a collaboration with a regional school system.	# Faculty working in the public schools on projects.	Dean, Faculty
	1.2C Have at least one faculty member directly involved with each of the statewide collaborative research programs. NASA, INBRE, UALR Nanotechnology, etc...	# Faculty involved with collaborative programs.	Dean, Assistant Deans, Faculty
1.3 Enhance the university's image, visibility, and influence.	1.3 A Enhance the School of Math and Sciences Webpage and Newsletter to be more informative for prospective students.	# Updates on webpage. Publish newspaper on time. Use social media outlets	Dean, Webmaster, Newsletter Staff
	1.3 B Provide at least two pre-service or in-service teacher workshops per year.	# Workshops per year.	Dean, Workshop Director, Faculty
	1.3 C Have 100% acceptance rate for students applying to medical, pharmacy, and pre-professional programs.	# Students accepted by graduation date.	Pre-Professional Coordinator, Advisors, Faculty
1.4 Improve employment opportunities.	1.4 Improve communication with the more recent alumni of our programs using an updated database, social websites, and electronic newsletters.	Set up Math and Sciences Group Page on Facebook and possibly other sites.	Dean, Webmaster

School of Math and Sciences

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.5 Develop internal and external resources.	1.5A Generate funds for student travel.	\$ From in-house published texts. \$ From fundraisers. \$ From donations.	Dean Faculty, Club Advisors Dean
	1.5B Establish research programs that receive multi-year funded grants.	# Multi-year research grant funded within next three years.	Dean, Assistant Dean, Faculty
	1.5C Establish an endowment to provide for maintenance of equipment.	Secure annual fund through University or Foundation donation.	Dean
	1.5 D Establish an endowment to finance field trips.	Secure annual fund through University fund raising or direct donations from alumni.	Dean, Foundation Director
1.6 Recruit, retain and graduate students.	1.6 A Recruit at least 3 students into the Biochemistry Option of the Chemistry major in the current year.	# Biochemistry majors as a stand alone major, or as a double major with biology.	Pre-Professional Advisors, Dean, Chemistry Faculty
	1.6 B Meet the minimum of four graduates per year in Chemistry, Mathematics, Natural Sciences and Biology.	# Majors from local schools Advanced Placement (AP) courses. # Current students to double major.	Dean, Faculty, Advisors,
	1.6 C Have at least four Math and Science graduates per year that enters a graduate program in the area of their major.	# Of majors involved with undergraduate research project. # Majors entering graduate studies in math or MAT program. Meet the minimum of 4 graduates in each degree area per year.	Dean, Faculty, Advisors
	1.6 D Graduate at least two students in mathematics and one in the sciences each year that will teach in the local and regional schools.	# Math majors in MAT program. # Science majors in MAT program.	Math Faculty, Advisors, Science Faculty, Advisors

School of Math and Sciences

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Establish pre-semester meetings for all instructors of common courses, including the Colleges of Technology and Arkansas Early College High School to establish course policies and testing procedures.	# Faculty attending meeting prior to classes beginning.	Course Coordinators
	2.1B Update curriculum guides for all allied health programs.	# Curriculum guides for all majors and allied health.	Dean, Staff, Advisors
	2.1C Review and update prerequisites for all math and science courses.	Minimize problems registering students on WeevilNet.	Dean, Faculty
	2.1D Study in depth the success rate associated with the remedial mathematics courses, and make recommendations on course policies, pre-requisites, class size, instructional methods, and other factors that affect success rate, with a goal of increasing success rate by 5% per year.	% Passing	Dean, Math Faculty
2.2 Share academic opportunities across units.	2.2 Have at least two faculty members collaborating in research programs in other units on this campus.	# Faculty in collaborative program with faculty from other academic units.	Dean, Faculty
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.3A Encourage undergraduate student research programs, and have at least one student from each discipline presenting research findings at a state, regional or national meeting.	# Students from chemistry, biology, and mathematics presenting at meetings.	Dean, Faculty

School of Math and Sciences

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities (Continued).	2.3B Increase number of science faculty publishing research results in refereed journals, and /or presenting at state, regional, or national meetings.	# Presentations by faculty at national, regional, and state meetings.	Dean, Faculty, Assistant Deans
	2.3C Provide a leadership role in state and regional professional organizations.	#Faculty in leadership roles.	Dean
	2.3D Have at least one collaboration between a faculty member and a local industry.	#Faculty involved with industrial collaborations	Dean, Faculty
2.4 Improve internal and external communications.	2.4A Make final adjustments to the two-year schedule in which all regular courses are taught in a regular rotation, and with the cooperation of other units on campus, try to eliminate major conflicts that commonly occur.	# Conflicts with other required courses within our own programs, and those in which we collaborate with other units.	Dean, Asst Dean – Math, Asst Dean-Science, Faculty
	2.4B Establish a plan in which assessment data from various sources is gathered and reviewed.	Development of a plan.	Dean, Assessment Chair, Assessment Committee
2.5 Provide the latest technology to our students and faculty.	2.5 Have all programs remain current with appropriate technology and add, modify, or delete programs to better serve students.	Amount of funds for teaching and research equipment.	Dean

School of Math and Sciences

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.6 Utilize our College of Technology to offer technical programs to all campuses.	2.6 Establish pre-semester meetings for all instructors of common courses, including the Colleges of Technology and Arkansas Early College High School to establish course policies and testing procedures.	# Faculty attending at least one meeting prior to classes beginning.	Course Coordinators
2.7 Accommodate the diverse needs of students.	2.7 Re-establish tutoring program in Science Center at level of 18 hours per week.	# Hours per week tutoring available.	Dean, Asst Deans, Course Coordinators
2.8 Enhance UAM’s image.	2.8A Have all science faculty publishing research results in refereed journals, and /or presenting at state, regional, or national meetings.	# Publications and presentations per five year period for national meetings; per three year period for regional and state meetings.	Dean, Faculty, Assistant Deans
	2.8B Encourage undergraduate student research programs, and have at least one student from each discipline presenting research findings at a state, regional or national meeting.	# Students from chemistry, biology, and mathematics doing research and presenting at meetings.	Dean, Faculty

School of Math and Sciences

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Explore alternate delivery systems for developmental mathematics.	# Packaged software instructional systems in mathematics remedial courses tested.	Math Faculty, Course Coordinators
3.2 Develop and implement a comprehensive student retention plan.	3.2A Explore alternate delivery systems and revise them in a manner that brings about a significant improvement in success rates.	# Software packages and texts tested.	Math Faculty, Course Coordinators
	3.2B Have advisors more actively involved with our majors during the first year through specific major meetings, group advising sessions, or other activities.	Develop a group advising meeting for each major and each pre-professional program.	Dean, Assistant Deans, Faculty
	3.2C Develop a formal program in conjunction with local health care professionals in which pre-professional students “shadow” or intern in their area of interest.	# Of students shadowing health care professionals.	Pre-Med Advisor, Chair Pre-Professional Committee
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 Conduct public service programs which promote healthy lifestyles and to actively incorporate student participation into these programs.	# programs conducted and # people attending those programs.	Dean, Faculty

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Strategic Plan 2011/12
Division of Music
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Enhance the research environment for faculty and students. ▪ Improve internal and external communications. ▪ Develop internal and external resources. ▪ Recruit, retain, and graduate students. 	<ul style="list-style-type: none"> ○ See page 64
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 66
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 68

Division of Music

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Employ a Graduate Assistant (GA) in Music.	GA in Music will be in place for academic year 2011-2012.	Dean, faculty
	1.1B Assign mentors to GA.	GA will be mentored by senior faculty.	Senior faculty
1.2 Build partnerships through networking and collaboration.	1.2A Continue to nurture existing relationships with arts organizations such as the SEARK Concert Association and the National Federation of Music Clubs.	SEARK concerts will continue to be held on the UAM campus.	Faculty
	1.2B Host summer band camps.	UAM will host Junior High, High School, and Jazz Band summer camps.	Webb, Meggs, Windham
1.3 Enhance the university's image, visibility, and influence.	1.3 Upgrade recruitment publications, such as brochures.	A new brochure for Music will be printed every other year.	Howell
1.4 Enhance the research environment for faculty and students.	1.4 Improve library holdings and upgrade faculty computers and software.	New library materials and faculty computers and software will be purchased.	Dean
1.5 Improve internal and external communications.	1.5A Publish an annual music alumni newsletter.	Newsletter will be published and distributed electronically.	Windham
	1.5B Maintain the Calendar of Events.	Calendar of Events will appear on Music website.	Howell, Becker
1.6 Develop internal and external resources.	1.6A Build the book, score, and CD collections in the Fred J. Taylor Library and Technology Center and in the Music Listening Laboratory located in the Library.	Collections will increase in quantity and quality.	Faculty

Division of Music

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.6 Develop internal and external resources (Continued).	1.6B Enhance learning through improved facilities by requesting renovation of the Music Building.	Music Building will have an elevator and new seating and carpet in recital hall, and improved heat-air system. (This is a long-term goal to be pursued when funding is available.)	Dean
1.7 Recruit, retain and graduate students.	1.7A Recruit students not only from the region but nationally.	Advertise the UAM program in at least one national music journal.	Faculty
	1.7B Maintain the number of music and music education majors.	The number of BA and BME students will total at least 75.	Faculty
	1.7C Maintain number of Music graduates.	The number of graduates per year will be 7 to 9.	Faculty

Division of Music

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Review the music curriculum in accordance with the National Association of Schools of Music (NASM) guidelines.	Recommendations from NASM will be acted upon whenever funding and staffing allow.	Dean
	2.1B Prepare a rejoinder in response to questions raised by NASM in the context of our re-accreditation application.	Rejoinder will be completed and submitted to NASM by September 1, 2011. Re-accreditation will be received following November 2011 NASM board meeting.	Dean, Faculty
	2.1C Do helpful program assessment that will lead to program improvement.	Pre-test and post-test data for Theory and History and evaluations of student performances will be tied to the program's Student Learning Outcomes.	Faculty
2.2 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.2A Support Faculty travel to conferences.	All travel to conferences at which Faculty are presenting will be funded.	Dean
	2.2B Help students find opportunities to perform with area arts organizations and professional groups.	Some students will perform with area arts organizations and with professional groups.	Webb, Meggs, Skinner
2.3 Improve internal and external communications.	2.3 Promote Division of Music events to the university community and the public.	Send out emails about events well in advance of events and send out reminder emails up to the time of the events.	Faculty, Howell
2.4 Provide the latest technology to our students and faculty.	2.4A Make rooms 133 and 219 in the Music Building into "SMART" classrooms.	Smart Rooms will be completed by Spring 2012 if funding allows.	Dean

Division of Music

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.4 Provide the latest technology to our students and faculty (Continued).	2.4B Update the music computer lab every three years.	New computers and software will be installed whenever necessary.	Windham
2.5 Accommodate the diverse needs of students.	2.5 Offer courses in accordance with widely disseminated rotation of courses so that students can do useful degree plans.	Adhere to published rotation of courses.	Faculty
2.6 Enhance UAM's image.	2.6 Support choir and band tours and participation in regional and national competitions.	Jazz Band I will compete in at least one national competition. Band and choir tours will take place in alternate years.	Meggs, Skinner

Division of Music

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Offer online sections of Music Appreciation.	At least one section of online Music Appreciation will be offered each semester.	Dean
	3.1B Offer selected Music courses online.	One class other than Music Appreciation will be offered on line each year or at least in a hybrid format.	Dean
3.2 Develop and implement a comprehensive student retention plan.	3.2 Improve advisement of Music majors and make sure Music majors get needed tutoring.	Music majors will be enrolled in 9 hours of General Education each semester their first two years and will make use of the Writing Center when needed.	Faculty
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 Expand the number of guest artists performing for the campus and Monticello communities.	The number of performances by guest artists will increase by one.	Meggs, Skinner



Strategic Plan 2011/12

School of Nursing

UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> • Recruit, develop and retain quality faculty and staff. • Build Partnerships through networking and collaboration. • Enhance the image, credibility, and influence of the University and the School of Nursing. • Improve internal and external communications. • Improve employment opportunities. • Develop Internal and external resources. • Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 70
Enhancement of Academics	<ul style="list-style-type: none"> • Improve academic quality standards. • Share academic opportunities across units. • Improve internal and external communications. • Provide the latest technology to our students and faculty. • Accommodate the diverse learning styles and needs of students. • Enhance UAM Nursing's academic image • Promote and conduct research 	<ul style="list-style-type: none"> ○ See page 75
Enhancement of Quality of Life	<ul style="list-style-type: none"> • Accommodate the diverse needs of students. • Develop and implement a comprehensive student retention plan. • Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 81

School of Nursing

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A All SON faculty will attain National League for Nursing (NLN) Certified Nurse Educator (CNE) status by 2016.	25% faculty will be certified nurse educators by July 1, 2012	Dean
	1.1B The SON will support CNE testing and preparation by expanding the NLN CNE bookshelf.	15% increase in volumes	NLN Ambassador
	1.1C The SON will assure monetary support for the CNE registration fee.	65% of testing fee will be provided	Dean
	1.1D Each faculty member will obtain the required number of CEU offerings in nursing education or their fields of expertise (14 – 20/year) as required by the Arkansas State Board of Nursing (ASBN) and other certifying bodies according to their licensure dates.	100% compliance with the number of CEUs.	Dean and all faculty
	1.1E Provide attendance opportunities for faculty development activities in nursing education and other salient areas of interest and nursing trends in online and face to face formats.	100% Face to Face attendance 50% online attendance	Dean and all faculty
	1.1F Develop faculty skills with handheld technology to better serve as role models in this area by demonstrating and sharing 1 use of handheld technology gained from a clinical experience during an SON committee meeting this year.	100% faculty will make a presentation during Faculty meeting	Dean and all faculty

School of Nursing

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
<p>1.2 Build partnerships through networking and collaboration to develop internal and external resources.</p>	<p>1.2A Build educational collaboration to increase awareness of educational opportunities for Colleges of Technology (COT)- McGehee and Crossett Practical Nurse graduates and faculty by providing program presentations to all COT Nurse Graduates- December and June and attending graduation ceremonies yearly.</p>	<p>2 program presentations provided, graduation ceremonies attended</p>	<p>Dean and COT M and C personnel</p>
	<p>1.2B Collaborating on Perkins Grants with COT – Crossett and McGehee to incrementally develop simulation lab.</p>	<p>Complete simulation lab (depending upon grant cycle).</p>	<p>Dean and COT M and C personnel responsible for Perkins Grants</p>
	<p>1.2C Increase scholarship endowments through an orchestrated giving campaign designed to identify and contact potential donors/sponsors, initiate an annual phone-a-thon, and provide each facility the opportunity to attend the Annual SON Appreciation Luncheon (March).</p>	<p>5% increase in amounts of existing endowments and 5% increase in the number of new endowments 100% of Appreciation Luncheon attendees will hear presentation on giving opportunities to UAM nursing</p>	<p>Dean UAM Office of Advancement Students</p>
<p>1.3 Enhance the School of Nursing’s Image, visibility, and influence.</p>	<p>1.3A Improve publicity efforts of the SON using press releases, brochures, and congratulatory letters from Dean to UAM nursing scholarship recipients</p>	<p>10% increase in press releases, new brochures, and completed letters to nursing scholarship recipients.</p>	<p>Dean Jim Brewer Christine Felts</p>

School of Nursing

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.3 Enhance the School of Nursing’s Image, visibility, and influence (Continued).	1.3B Create timeline for updating website to display accurate, contemporary and current images of the SON by submitting new images to website administrator from assigned faculty.	completed timeline	Dean Tina Freeman Anita Shaw Christine Felts
	1.3C Improve school’s image, visibility and influence to all contracted facilities through the annual SON Facility Appreciation Luncheon (March).	80% faculty attendance	Appreciation Luncheon Committee Dean
1.4 Improve internal and external communications.	1.4A Refine use of electronic and print media to enhance communication between SON administration, staff, faculty and students using PDF syllabi and notifications to students through class email distribution lists and texting students unexpected changes and classroom announcements.	All nursing students receive PDF syllabi and notifications and texting to students	Dean Faculty Secretary
	1.4B Enhance communication capabilities through WeevilNet by having all faculty and staff attend WeevilNet faculty development offerings	All faculty and staff will attend Weevilnet faculty development offerings	Dean Faculty Secretary
	1.4C Increase accurate, contemporary and current images of the SON on websites by reviewing all images and content every 2 months. Changes will be accomplished by submitting new images to website administrator from assigned faculty and submitting revised content.	100% accuracy on website 90% of the time, new images will be submitted to update website	Dean Anita Shaw Tina Freeman

School of Nursing

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.5 Improve student employment opportunities	1.5 Investigate the possibility of graduate assistantships. Develop job description and benefits.	Job description and benefits established	Dean Provost Faculty committee
1.6 Develop internal and external resources	1.6A Faculty will contribute to the nursing scholarship or general fund.	10% increase in faculty contributions including new gifts	Dean Faculty
	1.6B Establish avenues and giving opportunities for SON Nursing alumni within the UAM and SON system.	10% alumni contact through Facebook and other forms of social and traditional media.	Dean Faculty Dr. Clay Brown
	1.6C Establish meeting between STTI International Nursing honor Society and administration to determine eligibility requirements on the UAM campus before Fall semester 2011 begins.	Meeting established	Dean Dr. Evans Mr. Ray Mr. Hughes
1.7 Recruit, retain and graduate students	1.7A Establish a committee to develop a comprehensive recruitment and retention plan for all SON nursing programs from declaring a major in nursing through graduation.	Committee established	Ad Hoc Committee
	1.7B Provide brochures and talking points to the Office of Admissions for recruitment presentations as requested and follow up by mail within 1 month with potential nursing students identified by the office of admissions during recruiting trips.	Brochures provided	Dean Secretary Mary Whiting

School of Nursing

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.7 Recruit, retain and graduate student (Continued).	1.7C The Student Nursing Association (SNA) Breakthrough to Nursing (BTN) will meet with school each year.	1 Meeting held	Christine Felts, SNA Advisor Breakthrough to Nursing (BTN) committee of Student Nursing Association (SNA)
	1.7D Retain students by posting office hour calendars and appointment sign-up sheets, and having all declared nursing majors meet with assigned nursing faculty advisors at freshman registration.	All faculty will post office hour calendars and appointment sign-up sheets. 100% of new students meet with advisors at registration	Faculty Dean
	1.7E Retain “at risk” students through graduation using the High Risk Student Procedure.	80% retention of at risk students.	Dean/All course coordinators
	1.7D Recruit 5- 10 new RN-BSN students	500% increase in RN-BSN registration.	RN-BSN students And Faculty Dean
	1.7E Retain RN-BSN students	100% retention of new RN-BSN students.	RN-BSN students And Faculty Dean

School of Nursing

Strategic Goal 2:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Maintain current approval and accreditation status with the Arkansas State Board of Nursing (ASBN) and the National League for Nursing Accrediting Commission (NLNAC) using SON program evaluation plan.	100% adherence to SON Program Evaluation Plan.	Dean Faculty
	2.1 B Begin NLNAC accreditation for the AASN program by preparing and submit NLNAC candidacy form.	Submission deadline: December 2011	AASN Coordinator, AASN Faculty Dean
	2.1C Maintain NCLEX-RN success rates of \geq 90% by requiring all prelicensure graduates to score 900 on the HESI E2.	All students predicted to pass NECLEX-RN based upon HESI scores will pass on the first write	Dean Faculty Students
	2.1D Remediate all students scoring below 900 on the initial test until they meet standard within one year of course work.	All students scoring below 900 will be remediated to passing score levels	Dean Online aids
	2.1 E Share HESI findings to identify areas needing improvement in curriculum and clinical experiences during curriculum and faculty meetings.	Areas needing improvement established	Dean Elsevier/Evolve HESI Representative All faculty
	2.1 F Coordinate an outsourced NCLEX RN review course for graduating seniors. Schedule dates 1 year in advance and annually.	Dates scheduled	Dean

School of Nursing

Strategic Goal 2:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
<p>2.1 Improve academic quality standards (Continued).</p>	<p>2.1 G Prelicensure students will take at least one of the two HESI 32 test preparation courses. Results will be tracked for predictive accuracy and rate of change between the two groups.</p>	<p>All students from HESI E2 prep courses will pass HESI first time and NCLEX RN the first time.</p>	<p>HESI Course Coordinators and Concepts Course Coordinators</p>
	<p>2.1 H Analyze random sample of SON Concepts in Nursing Care course exams for Inter rater reliability and consistency with the NCLEX RN test plan and format.</p>	<p>Exams will achieve 100% inter rater reliability and consistency with NCLEX RN test plan</p>	<p>Dean Concepts Course Coordinators</p>
	<p>2.1 I Request Nursing Degrees be conferred one week before graduation to increase opportunity for NCLEX RN success.</p>	<p>Approval will be granted by Graduation 2012</p>	<p>Dean Provost Registrar Chancellor</p>
	<p>2.1D Increase practice opportunities for nursing students to perform routine skills (verbal and tactile) on many different age groups found in a variety of settings by establishing partnerships with appropriate new facilities as they become available, developing new uses for existing relationships i.e. schools may allow teaching health promotion concepts to all age groups, and adding simulation opportunities.</p>	<p>10% new partnerships, 10% new applications, and 3 new simulation scenarios</p>	<p>Dean Clinical Coordinator SON Faculty and Staff</p>

School of Nursing

Strategic Goal 2:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards (Continued).	2.1E Review all pre- and co-requisite courses in all programs for relevancy and appropriateness by dedicating 1 meeting a year to review courses and preparing Curriculum and Standard Revisions as needed.	0 Curriculum and standards revision will be needed.	Dean All Faculty
2.2 Share academic opportunities across units.	2.2 A Healthy Aging (SON) and CPR/First Aid (School of Ed) are two nursing and education courses that contain mutually beneficial course content for disciplines like adult's education and sociology. Gain Curriculum and Standards committee approval for proposal modifying Healthy Aging for non nursing students by May 2012 and collaborate with SOE to increase the number of sections of CPR course for Nursing Students.	Committee approved by May 2012 # CPR course offered increased by 2	Dean Faculty
2.3 Improve internal and external communications.	2.3 A Schedule and deliver presentations to working RNs in contracted clinical facilities once a year to increase RN-BSN program applicants.	2 presentations	Dean and/or faculty volunteers
	2.3 B Increase awareness of preparation and application process into the AASN program by scheduling and delivering one presentations to PN students on each of the following campuses - COT C and M campuses and South Arkansas Community College.	3 presentations	Dean/Leah O'Fallon

School of Nursing

Strategic Goal 2:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.4 Provide the latest technology and electronic resources to our students and faculty.	2.4 A Obtain new critical equipment to establish Simulation Laboratory in nursing skills laboratory to enhance mastery of clinical skills, simulate critical situations not readily available in clinical settings and serve as a clinical site for up to 25% of the required clinical experiences.	25% of newly revised critical equipment list	Dean/ Office of Advancement/ Dr. Laura Evans Teaching Resources Committee
	2.4 B Increase number of high definition and low definition Simulation Mannequins simulation lab.	Number of Simulation Mannequins increased by 2	
	2.4 C Present FTE job description for Simulation/Skills Laboratory Manager/Faculty during Budget Hearings – Spring 2012.	Presentation will be complete	
	2.4 D Provide additional funding for simulation Lab by initiating Phone-A-Thon to increase awareness of expansion of services for nursing education in the school and community.	10% increase – \$750.00	

School of Nursing

Strategic Goal 2:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.4 Provide the latest technology and electronic resources to our students and faculty (Continued).	2.4E Increase awareness of Skyscape availability to students and faculty by announcing available link currently available on SON website during class and faculty meetings and attending webinars for faculty to improve knowledge and expertise for modeling capabilities of this product during clinical experiences.	100 % faculty will receive information during faculty meeting. Found in Minutes. 50 % will attend webinars	Ms Shaw Dean Information Technology representative
	2.4C Investigate technicalities of requiring of ebooks and iPads for student to incorporate these tools as teaching learning resources.	Present by March 2012	Ad hoc committee
2.5 Accommodate the diverse needs of students.	2.5 Identify learning styles, preferences and language issues that may limit success and refer to admissions by Week 5 of school.	100% compliance	Course Coordinators School of Education faculty
2.6 Enhance UAM Nursing's academic image	2.6 A Increase awareness of academic successes within the School of Nursing and to the surrounding communities using the newspapers, display cases and plaques.	Initiate 2 academic press releases per year Increase display cases by 100%. Increase plaques honoring scholarship award winners and SON award winners by 100%.	Jim Brewer SNA Advisor Dean Faculty Staff

School of Nursing

Strategic Goal 2:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.6 Enhance UAM Nursing's academic image (Continued).	2.6B Induct students, alumni and community leaders into the UAM Nursing Honor Society Use existing lists and extend invitations. Induction ceremony is scheduled for October 4, 2011.	Induct at least 27 more members	Dr. Evans UAM SONHS officers
	2.6C Acquire full Charter with Sigma Theta Tau International nurses honor society. Meet membership standards this year and apply for charter in Spring 2012.	Attain permission by administration to form STTI chapter.	Dr. Evans UAMSONHS officers
2.7 Promote, conduct and mentor research and Scholarship.	2.7A Aggregating SON data. Develop an in house spread sheet to find answers for a multitude of research questions based upon grades and success on HESI and NCLEX RN scores	50% of past 5 years data will be entered into spread sheet.	Dean
	2.7B Encourage faculty to perform research in their specialties and seek publication Personalized approaches to be determined and implemented throughout the year	20% of faculty will outline one publication this year.	All
	2.7C Encourage student research by having students utilize evidence based research article searches to determine research topics for development and writing for publication and presentation.	100% students	All faculty
	2.7D Acquire Statistical Software	Software acquired	Evans

School of Nursing

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate diverse needs of nursing students.	3.1 A Facility and Course Evaluations will be completed to determine academic learning needs of students as observed by facility staff and administrators. Facilities will be instructed to complete online evaluations during Appreciation Luncheon and in person during clinical.	80% of facilities	All facility representatives All faculty Faculty advisors All students
	3.1 B Students will complete Course and Senior Surveys to determine academic learning needs.	100% of students complete Course and Senior Surveys	
	3.1 C List most frequently mentioned items this year and evaluate during curriculum and faculty association meetings	Topic will be present on 1 faculty association agenda every semester	
	3.1 D Provide forum for discussion of identified needs during Advisory Board meetings.	Areas of concern will be a topic on Fall agenda	
	3.1F Identify unique needs of UAM nursing students that are not of an academic nature and refer appropriately to campus resources.	Non academic issues will be handled on a case by case basis. The student is referred to any of the appropriate student services on campus.	

School of Nursing

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
<p>3.2 Develop and implement a comprehensive student retention plan.</p>	<p>3.2 A All students will complete a learning style inventory and test taking workshop by week 5 of Fall semester.</p>	<p>Workshops completed</p>	<p>Course coordinators</p>
	<p>3.2 B Implement Test taking program focusing on strategies for success by advising every student to take the two, one hour HESI Preparation courses during nursing school. Test taking strategies are integrated into this course.</p>	<p>All faculty will advise A test taking program will be developed this year.</p>	
	<p>3.2 C Offer an NCLEX RN Preparation course at the end of the senior year. All Senior nursing students will attend an SON provided NCLEX RN preparation course annually in May.</p>	<p>Preparation course attended by all senior nursing students Course will be offered every Spring</p>	
	<p>3.2D Increase opportunities for involvement, professional growth and academic recognition through Student Nursing Association (SNA) and School of Nursing Honor Society (SONHS) membership. Announce benefits of membership of both during Summer I and II classes.</p>	<p>All students will be notified of benefits of joining organization. 100% will join organization</p>	<p>Course Coordinators; SNA advisors and officers and SONHS officers</p>
	<p>3.2 E Five local health care facilities will support annual welcome picnic and recruitment luncheons throughout the year specifically during summer and Spring.</p>	<p>All facilities will contribute monetarily or in kind to at least one event during the year.</p>	<p>Dean, Student organization officers and members, SNA advisor</p>

School of Nursing

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.2 Develop and implement a comprehensive student retention plan (Continued).	3.2F Facilitate positive relationship between the SON, new students and family members/significant others through a Nursing School Orientation.	All new students and families will attend a nursing school orientation program and rate it “excellent” on evaluation survey	Dean SON Faculty
3.3 Promote healthy lifestyles for students, employee, and communities in local, national and global arenas.	3.3 A Increase awareness of local and national health promotion (HP) problems through participation in a variety of health fairs in the local communities.	All students will participate in HP programs	All nursing students, faculty, staff and nursing administration.
	3.3B Students will present an HP program in the UAM dormitories this year.	All students present 1 HP program in the UAM dorms this year	
	3.3C Every Junior nursing student will attend and/or participate in culture fair this year.	All junior nursing students attend/participate in 1 culture fair	
	3.3E Increase awareness of the role, need and importance of nurses to be trained in disaster relief and aid by providing American Red Cross certification training through ANSA and the SON at least once a year.	100% of senior class will become certified in Disaster relief	Student Nursing Association
	3.3C Increase awareness of international health issues and concerns and develop strategies of addressing them. Students will identify one issue of interest; Develop and execute one intervention this year.	10% of SNA projects will address global concerns	Student Nursing Association

School of Nursing

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.3 Promote healthy lifestyles for students, employee, and communities in local, national and global arenas (Continued).	3.3D Encourage student fitness and stress relieving activities by advising students to take fitness courses on Campus through the School of Ed.	50% of all Junior nursing class will participate in a stress relieving class this year.	All faculty advisors Deans of Nursing and Education.



Strategic Plan 2011/2012
School of Social and Behavioral Sciences
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 86
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 89
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 91

School of Social and Behavioral Sciences

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Solicit faculty recommendations for recruitment of Social Work Director, Social Work and Psychology Faculty.	Send an email to targeted faculty of units soliciting recommendations.	Dean
	1.1B Hold orientation sessions for new staff.	Provide new staff with support and information by holding monthly sessions where they can discuss cares and concerns.	Dean
	1.1C Recognize outstanding faculty.	Provide Media Services with information regarding outstanding faculty achievement. Award for Excellence given to deserving faculty member at annual awards banquet.	Dean, Faculty
	1.1D Support faculty research projects.	Inform faculty regarding available opportunities for research.	Clubb
1.2 Build partnerships through networking and collaboration.	1.2A Encourage faculty to consider publishing collaborative work and/or teach team taught courses.	Hold discussions during faculty meetings where faculty members are allowed to brainstorm about the possibilities of collaborative work, whether in print or in the classroom.	Dean
	1.2B Encourage faculty to attend national conferences.	Forward emails to faculty about conferences in their areas of expertise on a regular basis and discuss the possibility of funding.	Dean
	1.2C Encourage faculty to join state professional organizations associated with their field.	Forward information about the state and professional organizations to selected faculty members.	Dean

School of Social and Behavioral Sciences

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.3 Enhance the university's image, visibility, and influence.	1.3A Advise the community of the accomplishments of SSBS faculty and students.	Send information about what SSBS students and faculty members have accomplished to Jim Brewer and other local media sources.	Dean, Faculty
	1.3B Host student and faculty forums that are open to public participation.	Host additional Undergraduate Student Research Forums and Faculty Brown Bag seminars that are advertised to the public.	Dean, Faculty Mentors
1.4 Improve internal and external communications.	1.4A Update and Revise SSBS website.	Create a new, user-friendly SSBS website that clearly outlines the accomplishments of and opportunities in the SSBS.	Dean
	1.4B Advise Academic Affairs of SSBS events and accomplishments.	Send routine emails to Provost and Chancellor to keep them informed of what is happening in the department.	Dean
	1.4C Enhance communication between Title IV-E of the Federal Social Security Act (IV-E) grant and the SSBS.	Meet with Director of IV-E and discuss ways to enhance cooperation between the two.	Dean, IV-E Director
	1.4D Advise the community of the accomplishments of SSBS faculty and students.	Send information about what SSBS students and faculty members have done (i.e. publications or conference participation) to Jim Brewer and other local media sources.	Dean, Faculty
1.5 Improve employment opportunities for graduates.	1.5 Secure additional paid and unpaid internships for Social Work and Criminal Justice majors.	Contact local employers and employment agencies about the possibility of hosting paid/unpaid internships for graduating Social Work and Criminal Justice majors.	Dean, McKee, Saulsberry, Carr, Walker

School of Social and Behavioral Sciences

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.6 Develop internal and external resources.	1.6A Encourage more faculty members to apply for Faculty Research Grants.	Send emails to faculty members that have projects that would qualify for a UAM Faculty Research Grant and advise them on how to complete the paperwork.	Dean, Clubb, Kim
	1.6B Secure additional Arkansas state-sponsored Student Undergraduate Research Fund (SURF) grants for UAM students.	Contact Arkansas committee responsible for SURF grants and discuss expectations for UAM students before submitting applications in the Fall 2011 semester.	Dean, Wright, UAM SURF Grant Committee Representative
1.7 Recruit, retain and graduate students.	1.7A Consolidate and strengthen the role of the newly-formed Student Retention Committee.	Have regular meetings where strategies are proposed, revised and ultimately implemented.	Dean, Strong, Saulsberry
	1.7B Recruit upper-division students to be mentors for incoming freshman and sophomores in the SSBS.	Send letters to high achieving students that would be good candidates to be a mentor to incoming freshman/sophomores.	Dean
	1.7C Recognize student achievement.	Send letters of achievement to qualifying students (i.e. dean's/chancellor's lists, who's who, etc) and give out awards at the annual awards banquet.	Dean
	1.7D Communicate more effectively with students on academic probation/suspension.	Send letters encouraging students on academic probation/suspension to seek advice and help in raising their academic performance.	Dean

School of Social and Behavioral Sciences

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Foster faculty discussion about strategies to improve academic quality standards.	Add sessions to the agenda of departmental faculty meetings that give faculty members the opportunity to brainstorm about ways to improve academic quality standards.	Dean
	2.1B Revise and update the SSBS Senior Survey.	Create a senior survey that allows the SSBS to collect and analyze key data regarding the quality of education offered.	Dean, Strong
	2.1C Ensure that new faculty members understand what is expected of them in the classroom.	Hold meetings where new faculty members can discuss ways to improve their syllabi and course content.	Dean, New Faculty
	2.1D Perform periodic review of Social Work curriculum leading into the 2013 accreditation period.	Strengthen the core classes required for a Social Work degree to ensure the preparedness of UAM's graduates in the field of social work.	Dean, Social Work Director
	2.1E Perform periodic review of faculty syllabi for the inclusion of appropriate and timely information. Promulgate standards for Syllabi and procedures for Online courses.	Improved syllabi distributed to students.	Dean

School of Social and Behavioral Sciences

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.2 Share academic opportunities across units.	2.2 Appoint a committee to investigate SSBS potential for interdisciplinary graduate degree.	Committee report indicating feasibility and possible proposal for action.	Dean, Faculty
2.3 Accommodate the diverse needs of students.	2.3 Encourage faculty members to hold more classes in the evenings or online.	More classes offered at alternative times.	Dean, Faculty
2.4 Enhance UAM's image.	2.4A Network with the community about job opportunities for recent graduates by discussing what is desired in UAM graduates.	Contact local agencies that have hired recent graduates to discuss how well our graduates are doing at the job and thereby make UAM graduates more marketable.	Dean, McKee, Reeder, Walker
	2.4B Advise the community of the accomplishments of SSBS faculty and students.	Send information about what SSBS students and faculty members have accomplished (i.e. publications or conference participation) to Jim Brewer and other local media sources.	Dean, Faculty

School of Social and Behavioral Science

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Provide information to SSBS students regarding services on campus that offer counseling and/or advice about improving academic skills (e.g., the writing center and UAM’s mentoring program).	Distribute information via hall bulletin board and in the SSBS main office/Social Work office.	Dean, Director of Social Work
3.2 Develop and implement a comprehensive student retention plan.	3.2A Consolidate and strengthen the role of the newly-formed Student Retention Committee.	Have regular meetings where strategies are proposed, revised and ultimately implemented.	Dean, Members of Student Retention Committee
	3.2B Regulate the letters sent to students in the department.	Create a timetable and electronic file that states when student letters (i.e. dean/chancellor’s lists and academic probation) are to be sent out.	Dean
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 Provide information regarding healthy choices to students.	Distribute information via hall bulletin boards and in main offices, including the Social Work departmental office, etc.	Dean, Director of Social Work

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Strategic Plan 2011/12
College of Technology - Crossett
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Enhance the research environment for faculty and students. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 94
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Utilize our Colleges of Technology to offer technical programs to all campuses. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 97
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees and communities. 	<ul style="list-style-type: none"> ○ See page 100

College of Technology-Crossett

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
<p>1.1 Recruit, develop, and retain a quality faculty and staff.</p>	<p>1.1A Provide professional development opportunities for faculty, staff, and administration.</p>	<p>90% of the faculty, staff, and administration will attend a minimum of 18 hours of in-service annually.</p>	<p>Vice-Chancellor and Assistant Vice Chancellor</p>
	<p>1.1B Maintain a faculty and administrative staff who are members of a professional organization.</p>	<p>25% of the administrative staff and faculty will be members of a professional organization.</p>	<p>Administrative Staff and Faculty</p>
	<p>1.1C Develop a mentoring program for new faculty members.</p>	<p>Research mentoring programs from at least three post-secondary career and technical institutions.</p>	<p>Assistant Vice Chancellor and Faculty</p>
<p>1.2 Build partnerships through networking and collaboration.</p>	<p>1.2A Review and update all current articulation/ Memorandum of Understanding (MOU) agreements with high schools or higher education institutions, and internship/preceptorship agreements with businesses/industries.</p>	<p>Review 100 % of agreements and increase participation by at least one new agreement or internship.</p>	<p>Vice Chancellor, Administrative Staff, and Faculty</p>
	<p>1.2B Review all current occupational advisory committee membership to ensure representation of community, business, industry, and all sectors of the community.</p>	<p>Review 100% of advisory committee membership annually; develop a UAM-CTC Program Advisory Committee Member’s Handbook.</p>	<p>Faculty, Vice Chancellor, and Assistant Vice Chancellor</p>
	<p>1.2C Maintain current number of apprenticeship partnerships.</p>	<p>Maintain 100% of existing number of apprenticeship partners.</p>	<p>Vice-Chancellor, Apprenticeship Committee, and Electrical Adjuncts</p>

College of Technology-Crossett

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.2 Build partnerships through networking and collaboration (Continued).	1.2D Develop and conduct customized training courses for businesses, industries, labor and/or governmental agencies.	Develop and conduct a minimum of two training courses per year.	Vice-Chancellor, Assistant Vice Chancellor, and Faculty
1.3 Enhance the university's image, visibility, and influence.	1.3A Support the involvement of faculty and staff in community events.	Participate in at least two community events per year.	Staff and Faculty
	1.3B Enhance aesthetic appeal of college property through buildings and/or grounds improvement projects.	Complete a minimum of two improvement projects each year.	Vice-Chancellor and Maintenance Supervisor
1.4 Enhance the research environment for faculty and students.	1.4A Identify growing occupational fields for new program consideration.	Identify, survey, and document the need for at least one potential new technical program offering per year.	Vice-Chancellor, Assistant Vice Chancellor, and Faculty
	1.4B Add/enhance programs of study in growing occupational fields as identified and assess the need to maintain existing programs.	Review 100% of current programs annually for viability; increase number of technical programs with a target of one new program every two years, based on research.	Vice-Chancellor, UAM-CTC Advisory Board, Assistant Vice Chancellor, Occupational Advisory Committees, and Faculty
1.5 Improve internal and external communications.	1.5 Review and update all program brochures, flyers, and informational material to ensure accuracy.	Review and update 100% of publications annually.	Assistant Vice Chancellor, Counselor, Student Services Coordinator, and Information Technology (IT) Coordinator

College of Technology-Crossett

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.6 Improve employment opportunities.	1.6 Develop internship programs that teach technical skills by alternating traditional instruction and cooperative training through written arrangement between the institution, employers, and students.	Develop or enhance and expand at least one new internship course/program per year.	Administrative Staff and Faculty
1.7 Develop internal and external resources.	1.7A Equip classrooms with LCD projectors and in-room computer linkage.	Install equipment in at least two new classrooms per year.	Vice-Chancellor and IT Coordinator
	1.7B Develop a plan for expansion of facilities to accommodate more technical programs.	Document, review, and update facilities' plan annually.	Vice-Chancellor, IT Coordinator, Faculty, and Maintenance Supervisor
	1.7C Equip classrooms with SMART technology capability.	Equip at least one classroom with new SMART equipment.	Vice-Chancellor, IT Coordinator, and Assistant Vice Chancellor
1.8 Recruit, retain and graduate students.	1.8A Identify new recruitment opportunities and maintain existing recruiting activities and/or projects.	Establish a minimum of two new recruitment activities and/or projects.	Administrative Staff, Counselor, Student Services Coordinator, and Faculty
	1.8B Provide new tutoring sessions and/or workshops for students.	Develop and implement a tutoring program for reading; develop and conduct at least one study skills workshop.	Assistant Vice Chancellor and Faculty
	1.8C Adopt a recognition program for student achievement.	Complete by-laws and eligibility requirements to implement the National Technical Honor Society program by December 31, 2010.	Assistant Vice Chancellor and Faculty
	1.8D Develop a mentoring program for incoming students.	Draft a plan for mentoring program by June 30, 2011.	Assistant Vice Chancellor, Student Services Coordinator, and Faculty

College of Technology-Crossett

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Ensure quality assurance through internal and external reviews.	Conduct an annual internal review through assessment report and annual reports; every five years complete self-study and host visiting team from Council on Occupational Education (COE).	All Staff and Faculty
	2.1B Maintain accreditation with COE.	Meet criteria annually documented through COE Annual Report.	Vice-Chancellor, Assistant Vice Chancellor and Faculty
2.2 Share academic opportunities across units.	2.2A Provide flexible and innovative professional development activities that are common to all programs.	Offer a minimum of two professional development activities per year.	Assistant Vice Chancellor
	2.2B Develop new technical programs that coordinate course materials which cross academic units.	Increase number of technical programs with a target of one new program every two years, based on research and resources that cross academic units.	Vice Chancellor, Administrative Staff and Faculty
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.3 Develop new programs consistent with future employment trends as outlined in current employment data and projections for the service area.	Research employment data and conduct at least one survey of regional employers to ascertain possibilities for new programs.	Vice Chancellor, Administrative Staff and Faculty
2.4 Improve internal and external communications.	2.4 Schedule inter-campus meetings of faculty and staff to increase awareness of academic networking potential.	Schedule at least two meetings with representatives from the main campus and the College of Technology-McGehee; at least three UAM-CTC staff/faculty members will serve on UAM Assembly committees.	Administrative Staff, and Faculty

College of Technology-Crossett

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.5 Provide the latest technology to our students and faculty.	2.5A Develop and offer on-line technical classes.	Develop at least one new on-line technical course per year.	Faculty and IT Coordinator
	2.5B Complete a campus-wide assessment of instructional and lab equipment and develop a plan to address any deficiencies.	Complete assessment at least annually; develop plan to upgrade and replace.	Vice-Chancellor, Assistant Vice Chancellor, IT Coordinator, and Faculty
2.6 Utilize our Colleges of Technology to offer technical programs to all campuses.	2.6A Provide technical training opportunities for secondary students to prepare them for advanced/high- skill technical programs.	Provide at least one opportunity per year.	Vice-Chancellor, Administrative Staff, and Faculty
	2.6B Provide short-term technical courses for adults and youth who need and desire training, retraining, and/or upgrading of skills to achieve entry, stability, or advancement in employment.	Provide at least two short-term technical courses per year.	Vice-Chancellor, Assistant Vice Chancellor, and Faculty
	2.6C Develop and offer technical courses by Compressed Interactive Video (CIV) that originate from the Colleges of Technology campuses.	Develop and offer at least one new CIV course every two years.	Vice-Chancellor, Assistant Vice Chancellor, and Faculty
2.7 Accommodate the diverse needs of students.	2.7A Offer career guidance and counseling opportunities for each student.	Ensure that at least one individual session for guidance and/or counseling is provided to each student each semester.	Counselor, Student Services Coordinator, and Faculty

College of Technology-Crossett

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.7 Accommodate the diverse needs of students (Continued).	2.7B Offer technical courses as evening, night, weekend, or on-line courses to accommodate the diverse needs of adults.	Offer at least one course per technical program each semester that meets at alternative times and/or is made available through non-traditional modes of delivery.	Vice-Chancellor, Assistant Vice Chancellor, and Faculty
2.8 Enhance UAM's image.	2.8A Incorporate accreditation and articulation agreement information into promotional materials.	Review 100% of promotional materials; add accreditation and articulation information where needed.	Administrative Staff and Faculty
	2.8B Maintain and update professional publications and website.	Review 100% of existing promotional materials; revise as necessary; create new materials for new technical programs.	Administrative Staff and Faculty

College of Technology-Crossett

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Promote available counseling and wellness services through posters, flyers, and informational materials.	Assess 100% of materials to determine that information is current; add resources for a minimum of two new resources and/or contacts per year.	Administrative Staff, Counselor, Student Services Coordinator, and Faculty
	3.1B Review and assess resources and services to determine if they meet the needs of all students, with special emphasis on students with disabilities and disadvantaged students.	Evaluate 100% of available resources and services and update information that is disseminated to students; ensure that at least one professional development opportunity is provided to the staff and faculty each year that will inform them of the current resources and services available to targeted students.	Administrative Staff and Faculty
	3.1C Provide campus-wide wireless internet access.	Make campus-wide internet access available by July 1, 2012.	Vice-Chancellor and IT Coordinator
	3.1D Develop a job placement office.	Make a job placement office available by July 1, 2013.	Vice-Chancellor, Counselor, Student Services Coordinator
3.2 Develop and implement a comprehensive student retention plan.	3.2A Develop and incorporate procedures to identify at-risk students.	Utilize grant opportunities for funds to support a position that will focus solely on retention.	Administrative Staff
	3.2B Schedule orientation sessions for new and returning students.	Schedule at least one orientation session each semester.	Administrative Staff and Faculty
	3.3C Offer college work-study positions that will benefit students financially, while providing resources for the institution's staff.	Employ at least ten work-study students per fiscal year.	Vice Chancellor, Administrative Staff, and Faculty

College of Technology-Crossett

Strategic Goal 3:

Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3A Provide activities or programs for students, employees, and community members to promote healthy lifestyles, overcome and prevent discrimination and stereotyping, and promote wellness related to personal and occupational environments.	Schedule at least two activities or programs per year.	Vice-Chancellor, Administrative Staff and Faculty
	3.3B Provide events that promote multi-cultural awareness, social skills, and teamwork abilities of students.	Schedule at least one event per semester.	Counselor, Student Services Coordinator, Faculty, and Staff
	3.3C. Provide students, faculty, and staff with on-site recreational space and equipment.	Survey for interest and develop written plan by July 1, 2014.	Vice Chancellor, Student Services Coordinator, Faculty and Staff
	3.3D Expand the staff/faculty lounge to improve morale and create a more stress-free environment.	Complete expansion by July 1, 2014.	Vice-Chancellor, Maintenance Supervisor

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Strategic Plan 2011/2012
College of Technology - McGehee
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Enhance the research environment for faculty and students. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See Page 104
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Utilize our Colleges of Technology to offer technical programs to all campuses. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See Page 107
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See Page 110

College of Technology - McGehee

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1 A Provide professional development opportunities for faculty, staff, and administration.	90% of the faculty, staff, and administration will attend a minimum of 30 in-service hours annually.	Assistant Vice Chancellor, Faculty
	1.1 B Research feasible employee benefits, incentives and strategies to aid in the recruitment of quality faculty and staff.	A faculty/staff recruitment plan will be developed by the end of June 2012.	Vice Chancellor, Assistant Vice Chancellor
	1.1 C Recognize outstanding faculty.	Outstanding faculty will be selected and honored annually. Media services will be provided with information regarding faculty achievement.	Vice Chancellor, Assistant Vice Chancellor
1.2 Build partnerships through networking and collaboration.	1.2 A Review, update, and develop networks in all current internship/preceptorship contracts and memorandums of understandings among secondary schools, businesses/industries and higher education institutions.	Survey existing partnerships to determine needed changes and to determine partnership satisfaction.	Vice Chancellor, Assistant Vice Chancellor, Faculty, Project Coordinator
	1.2 B Review all current advisory committee membership to ensure adequate and appropriate representation of businesses, industries, and all sectors of the community.	100% of programs will annually review advisory committee members to ensure adequate and appropriate representation of the committee.	Departmental Faculty
1.3 Enhance the university's image, visibility, and influence.	1.3 A Associations will be cultivated with legislators and other local and state officials.	3 contacts will be made annually.	Vice-Chancellor, Faculty, Staff

College of Technology – McGehee

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.3 Enhance the university’s image, visibility, and influence (Continued).	1.3 B Expand community organization involvement.	Attend community activities as scheduled, obtain memberships to community organizations and volunteer when needed.	Vice Chancellor, Assistant Vice Chancellor, Faculty and Staff
1.4 Enhance the research environment for faculty and students.	1.4 A Identify growing occupational fields for new program development.	Assess and identify the need to develop new programs annually.	Administration, Curriculum Developer
	1.4 B Add/enhance program(s) of study in growing occupational fields as identified and evaluate the need to maintain existing programs.	Increase the number of programs as needed annually.	Administration, Curriculum Developer
1.5 Improve internal and external communications.	1.5 Review and update all program brochures, and other informational material to ensure accuracy of identified student learning outcomes.	Update 100% of publications annually, and as needed.	Student Services, Faculty
1.6 Improve employment opportunities.	1.6 A Host Advisory Committee meetings, maintaining and increasing opportunities for channeling students into internship and employment.	Minimum of 2 meetings annually.	Departmental Faculty
	1.6 B Increase student employment opportunities on campus.	Increase student workers by one position as funding allows.	Administration
1.7 Develop internal and external resources.	1.7 A Develop and encourage departmental collaboration campus wide.	Schedule mandatory faculty and staff meetings quarterly.	Vice Chancellor, Assistant Vice Chancellor
	1.7 B Promote the existing tuition waiver policy for faculty and staff.	5 % of faculty and staff will take advantage of tuition waiver policy.	Vice Chancellor, Assistant Vice Chancellor

College of Technology - McGehee

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.7 Develop internal and external resources (Continued).	1.7 C Identify current advancement in technology, funding, people and equipment that relates to UAMCTM resources.	Conduct quarterly research on current trends.	Faculty and Staff
1.8 Recruit, retain and graduate students.	1.8 A Enhance student support services by offering the following: institutional and departmental orientation, assessing student learning outcomes, counseling, advising, tutoring, and consistent support/contact with all current students.	Offer orientation prior to each Fall and Spring semester. Annually attend 5 job fairs and 5 high school recruitment days. 100% of full time instructors will document 6 recruitment activities annually.	Student Services, Faculty, Administration
	1.8 B Increase credit enrollment of full-time equivalent (FTE).	Increase FTE by 3% annually.	Faculty, Staff, Administration
	1.8 C Update and maintain retention plan and strategies.	Increase student retention rate by 3% annually.	Retention Specialist

College of Technology - McGehee

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1 A Research and plan for implementing viability standards mandated by the Department of Higher Education.	Assess programs annually to ensure each program has an average of 4 graduates over a 3-year period.	Administration
	2.1 B Review current programs to ensure multiple exit points.	Incorporate multiple exit points in 100% of technical programs.	Assistant Vice Chancellor
	2.1 C Create and utilize assessment tool to ensure Student Learning Outcomes are being measured in every program.	100% of students will be evaluated during and upon completion of each program utilizing the student learning outcomes assessment tool.	Faculty and Student Services
2.2 Share academic opportunities across units.	2.2 A Meet with other departmental faculty bi-annually to discuss curriculum alignment.	Departmental faculty will meet twice annually.	Assistant Vice Chancellor
	2.2 B Develop a committee to identify cooperative efforts between interdisciplinary programs.	Appoint a committee to be active by the end of the 2011-12 year.	Administration
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.3 A Provide diverse selections of internship opportunities.	Departmental faculty will meet annually to assess diversity of existing internship opportunities.	Assistant Vice Chancellor, Faculty

College of Technology - McGehee

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities (Continued).	2.3 B Support a research/field trip for students in each program of study to participate in new, creative learning opportunities.	Incorporate a minimum of one research/field trip per program annually.	Faculty and Administration
	2.3 C Provide customized training programs as identified by business and industry.	Offer 10-15 non credit classes and services annually for individuals who need and desire training, retraining, and upgrading of skills.	Project Coordinator
2.4 Improve internal and external communications.	2.4 A Partner with business, industry, labor, and government in our service area to identify training needs.	Collaborate with businesses semi annually to identify the communities training needs.	Project Coordinator, Faculty
	2.4 B Communicate with faculty and staff in meetings, departmental meetings and emails.	Conduct monthly meetings.	Faculty
2.5 Provide the latest technology to our students and faculty.	2.5 A Review and identify program and campus specific needs in the area of technology/teaching equipment.	100% of faculty will complete a survey to identify needs annually and as needed.	IT Department
	2.5 B Identify resources to meet the needs in technology/teaching equipment review.	Submit technology needs to administration for consideration.	Project Coordinator, Administration
2.6 Utilize our Colleges of Technology to offer technical programs to all campuses.	2.6 Coordinate with UAM College of Technology Crossett and UAM main campus to determine technical programs needed on other campuses, (i.e. Keyboarding).	Offer one course on UAM and/or UAM College of Technology Crossett campuses as needed.	Assistant Vice Chancellor
2.7 Accommodate the diverse needs of students.	2.7 A Provide professional development to faculty regarding the diverse needs of students.	Offer annual training related to meeting the diverse needs of students.	Administration

College of Technology - McGehee

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.7 Accommodate the diverse needs of students (Continued).	2.7 B Provide guidance and counseling to enable all students to have a greater understanding of the educational options made available for special needs students.	Offer special student services orientation and cards to 100% of qualified students.	
	2.7 C Identify and implement resources to accommodate the diverse needs of students.	Identify and implement one new resource per program annually.	Faculty, Administration
2.8 Enhance UAM’s image.	2.8 Inform communities of educational and training opportunities. Recognize students, faculty, and programs for their achievements and awards.	Publicize educational and training opportunities and recognitions by utilizing 3-4 different media services annually.	Media Specialist Liaison

College of Technology - McGehee

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Offer online, night or weekend classes.	Offer one online, compressed interactive video, night or weekend class per program. Each faculty member in each program of study will offer one online, compressed interactive video, night or weekend class.	Administration, Faculty
3.2 Develop and implement a comprehensive student retention plan.	3.2 Update and implement a student retention plan.	Update retention plan and implement new strategies annually and as needed.	Retention Specialist, Faculty
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 A Offer one fitness class or activity.	Offer one class annually.	Administration
	3.3 B Provide students, faculty, staff and administration access to free tobacco prevention /cessation services and resources.	Offer one free tobacco prevention and cessation services/seminar annually.	Tobacco Prevention Specialist



**Strategic Plan 2011/12
Academic Affairs**

UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 112
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 114
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 115

Academic Affairs

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Solicit faculty recommendations for recruitment.	Request information from targeted faculty.	Provost
	1.1B Offer professional development for faculty.	Hold a minimum of one professional development activity yearly.	Provost, Academic Advising
	1.1C Recognize outstanding faculty.	Provide Media Services with information regarding outstanding faculty achievement.	Provost
	1.1D Support faculty research projects.	Inform faculty regarding available opportunities for research.	Provost, Staff
1.2 Build partnerships through networking and collaboration.	1.2A Attend professional conferences.	Each staff member will attend at least one conference.	Provost, Staff
	1.2B Attend community activities/meetings.	The unit will attend as many community events as the schedule will permit.	Provost, Staff
	1.2C Host meetings to foster collaboration.	Host at least one meeting to foster collaboration.	Provost, Staff
1.3 Enhance the university's image, visibility, and influence.	1.3 Share time, knowledge, and resources with external public.	Attend external community events, support other units in their efforts, encourage media exposure.	Provost, Staff
1.4 Improve internal and external communications.	1.4 Apprise Media Services of good news, human interest stories, regarding faculty, staff, and students.	Request unit information that can be disseminated internally and externally.	Provost, Staff
1.5 Improve employment opportunities.	1.5 Offer new courses, programs, and degrees.	Track new courses, programs, and degrees as they are offered.	Provost, Staff
1.6 Develop internal and external resources.	1.6 Promote grant research possibilities.	# of grants submitted and/or funded.	Provost, Staff

Academic Affairs

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.7 Recruit, retain and graduate students.	1.7A Provide representatives at events for students or potential students.	Academic Affairs staff will attend at least one event where students or potential students gather.	AA Staff
	1.7B Increase mentor contact.	Advertise the mentor program to students.	Academic Advising
	1.7C Contact students who never completed college but who have completed at least 75 hours.	Increase adult learners by 5.	AA staff

Academic Affairs

Strategic Goal 2:

Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards.	2.1A Document number of students who are successful with professional exams.	Maintain list to see improvement yearly.	AA Staff
	2.1B Perform periodic review of faculty syllabi for the inclusion of appropriate and timely information.	Check syllabi randomly for appropriate information.	AA Staff
	2.1C Review academic programs periodically.	Monitor program review according to the fixed schedule.	Provost
2.2 Share academic opportunities across units.	2.2 Have a Unit Update with Deans at Academic Council meetings.	On the Academic Council agenda put Unit Updates so that units can involve others/seek input, etc.	Provost
2.3 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.3 Support faculty/student research and other learning opportunities.	# of grant proposals submitted, Institutional Research Board (IRB), and Animal Use and Care Committee reviews accepted.	Provost
2.4 Improve internal and external communications.	2.4 Apprise Media Services of good news, human interest stories, regarding faculty, staff, and students.	Request unit information that can be disseminated internally and externally.	Provost, Staff
2.5 Provide the latest technology to our students and faculty.	2.5A Support unit efforts to purchase technology equipment.	# of purchase orders approved.	Provost
	2.5B Support Arkansas Research and Education Optical Network (AREON) activities.	# of activities.	Provost, Staff
2.6 Accommodate the diverse needs of students.	2.6 Offer a variety of courses in a variety of subject areas and varying time slots.	# of new courses and times.	Provost
2.7 Enhance UAM's image.	2.7 Increase the number of graduates in degree programs.	# of graduates by degree.	Provost

Academic Affairs

Strategic Goal 3:

Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Offer a variety of programs, courses, and degrees.	Monitor course, program, and degree offerings.	AA Staff
3.2 Develop and implement a comprehensive student retention plan.	3.2 Review academic unit retention plans to develop a comprehensive plan.	Seek unit collaboration in the development of a University-wide retention plan.	AA Staff
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 Provide information regarding healthy choices to the UAM community.	Distribute information on campus through Weevil Wisdom, etc.	AA Staff

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Strategic Plan 2011/12
Division of Advancement and University Relations
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Enhance the research environment for faculty and students. ▪ Improve internal and external communications. 	<ul style="list-style-type: none"> ○ See page 118
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Utilize Colleges of Technology to offer technical programs to all campuses. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 121
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 123

Division of Advancement and University Relations

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop, and retain a quality faculty and staff.	1.1A Provide funding for academic units to host program specific alumni activities.	40% of academic units will host alumni events	Vice Chancellor
	1.1B Engage faculty and staff for external fundraising efforts.	Increase by 5% the number of faculty participating in donor visits.	Vice Chancellor
	1.1C Highlight faculty achievements.	Feature one faculty member in each alumni magazine (book author, travel abroad with students, elected or appointed to leadership position in professional organizations, and	Vice Chancellor/ Director of Media Services
1.2 Build partnerships through networking and collaboration.	1.2A Develop professional connections for new concepts and ideas	Serve on Region III/IV in CASE: Council for Advancement and Support of Education	Vice Chancellor/ Director of Alumni Affairs
	1.2B Collaborate with outside agencies regarding alumni programs.	Sponsor one alumni trip in conjunction with local business	Director of Alumni Affairs
	1.2C Develop continuing education program for alumni and friends	Employ part-time Coordinator of Continuing Education	Vice Chancellor/ Coordinator of Continuing Educ.
1.3 Enhance the University's image, visibility, and influence.	1.3A Produce UAM Alumni Magazine	Publish alumni magazine three times yearly (January, May, and September)	Vice Chancellor/ Director of Alumni Affairs/ Director of Media Services
	1.3B Development of University Facebook account	Facebook page designed, registered, monitored, and interactive	Director of Alumni Affairs/ Web-publisher

Division of Advancement and University Relations

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
<p>1.3 Enhance the University’s image, visibility, and influence (Continued).</p>	<p>1.3C Presence at University and Community functions</p>	<p>Advancement Staff at 70% of University-wide and Community events</p>	<p>Advancement staff</p>
	<p>1.3D Development and branding of university logo and media campaigns</p>	<p>Marketing Committee formed and charged with Developing three new ways to comprehensively market the University.</p>	<p>Mark. Committee/ Dean of Enrollment Management/ Director of Media Services</p>
	<p>1.3E Create media that visually connects with the university</p>	<p>Establish rotation schedule for publishing brochures that promote both academic and non-academic programs.</p>	<p>Director of Media Services/Director Of Graphic Design/ Web-publisher</p>
	<p>1.3F Keep Alumni included in information and activities on the campus</p>	<p>Monthly Electronic Newsletter (“The Boll Weevil Bulletin”) created and distributed # of website updates</p>	<p>Vice Chancellor/ Director of Alumni Affairs/ Director of Media Services/ Director of Graphic Design/Director of ASBTDC Web-publisher</p>
	<p>1.3G Promote Trotter House as a functional component of the University</p>	<p>Develop and distribute brochure to public agencies throughout the state and region</p>	<p>Trotter House Manager and staff/ Director of Media Services</p>

Division of Advancement and University Relations

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.3 Enhance the University's image, visibility, and influence (Continued).	1.3H Provide meeting space for institutional stakeholders	Permit access at no charge for community, regional and state events	Director of Special Events
	1.3I Provide assistance for special events	Assistance in planning and equipment set-up	Director of Special Events
	1.3J Provide Foundation Report to donors, key alumni, and friends of the University	Compilation and distribution of report	Vice Chancellor/ Accountant-project manager
1.4 Enhance the research environment for faculty and students.	1.4 Provide support for grant opportunities	Employment of part-time Grant Administrator	Vice Chancellor / Half -time Grant Writer
1.5 Improve internal and external communications.	1.5 Frequent and coordinated contact with faculty, staff, students, alumni and friends	Increase Phonathon giving campaigns to three times annually Implement year-round and on-going phonathon campaign Increase by 10% accuracy of alumni records through solicitation of contact information	Director of Alumni Affairs Adm. Asst./ Project Manager

Division of Advancement and University Relations

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards	2.1 Provide support for advisory boards	Identification of key alumni, community leaders and business professionals	Vice Chancellor
2.2 Share academic opportunities across units.	2.2 Provide news of academic opportunities to friends and alumni	Provide one academic program highlight in each publication of the UAM Alumni Magazine.	Vice Chancellor/ Director of Alumni Affairs
2.3 Increase opportunities for faculty/student research and increase experimental and service learning opportunities.	2.3 Identify service project for young alumni participation	Complete at least one service project by December 2011	Vice Chancellor/ Director of Alumni Affairs
2.4 Improve internal and external communications.	2.4A Increase awareness of foundation activities.	Information distributed each semester to UAM Admissions and academic units regarding endowments and other funds available to student/faculty support	Vice Chancellor/ Dean of Enrollment Management
	2.4B Connect with the interest of a wide cross section of the UAM Alumni Population	Development of two generational programs reflective of alumni interest and age	Director of Alumni Affairs
2.5 Provide the latest technology to our students and faculty.	2.5 Assist in fund-raising for technology equipment	Solidify two donors to give towards technology upgrades	Vice Chancellor
2.6 Utilize Colleges of Technology to offer technical programs to all campuses.	2.6 Assist the two COT campuses in fund-raising initiatives	Solidify two donors to give to each of the COT Campuses	Vice Chancellor
2.7 Accommodate the diverse needs of students.	2.7A Provide services for Special Student Populations, i.e. International	SEVIS (Student and Exchange Visitor Information System) Participation and compliance	Dean of Enrollment Management

Division of Advancement and University Relations
Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.7 Accommodate the diverse needs of students (Continued).	2.7B Offer “reasonable accommodations” to students officially classified as disabled by the ADA/Section 504 Rehab. Act	Offer services of: Private test-taking, allotment of extra time in test-taking, note takers, Braille Machines, reading machines, test proctors, etc...	Dean of Enrollment Management
2.8 Enhance UAM’s image.	2.8A Development of University Facebook Account	UAM Alumni Facebook page established and maintained	Director of Alumni Affairs
	2.8B Development and branding of University	Production of TV commercials, theater trailers, upgraded website, billboards, etc...	Marketing Committee/ Dean of Enrollment Management/ Director of Media Services
	2.8C Keep Alumni included in information and activities on the campus and programs sponsored off-campus.	Alumni Magazine Electronic Newsletter ASBTDC (Arkansas Small Business and Technology Development Center)	Director of Media Services/ Director of Alumni Affairs/ Director of ASBTDC

Division of Advancement and University Relations

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1 Offer an attractive scholarship package for all students based on the student’s merit and/or need	Increase by 3% the number of endowed scholarships and annual awards	Vice Chancellor/ Dean of Enrollment Management
3.2 Develop and implement a comprehensive student retention plan.	3.2 Increase alumni involvement with the Division in order to assist with student enrollment/matriculation, and expansion of alumni database	Employ Alumni Ambassadors to assist with alumni mentoring program	Vice Chancellor/ Director of Alumni Affairs
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3 Support collaborative wellness activities for the University Community.	Notify Alumni of services offered by the University that include: Comprehensive Wellness Fair; Accessibility to :Exercise Center , Circuit Training, Cardio- vascular equipment; Organized club sport participation; Organized fitness competitions Serve on system-wide Wellness Initiative Committee	Director of Alumni Affairs Vice Chancellor

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Strategic Plan 2011/12
Finance and Administration
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university's image, visibility, and influence. ▪ Improve internal and external communications. ▪ Improve employment opportunities. ▪ Develop internal and external resources. 	<ul style="list-style-type: none"> ○ See page 126
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Enhance UAM's image. 	<ul style="list-style-type: none"> ○ See page 129
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 131

Finance and Administration

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
<p>1.1 Recruit, develop, and retain a quality faculty and staff.</p>	<p>1.1A Provide regionally competitive salaries and exceptional fringe benefits to UAM employees.</p>	<p>Determine applicable local and state markets and compare university salaries in June 2012. Competitive salaries are determined by reaching 90th percentile or above. Compare fringe benefits package to same.</p>	<p>Executive Council, Jones</p>
	<p>1.1B Provide access to benefits information to employees.</p>	<p>Email employees regarding this information in November 2011. Provide on-line access to benefits information through WeevilNet by January 1, 2012.</p>	<p>Colwell, Hargis</p>
	<p>1.1C Provide training opportunities on Enterprise Resource Planning (ERP) and learning management system (LMS) software faculty and staff.</p>	<p>Provide 3-4 opportunities for faculty and staff to participate in ERP and LMS training by June 30, 2012.</p>	<p>Jones, Hoyle, Ross, Fendley</p>
	<p>1.1D Encourage Finance and Administration employees to engage in professional development activities.</p>	<p>Communicate expectations of professional development and available funds to employees in September 2011.</p>	<p>Jones, Gasaway, Hairston, Hudgins, Hoyle, Brewer</p>
<p>1.2 Build partnerships through networking and collaboration.</p>	<p>1.2A Explore opportunities for new partnerships, networking and collaboration available as a result of connectivity to the Arkansas Research and Education Optical Network (AREON).</p>	<p>Develop and complete university-wide study on this issue in Spring 2012.</p>	<p>Hoyle, Fendley</p>
	<p>1.2B Participate in various association events and leadership.</p>	<p>Attend at least one association or trade meeting in FY2012. Include as a part of the annual personnel review conducted in June 2012.</p>	<p>Jones, Gasaway, Colwell, Hudgins, Hoyle, Brewer</p>

Finance and Administration

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.3 Enhance the university's image, visibility, and influence.	1.3A Focus on improvement of new business processes in WeevilNet and communicate success.	Document one employee success story involving WeevilNet per quarter in the Boll Weevil Bulletin.	Jones, Ross
	1.3B Develop a best practices presentation and present at a conference.	Present a best practices presentation at least one trade conference during FY2012.	Jones, Hoyle, Gasaway, Brewer, Hudgins, Colwell, Ross
1.4 Improve internal and external communications.	1.4A Implement electronic work order system for physical plant.	Electronic work order system operating by January 1, 2012.	Hudgins
	1.4B Implement help desk model for information technology support.	Notify campus of new IT support model, begin by August 15, 2011.	Hoyle
	1.4C Purchase a new unified communications system that would replace our existing telephone system and allow for the integration of multiple communications media.	Identify and secure grants and other external opportunities for funding purchase of unified communications system by June 30, 2012.	Jones, Hoyle
	1.4D Develop an annual operational plan that incorporates the use of a master calendar and is designed as a tool for managing the component units of Finance and Administration.	Publish and distribute the document, Finance and Administration 2012, by January 1, 2011.	Jones
1.5 Improve employment opportunities.	1.5A Develop an annual operational plan that incorporates the use of a master calendar and is designed as a tool for managing the component units of Finance and Administration.	Publish and distribute the document, Finance and Administration 2012, by January 1, 2012.	Jones

Finance and Administration

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.5 Improve employment opportunities (Continued).	1.5B Develop existing employees through improved use of personnel evaluations.	Meeting with supervisors in Finance and Administration to discuss the goal and means of achieving by January 1, 2012.	Jones
1.6 Develop internal and external resources.	1.6A Develop a management plan for balance sheet accounts.	Complete document outlining plan for asset management by January 1, 2012 and incorporate into Finance and Administration 2012 document.	Jones
	1.6B Study feasibility of additional residence hall units and improve existing residence hall space.	Present recommendation to executive council for additional and improved residence halls space by January 1, 2012.	Jones
	1.6C Reduce energy costs on all campuses.	Develop plan for managing energy consumption in university buildings by utilizing new automated control system and programmable thermostats by January 1, 2012.	Hudgins, Jones

Finance and Administration

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Increase opportunities for faculty/student research and creative activities and increase experimental and service learning opportunities.	2.1A Provide information to campus communities about enhanced research opportunities available through the AREON.	Include one news item per quarter of enhanced research opportunities available through AREON in the Boll Weevil Bulletin.	Hoyle, Jones
2.2 Improve internal and external communications.	2.2A Replace all outdated internal cabling a new unified communications system to replace existing telephone system.	Complete master plan for replacing internal cabling by September 30, 2011.	Hoyle, Jones
	2.2B Implement electronic work order system for physical plant.	Electronic work order system operating by September 30, 2011.	Hudgins
	2.2C Implement new model for information technology support.	Notify campus of new IT support model and begin implementation by January 1, 2012.	Hoyle
	2.2D Specify and purchase a new unified communications system that would replace our existing telephone system and allow for the integration of multiple communications media.	Seek grants and other external opportunities for funding purchase.	Jones, Hoyle
	2.2E Develop an annual operational plan that incorporates the use of a master calendar and is designed as a tool for managing the component units of Finance and Administration.	Publish and distribute the document, Finance and Administration 2012, by January 1, 2012.	Jones

Department of Finance and Administration

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.3 Provide the latest technology to our students and faculty.	2.3A Train all faculty in the use of the newly implemented learning management software system.	Provide 3-4 opportunities for faculty and staff to participate in ERP and LMS training by June 30, 2012.	Fendley, Hoyle
	2.3B Provide information to campus communities about enhanced research opportunities available through the AREON.	Include one news item per quarter of enhanced research opportunities available through AREON in the Boll Weevil Bulletin.	Hoyle, Jones
	2.3C Enhance data systems and retrieval ability in order to improve collection, analysis and reporting methods.	Develop plan for training campus in use of query function in WeevilNet by June 30, 2012.	Ross, Hoyle, Jones
	2.3D Provide new computers on a three year rotation in all primary academic laboratories.	Include this item in annual operating budget each year.	Jones
	2.3E Replace all outdated internal cabling in university buildings and purchase a new unified communications system to replace existing telephone system.	Develop master plan for completion of this project by July 15, 2010.	Hoyle, Jones
2.4 Enhance UAM's image.	2.4 Study feasibility of additional units and improved existing residence hall space.	Present recommendation to executive council for additional and improved residence halls space by November 15, 2010.	Jones

Finance and Administration

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Provide students with information regarding enhanced research opportunities available through the AREON.	Include one news item per quarter of enhanced research opportunities available through AREON in the Boll Weevil Bulletin.	Hoyle, Jones
	3.1B Provide quality financial aid service to all UAM students.	Conduct a survey of students of the quality of financial aid service by June 30, 2012.	Brewer
3.2 Promote healthy lifestyles for students, employees, and communities.	3.2A Maintain clean and attractive buildings and grounds.	Conduct survey of campus communities including students, faculty and staff regarding cleanliness of buildings and grounds by June 30, 2012.	Hudgins
	3.2B Provide safe working conditions for students, faculty and staff.	Conduct survey of campus communities including students, faculty and staff regarding cleanliness of buildings and grounds and have zero workers' compensation claims in FY2012.	Hudgins, Bryant

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**Strategic Plan 2011/12
Media Services**

UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Continue to improve and expand all phases of external communications. ▪ Increase university name recognition in central and north Arkansas. ▪ Create E-Newsletter for alumni and friends of the university. ▪ Build on and expand advertising/marketing campaign. ▪ Expand the use of new (social) media (Facebook, Twitter). ▪ Create stories about alumni and potential donors. 	<ul style="list-style-type: none"> ○ See page 134
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Spotlight and publicize unique and unusual achievements of students, faculty, and staff. ▪ Increase the number of feature stories and profiles of students and faculty who excel in one or more academic areas. ▪ Continue to expand coverage of faculty achievements through contacts with professional journals and publications. 	<ul style="list-style-type: none"> ○ See page 135
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Publicize university events and research that promote healthy lifestyles. ▪ Expand publicity of community outreach, extension and research that enhances the quality of life for both the university community and the general public. 	<ul style="list-style-type: none"> ○ See page 136

Media Services

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Continue to improve and expand all phases of external communications.	1.1 Develop closer relationships with media, particularly in the Little Rock metro area.	Increase personal contacts with Little Rock media.	Director of Media Services
1.2 Increase university name recognition in central and north Arkansas.	1.2 Increase targeted advertising and media contacts in those areas.	Show an increase in student inquiries with Office of Admissions from those areas.	Director of Media Services
1.3 Create E-Newsletter for alumni and friends of the university.	1.3 Work with Offices of Alumni and Graphic Arts to create and disseminate monthly electronic newsletter for alumni and friends.	Begin with July 1 launch date.	Director of Media Services
1.4 Build on and expand advertising/marketing campaign.	1.4 Diversify television advertising, explore new locations for outdoor advertising in Little Rock metro area, expand exposure to movie theater advertising, and explore best options for online advertising.	Purchase television advertising package on second Little Rock area station, purchase second billboard in metro area, purchase movie trailers package.	Director of Media Services
1.5 Expand the use of new (social) media (Facebook, Twitter).	1.5 Examine ways that Facebook and Twitter can be better utilized to reach a broader audience of potential students, alumni and donors.	Publicize university's UAM News Facebook site to a broader audience. Open Twitter account for UAM News.	Director of Media Services
1.6 Create stories about alumni and potential donors.	1.6 Work with Office of Advancement to identify alumni and friends of the university with interesting or unique stories to tell.	Publish one story per month about a prominent or interesting alumnus or friend of the university.	Director of Media Services

Media Services

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Spotlight and publicize unique and unusual achievements of students, faculty and staff.	2.1 Maintain lines of communication with department and unit heads to stay abreast of student and faculty achievements.	Write at least one story per month highlighting something unusual or unique about a student or faculty member.	Director of Media Services
2.2 Increase the number of feature stories and profiles of students and faculty who excel in one or more academic areas.	2.2 Allocate more time to the creation of in-depth features and human interest stories.	Create at least two feature stories per month that examine the achievements of faculty, and students.	Director of Media Services
2.3 Continue to expand coverage of faculty achievements through contacts with professional journals and publications.	2.3 Work with unit heads and faculty to maintain and update a list of professional journals and publications serving specific academic disciplines.	Create media list of professional publications to better publicize faculty achievements at a national level.	Director of Media Services

Media Services

Strategic Goal 3:

Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Publicize university events and research that promote healthy lifestyles.	3.1 Continue to maintain contact with faculty and staff involved with promoting healthy lifestyles.	Make sure that lifestyle and health-related events receive broad coverage.	Director of Media Services
3.2 Expand publicity of community outreach, extension and research that enhances the quality of life for both the university community and the general public.	3.2 Work closely with faculty and staff to make sure adequate coverage is given to events, programs and activities that promote healthy lifestyles.	Track the number of community outreach, extension and research stories distributed to the appropriate media.	Director of Media Services



Strategic Plan 2011/12
Division of Student Affairs
UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the university’s image, visibility, and influence. ▪ Improve internal and external communications. ▪ Develop internal and external resources. 	<ul style="list-style-type: none"> ○ See page 138
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Share academic opportunities across units. ▪ Increase opportunities for faculty/student research and increase experimental and service learning opportunities. ▪ Improve internal and external communications. ▪ Provide the latest technology to our students and faculty. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 140
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Develop and implement a comprehensive student retention plan. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 142

Division of Student Affairs

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.1 Recruit, develop and retain a quality faculty and staff.	1.1A Give access to Recreation Areas including: Free Weight Room, Exercise Center, Circuit Training, Racquetball, Tennis, Basketball Courts and organized sport competitions.	Monitor log of facilities and fitness areas. Compare data against previous weeks, months, or years.	Richardson, Gentry
	1.1B Give access to sponsored programming by the Division of Student Affairs including public, special and cultural events.	Monitor log of faculty and staff participation. Compare data against previous weeks, months, or years.	Responsible Department Director
1.2 Build partnerships through networking and collaboration.	1.2A Utilize faculty on programming committees.	Committee rosters and meeting minutes reflect faculty member's attendance and participation on Parents Day, Homecoming, Wellness, and Scholarship Committees.	Gentry, Kuttenkuler, Richardson
	1.2B Reinforce the partnership agreement with dining services vendor to generate revenue in support of capital improvements to dining facilities and the University Center.	Legal and binding contract (on file) between the University and ARAMARK. Outlines partnership regarding refurbishments/renovations, and future improvements.	Hughes

Division of Student Affairs

Strategic Goal 1: Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.3 Enhance the University's image, visibility and influence.	1.3 Encourage social organizations to perform literacy project in pre or elementary schools served by the SE Arkansas Cornerstone Coalition.	Require organizations to perform the project/service in order to use University space.	Holcomb
1.4 Improve Internal and external communications.	1.4A Implement a campus wide Emergency Notification system.	Contract and implement RAVE for emergency management via voice, text and email. Test system in the fall and spring semesters.	Hughes, Kuttenkuler, Kidwell
	1.4B Test emergency plan with mock drill/ scenario in conjunction with City of Monticello and Drew County Emergency Management Agencies.	Drill to be performed and reports submitted to state offices by September 30, 2011.	Emergency Response Team
1.5 Develop internal and external resources.	1.5A Submit articles for Alumni Magazine and E-Newsletter featuring student activities and achievement.	Review Magazine to ensure presence of articles posted.	Hughes, Kuttenkuler
	1.5B Professional Develop targeting student needs, safety and customer service philosophies.	Staff members across the department of Student Affairs will regularly engage in professional development.	All SA staff

Division of Student Affairs

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Share academic opportunities across units.	2.1A Provide tutorial services for all students.	Employ student tutors from across as many disciplines as possible. Track tutorial sessions.	L. Hughes
2.2 Increase opportunities for faculty/student research and increase experimental and service learning opportunities.	2.2A Develop a Philanthropy Day each semester that concentrates on a service project (Fall Semester: Off-Campus) (Spring Semester: On-Campus).	Project implementation.	J. Hughes, Kuttenkuler, Holcomb
2.3 Improve internal and external communications.	2.3A Provide faculty, staff and students a confidential program of identification, intervention and response in order to provide our campus with the greatest chance of success with the greatest level of protection (University Behavior Intervention Team).	Develop a network of campus professionals to serve on the committee. Committee meets regularly.	J. Hughes Kuttenkuler L. Hughes
2.4 Provide the latest technology to our students and faculty.	2.4A Replace obsolete computers in the Testing Center used by faculty and students.	Inventory computers and chart acquisition.	L. Hughes
	2.4B Provide current tests via on-line.	Testing report.	L. Hughes
	2.4C Provide on-line voting for SGA positions.	Administer on-line elections.	Holcomb

Division of Student Affairs

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.5 Accommodate the diverse needs of students.	2.5A Support services provided by TRIO Grant: Gateway Student Support Students must meet federal qualifications for eligibility.	Programs include specialized tutoring, life skills workshops, financial aid assistance, career counseling.	Jones-Green
2.6 Enhance UAM's image.	2.6A Initiate the Chartering of an Alpha Lambda Delta/Phi Eta Sigma Freshmen Honor Society to recognize Freshmen who achieve a first semester GPA of 3.50 or higher.	Obtain national charter	Hughes

Division of Student Affairs

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Increase student involvement in campus activities and clubs.	Increase the number of membership in student organizations by 2%.	M. Holcomb
	3.1B Offer cultural and educational opportunities that provide exposure and enrichment to foster student growth and enlightenment.	Offer a minimum of six programs (Three per semester) each year.	L. Hughes J. Gentry T. Richardson M. Holcomb
	3.1C Secure space for a comprehensive Wellness Center to include Student Health Services, fitness center, and space for programming and educational activities.	Obtain vacated BCM/BSU (Baptist Collegiate Ministries) space.	J. Hughes T. Richardson
3.2 Develop and implement a comprehensive student retention plan.	3.2A Offer programs and activities to maximize lifelong learning and personal wellness.	Activities to be offered include: Comprehensive Wellness Fair Hunting Safety STD Awareness and Prevention Depression Screening Sexual Assault Awareness Substance Abuse Eating Disorders.	Gentry, L. Hughes, Richardson, Kidwell

Division of Student Affairs

Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.2 Develop and implement a comprehensive student retention plan (Continued).	3.2B Utilize a reward/incentive system for student organization participation in campus events.	Track student attendance and active participation at sponsored events.	Holcomb
	3.2C Create and design an Emerging Students Leadership Retreat for freshmen and sophomore students to be held at an off-campus site.	Retreat offered by 2011.	Hughes, Kuttenkuler, Student Affairs Professional Staff
	3.2D Increase alumni involvement with the Division in order to assist with student enrollment/matriculation, and expansion of alumni database.	Utilize Alumni Ambassadors to assist with new student visits/recruitment and alumni mentoring program.	Hughes, Kuttenkuler
	3.2E Develop and institute a master housing plan.	Establish a baseline for retention over a 3 year average. Compare each semester to a rolling average.	Kuttenkuler
3.3 Promote healthy lifestyles for students, employees, and communities.	3.3A Offer collaborative wellness activities for the University Community.	Programs/services to be offered include: Comprehensive Wellness Fair; Accessibility to: Exercise Center, Circuit Training, Cardio-vascular equipment; Organized club sport participation; Organized fitness competitions.	Gentry, Richardson

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**Strategic Plan 2011/12
Office of the Registrar**

UAM is Dedicated to Providing Educational Opportunities

Strategic Goals	Objectives	Strategies-Measures-Owners
Enhancement of Resources	<ul style="list-style-type: none"> ▪ Recruit, develop, and retain a quality faculty and staff. ▪ Build partnerships through networking and collaboration. ▪ Enhance the University’s image, visibility, and influence. Improve internal and external communications. ▪ Develop internal and external communications. ▪ Recruit, retain and graduate students. 	<ul style="list-style-type: none"> ○ See page 146
Enhancement of Academics	<ul style="list-style-type: none"> ▪ Improve academic quality standards. ▪ Improve internal and external communications. ▪ Accommodate the diverse needs of students. ▪ Enhance UAM’s image. 	<ul style="list-style-type: none"> ○ See page 148
Enhancement of Quality of Life	<ul style="list-style-type: none"> ▪ Accommodate the diverse needs of students. ▪ Promote healthy lifestyles for students, employees, and communities. 	<ul style="list-style-type: none"> ○ See page 149

Office of the Registrar

Strategic Goal 1:

Enhancement of Resources

Objectives		Strategy		KPI/Measure/Target	Strategy Owner
1.1	Recruit, develop, and retain a quality faculty and staff.	1.1	As time permits, to continue to cross-train co-workers within the office.	All full-time employees will have a common core of skills.	Registrar
1.2	Build partnerships through networking and collaboration.	1.2	Provide training and support to deans, faculty, and students.	Feedback from deans, faculty, and students.	Registrar
1.3	Enhance the university's image, visibility, and influence.	1.3A	Continue the implementation of a new administrative software package. This is expected to take more three years to be completely implemented and integrated with other users on the campus.	Training of deans and faculty in August 2011. Successful startup of each term, and successful reporting using PeopleSoft database to retrieve and organize data.	Registrar and Associate Registrar
		1.3B	In conjunction with the implementation of a relational database administrative software, to develop a "common data set" for placement on the UAM website.	Appearance of CDS available on UAM web site.	Registrar and Associate Registrar
1.4	Improve internal and external communications.	1.4	List forms available on the website for the Office of the Registrar, to analyze which ones, if any, should be removed, and to compare the lists with forms available in hard copy format to determine which additional forms should be placed on the web.	No missing forms and no receipt of submitted forms which contain unneeded information or which lack necessary information.	Registrar, Associate Registrar, and Receptionist
1.5	Develop internal and external resources.	1.5A	Continue the compilation of a perpetual master calendar for the office to improve efficiency and to help ensure that no vital processes go undone.	Enter all necessary calendars into PeopleSoft.	Registrar and Associate Registrar

Office of the Registrar

Strategic Goal 1:

Enhancement of Resources

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
1.5 Develop internal and external resources (Continued).	1.5B Continue with the process of reviewing and organizing the content of student folders; to scan, index, and shred courtesy letters or other non-critical documents; and to place the contents in vinyl, acid-free sleeves in order to recoup 25% of shelf space.	An even larger percentage of the file room will be reorganized.	Archival Specialist and Non-Student Extra Help
	1.5C Implement specific cost-cutting measures: reduction in postage expenses by using student-pickup of mail, fax and e-mail transmissions rather than snail mail, and grouping of mailings to Crossett and McGehee; reduction in paper and forms expense; and reduction in copier and printer toner.	Maintenance and Operations (M&O) funds will be sufficient to make it through the year and to enable the purchase of at least one new desktop computer.	All staff members.
1.6 Recruit, retain and graduate students.	1.6 Make degree audit tool available to students so that they can monitor their progress and can graduate in a timely manner.	There will be no “surprises” (lack of requirements) when a given student’s expected graduation rolls around.	Registrar and Associate Registrar

Office of the Registrar

Strategic Goal 2: Enhancement of Academics

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
2.1 Improve academic quality standards	2.1A To finish programming degree audits into PeopleSoft to accommodate students under the 11-13 and all previous viable catalogs.	2.1A All degree audits will be available to students in their self service, and all advisors will have access.	2.1A Registrar
	2.1B In conjunction with continued implementation of PeopleSoft, to revise procedures for equivalencies, substitutions, and exceptional course registrations.	Changes will be made in some of the ways things are currently processed.	Registrar and Associate Registrar
2.2 Improve internal and external communications.	2.2A Set up all office forms on disk and to place all the forms on the web site.	No necessary forms will be missing from the website.	Registrar, Associate Registrar, and Receptionist
	2.2B Continually review standard forms and work toward improvement or streamlining of those forms.	There will be no current forms which cry out for revision.	Registrar, Associate Registrar, and Receptionist
2.3 Accommodate the diverse needs of students	2.3 Research and implement some type of “scholarly intramurals” to appeal to those students who wish to participate in collegiate competition based on academic talent and knowledge.	There will be at least one “scholarly intramural” during the year.	All Staff
2.4 Enhance UAM’s image.	2.4 Students, faculty, staff, and the general public will be treated in an efficient and professional manner.	There will be no complaints from our constituents.	All Staff

Office of the Registrar

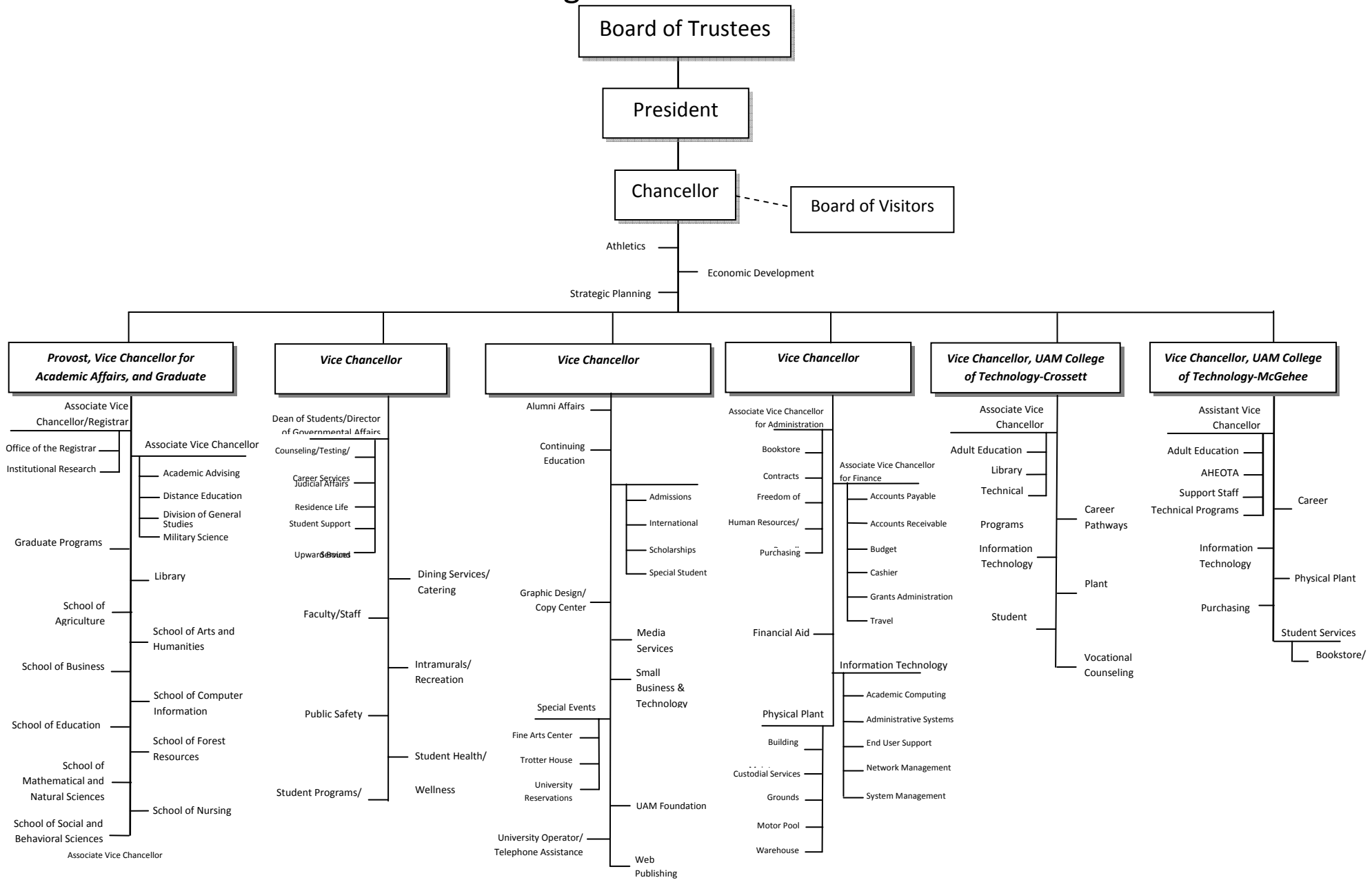
Strategic Goal 3: Enhancement of Quality of Life

Objectives	Strategy	KPI/Measure/Target	Strategy Owner
3.1 Accommodate the diverse needs of students.	3.1A Inventory existing office signage and get input from all staff members to update the signage for succinct and positive communication.	There will be no negative signage and there will not be a lack of needed signage.	All Staff
	3.1B Provide opportunities for developing improved communications in dealing with difficult situations.	There will be at least one opportunity for staff to participate in a communications activity training session.	All Staff
3.2 Promote healthy lifestyles for students, employees, and communities.	3.2A Rearrange space in the office suite to provide for the placement of a microfridge and microwave for use by staff members who choose to have lunch on site.	A space in the suite will be provided to accommodate a "break space."	All Staff
	3.2B Provide opportunities for employees to take one class during the workday.	Employees will be reminded of this opportunity.	Registrar
	3.2C Encourage and reward (in some way) participation in campus and community events which are aimed at health issues or quality of life.	Employees will participate in at least one campus activity and will be encouraged to participate in community activities.	All Staff
	3.2D Reorganize to some extent the suite offices to make them more efficient and to maximize existing space.	At least one of the rooms will be noticeably reorganized.	All Staff
	3.2E Plan for replacement of aging office computers, ideally one per year, from M&O funds.	At least one desktop computer will be replaced.	Registrar

Appendix A

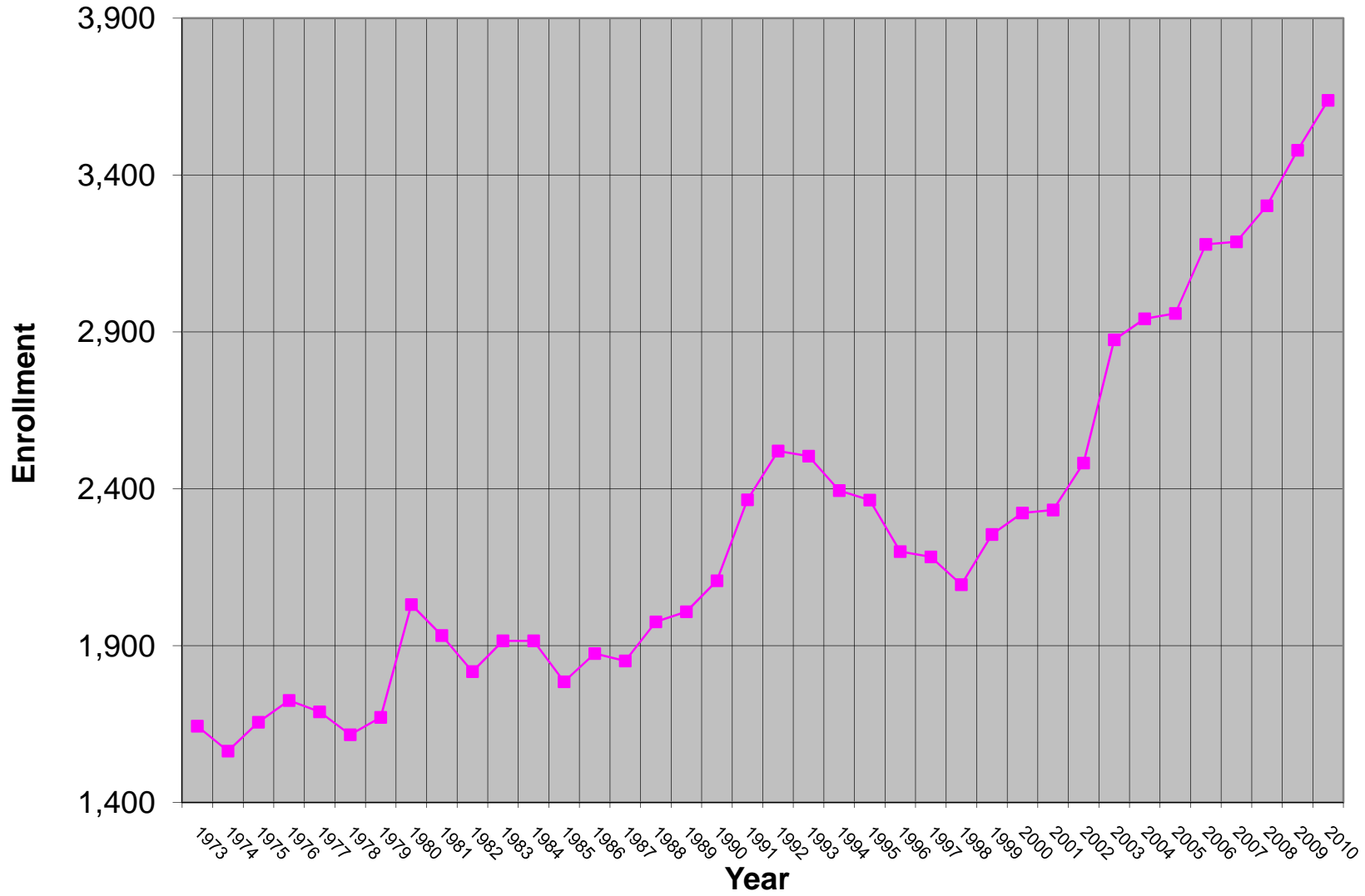
University of Arkansas at Monticello

Organizational Chart



Appendix B

University of Arkansas at Monticello - Fall Enrollment



Appendix B

University of Arkansas at Monticello Fall Term Headcount by Gender and Classification									
	Undergraduate			Graduate			Total	Total	Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Headcount
2002									
Male	885	97	982	13	35	48	898	132	1,030
Female	1,121	213	1,334	33	85	118	1,154	298	1,452
Total	2,006	310	2,316	46	120	166	2,052	430	2,482
2003									
Male	971	119	1,090	11	37	48	982	156	1,138
Female	1,282	322	1,604	57	76	133	1,339	398	1,737
Total	2,253	441	2,694	68	113	181	2,321	554	2,875
2004									
Male	975	145	1,120	22	30	52	997	175	1,172
Female	1,295	317	1,612	79	79	158	1,374	396	1,770
Total	2,270	462	2,732	101	109	210	2,371	571	2,942
2005									
Male	951	184	1,135	18	27	45	969	211	1,180
Female	1,280	404	1,684	26	69	95	1,306	473	1,779
Total	2,231	588	2,819	44	96	140	2,275	684	2,959
2006									
Male	941	245	1,186	9	29	38	950	274	1,224
Female	1,234	644	1,878	16	61	77	1,250	705	1,955
Total	2,175	889	3,064	25	90	115	2,200	979	3,179
2007									
Male	990	255	1,245	18	19	37	1,008	274	1,282
Female	1,257	530	1,787	36	82	118	1,293	612	1,905
Total	2,247	785	3,032	54	101	155	2,301	886	3,187
2008									
Male	985	289	1,274	22	19	41	1,007	308	1,315
Female	1,276	632	1,908	24	55	79	1,300	687	1,987
Total	2,261	921	3,182	46	74	120	2,307	995	3,302
2009									
Male	1,120	279	1,399	11	24	35	1,131	303	1,434
Female	1,361	603	1,964	29	52	81	1,390	655	2,045
Total	2,481	882	3,363	40	76	116	2,521	958	3,479
2010									
Male	1,132	299	1,431	12	30	42	1,144	329	1,473
Female	1,379	694	2,074	32	59	91	1,411	754	2,165
Total	2,511	994	3,505	44	89	133	2,555	1,083	3,638

Note: "Full time" as defined here is 12 or more hours for undergraduate students; 9 or more hours for graduate students.

University of Arkansas at Monticello
Spring Term Headcount by Gender and Classification

	Undergraduate			Graduate			Total	Total	Total
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Headcount
2002									
Male	741	104	845	19	36	55	760	140	900
Female	922	227	1,149	30	83	113	952	310	1,262
Total	1,663	331	1,994	49	119	168	1,712	450	2,162
2003									
Male	783	84	867	8	42	50	791	126	917
Female	1,032	245	1,277	27	83	110	1,059	328	1,387
Total	1,815	329	2,144	35	125	160	1,850	454	2,304
2004									
Male	859	135	994	13	29	42	872	164	1,036
Female	1,212	304	1,516	54	90	144	1,266	394	1,660
Total	2,071	439	2,510	67	119	186	2,138	558	2,696
2005									
Male	838	175	1,013	18	27	45	856	202	1,058
Female	1,154	336	1,490	79	91	170	1,233	427	1,660
Total	1,992	511	2,503	97	118	215	2,089	629	2,718
2006									
Male	843	240	1,083	15	24	39	858	264	1,122
Female	1,164	529	1,693	25	58	83	1,189	587	1,776
Total	2,007	769	2,776	40	82	122	2,047	851	2,898
2007									
Male	883	308	1,191	8	16	24	891	324	1,215
Female	1,138	645	1,783	20	94	114	1,158	739	1,897
Total	2,021	953	2,974	28	110	138	2,049	1,063	3,112
2008									
Male	883	286	1,169	15	19	34	898	305	1,203
Female	1,142	599	1,741	36	83	119	1,178	682	1,860
Total	2,025	885	2,910	51	102	153	2,076	987	3,063
2009									
Male	937	311	1,248	15	23	38	952	334	1,286
Female	1,170	699	1,869	24	54	78	1,194	753	1,947
Total	2,107	1,010	3,117	39	77	116	2,146	1,087	3,233
2010									
Male	1,002	344	1,346	15	25	40	1,017	369	1,386
Female	1,315	681	1,996	28	63	91	1,343	744	2,087
Total	2,317	1,025	3,342	43	88	131	2,360	1,113	3,473
2011									
Male	965	354	1,319	10	26	36	975	380	1,355
Female	1,311	724	2,035	31	61	92	1,342	785	2,127
Total	2,276	1,078	3,354	41	87	128	2,317	1,165	3,482

Note: "Full time" as defined here is 12 or more hours for undergraduate students; 9 or more hours for graduate students.

**University of Arkansas at Monticello
Fall Term Headcount by Major**

	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2003	2004	2005	2006	2007	2008	2009	2010
Division of Agriculture								
Agriculture	71	67	70	70	78	93	89	89
Pre-Veterinary	9	5	5	9	5	12	8	8
School of Arts and Humanities								
Art	21	15	24	27	32	19	30	26
English	42	48	44	50	55	62	48	48
Journalism	6	8	13	16	12	8	2	0
Modern Languages							3	13
Music	34	45	36	32	30	38	43	50
Music Education	11	11	16	29	31	27	31	27
Speech Communication	49	31	26	22	23	23	22	24
School of Business								
Accounting	84	63	70	83	91	76	74	79
Business Administration	235	232	217	226	230	199	199	170
Division of Computer Information Systems								
Computer Inf. Systems	191	157	125	106	105	98	97	92
Adv. Certificate in CIS	0	0	1	1	0	0	0	0
School of Education								
Early Childhood Ed.	187	193	191	185	178	162	182	177
Middle Level Ed.	30	29	25	27	20	24	39	49
Teacher Licensure	6	10	4	14	18	8	10	4
Health & PE	114	109	90	85	83	95	124	109
Health & PE - All Non Licensure	35	26	34	60	78	97	123	116
M.A. in Teaching	65	88	30	24	49	41	41	72
M.Ed. Education	59	73	75	50	50	33	30	25
M.Ed. Ed Leadership	17	10	13	11	18	17	17	12
Special Ed Licensure/Cert								2
School of Forestry								
Forestry	58	59	48	46	33	38	28	42
Spatial Infor. Systems	29	36	37	33	34	33	26	19
Land Surveying Tech.	13	13	8	5	5	5	4	2
Wildlife Management	35	37	31	41	38	40	46	53
M.S. Forest Resources	29	23	20	21	18	21	25	22
Division of General Studies								
Associate of Arts	17	12	11	17	21	26	41	47
Applied Science (AAS)	8	8	13	36	37	68	70	114
Applied Science (BAS)					2	10	21	16

University of Arkansas at Monticello
Fall Term Headcount by Major

	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2003	2004	2005	2006	2007	2008	2009	2010
General Studies	407	417	545	682	556	650	568	344
General Studies (BGS)							10	42
School of Mathematical and Natural Sciences								
Allied Health	24	34	32	33	48	41	41	35
Biology	45	44	38	39	47	39	52	37
Chemistry	8	9	14	19	14	12	12	18
Mathematics	27	27	23	22	23	18	22	20
Natural Science	10	10	12	10	11	7	5	6
Pre-Engineering	10	5	9	15	14	10	14	8
Pre-Medicine	53	45	36	60	49	49	41	33
Pre-Pharmacy	27	24	31	39	29	41	24	23
Division of Nursing								
Nursing (BSN)	265	317	316	298	275	320	341	312
LPN to RN (AASN)	46	35	37	23	11	32	34	41
School of Social and Behavioral Sciences								
Crime Scene Investigation				3	7	9	6	7
Criminal Justice	82	102	99	76	83	70	78	93
History	24	13	20	20	26	31	30	25
History and Social Studies	16	17	19	14	9	7	10	2
Law Enforcement Admin.				2	0	1	0	3
Political Science	19	18	15	16	17	13	19	16
Pre-Law	13	13	15	15	8	14	12	8
Psychology	65	76	76	80	79	79	83	89
Social Work	68	78	87	74	76	81	83	69
Crossett								
Admin. Office Technology	14	15	22	16	29	18	13	15
Child Care Orientation				1	1	0	0	0
Computer Maint./Networking	21	11	21	13	24	15	13	14
Early Childhood Education								9
Electromechanical Maintenance				14	14	12	20	5
Electromechanical Technology							10	25
Industrial Controls	7	14	14	0	1	0	0	0
Instrumentation	19	19	19	16	15	22	14	0
Adv. Cert. Electrom. Tech. Instr.							6	9
Emergency Medical Technology					1	1	0	1
Health Information Technology						6	16	20

University of Arkansas at Monticello
Fall Term Headcount by Major

	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2003	2004	2005	2006	2007	2008	2009	2010
Hospitality Services					6	3	16	13
Industrial Equip. Maint.	6	8	4	2	11	2	0	0
Nursing Assistant					1	1	6	0
Practical Nursing	20	22	19	39	44	48	73	67
Welding Technology				1	19	17	17	21
McGehee								
Admin. Office Technology	37	36	36	39	30	29	20	12
Agriculture Technology	1	0	0	0	0	0	0	0
Automotive Service Technology	5	11	10	8	4	0	0	1
Child Development Associate							1	0
Correctional Law Enforcement								3
Early Childhood Education	3	9	30	60	68	57	62	42
Emergency Medical Tech Basic							1	0
Emergency Medical Technology	3	5	4	16	30	25	33	23
Health Information Technology							27	32
Health Office Skills								2
Heavy Equipment Operation	0	0	5	19	35	23	30	29
Hospitality Services					1	7	13	15
Nursing Assistant								3
Practical Nursing	47	73	69	58	75	81	86	105
Welding Technology	3	12	2	10	21	38	44	29
Other								
Discontinued Majors	25	15	3	1	1	0	0	0
Undergrad Course Taker								30
Grad Course Taker								7
Pre-Freshmen								368
Total Headcount	2,875	2,942	2,959	3,179	3,187	3,302	3,479	3,638

Appendix C

STUDENT SEMESTER CREDIT HOURS (SSCH) AND FTE - FALL TERMS

(FTE = Undergraduate SSCH divided by 15; Graduate SSCH divided by 12)

DATE OF REPORT: 8/10/2011 D. Bryant

	2005			% of Total	2006			% of Total	2007			% of Total	2008			% of Total	2009			% of Total	2010			% of Total
	SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total	
Crossett																								
Technical	1,296	86	4%	1,174	78	3%	1,936	129	5%	2,016	134	5%	2,656	177	6%	1,910	127	5%						
Non Technical	307	20	1%	750	50	2%	877	58	2%	999	67	3%	1,370	91	3%	1,485	99	4%						
Total	1,603	107	4%	1,924	128	5%	2,813	188	7%	3,015	201	8%	4,026	268	10%	3,395	226	8%						
McGehee																								
Technical	1,653	110	5%	2,020	135	6%	2,380	159	6%	1,674	112	4%	2,493	166	6%	2,812	187	7%						
Non Technical	639	43	2%	944	63	3%	1,218	81	3%	1,400	93	4%	1,522	101	4%	1,757	117	4%						
Total	2,292	153	6%	2,964	198	8%	3,598	240	10%	3,074	205	8%	4,015	268	10%	4,569	305	11%						
Monticello																								
ECHS*	630	42	2%	1,851	123	5%	1,291	86	3%	1,767	118	5%	1,334	89	3%	1,632	109	4%						
Undergraduate	30,223	2,015	84%	28,769	1,918	79%	28,927	1,928	77%	29,347	1,956	77%	31,000	2,067	75%	31,584	2,106	75%						
Graduate	833	69	3%	601	50	2%	860	72	3%	742	62	2%	692	58	2%	853	71	3%						
Total	31,686	2,126	89%	31,221	2,091	87%	31,078	2,086	83%	31,856	2,136	84%	33,026	2,213	81%	34,069	2,285	81%						
Grand Total	35,581	2,386	100%	36,109	2,417	100%	37,489	2,514	100%	37,945	2,542	100%	41,067	2,749	100%	42,033	2,816	100%						

*Early College High School

STUDENT SEMESTER CREDIT HOURS (SSCH) AND FTE - SPRING TERMS

(FTE = Undergraduate SSCH divided by 15; Graduate SSCH divided by 12)

DATE OF REPORT: 8/10/2011 D. Bryant

	2006		% of Total	2007		% of Total	2008		% of Total	2009		% of Total	2010		% of Total	2011		% of Total
	SSCH	FTE		SSCH	FTE		SSCH	FTE		SSCH	FTE		SSCH	FTE		SSCH	FTE	
Crossett																		
Technical	1,181	79	3%	1,422	95	4%	1,902	127	5%	2,111	141	6%	2,332	155	6%	2,790	186	7%
Non Technical	801	53	2%	875	58	2%	913	61	3%	1,100	73	3%	1,462	97	4%	1,332	89	3%
Total	1,982	132	6%	2,297	153	7%	2,815	188	8%	3,211	214	9%	3,794	253	9%	4,122	275	10%
McGehee																		
Technical	1,741	116	5%	2,018	135	6%	2,529	169	7%	2,402	160	6%	3,273	218	8%	3,679	245	9%
Non Technical	1,020	68	3%	1,076	72	3%	1,360	91	4%	1,423	95	4%	1,591	106	4%	1,467	98	4%
Total	2,761	184	8%	3,094	206	9%	3,889	259	11%	3,825	255	10%	4,864	324	12%	5,146	343	13%
Monticello																		
ECHS*	1,288	86	4%	1,886	126	5%	1,437	96	4%	1,731	115	5%	1,502	100	4%	1,791	119	4%
Undergraduate	26,857	1,790	79%	26,922	1,795	77%	26,648	1,777	74%	27,386	1,826	74%	29,304	1,954	72%	28,516	1,901	70%
Graduate	720	60	3%	663	55	2%	885	74	3%	698	58	2%	787	66	2%	805	67	2%
Total	28,865	1,936	86%	29,471	1,976	85%	28,970	1,946	81%	29,815	1,999	81%	31,593	2,119	79%	31,112	2,088	77%
Grand Total	33,608	2,253	100%	34,862	2,335	100%	35,674	2,393	100%	36,851	2,468	100%	40,251	2,697	100%	40,380	2,705	100%

*Early College High School

STUDENT SEMESTER CREDIT HOURS (SSCH) AND FTE - SUMMER I TERMS

(FTE = Undergraduate SSCH divided by 15; Graduate SSCH divided by 12)

DATE OF REPORT: 8/10/2011 D. Bryant

	2006		% of Total	2007		% of Total	2008		% of Total	2009		% of Total	2010		% of Total	2011		% of Total
	SSCH	FTE		SSCH	FTE		SSCH	FTE		SSCH	FTE		SSCH	FTE		SSCH	FTE	
Crossett																		
Technical	255	17	5%	535	36	11%	327	22	7%	553	37	10%	545	36	9%	793	53	13%
Non Technical	82	5	2%	192	13	4%	166	11	3%	238	16	4%	264	18	4%	248	17	4%
Total	337	22	7%	727	48	15%	493	33	10%	791	53	15%	809	54	13%	1,041	69	17%
McGehee																		
Technical	539	36	11%	442	29	9%	456	30	9%	664	44	12%	703	47	11%	891	59	15%
Non Technical	186	12	4%	142	9	3%	191	13	4%	140	9	3%	224	15	4%	152	10	3%
Total	725	48	15%	584	39	12%	647	43	13%	804	54	15%	927	62	15%	1,043	70	17%
Monticello																		
ECHS*	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Undergraduate	3,243	216	65%	3,100	207	62%	3,215	214	66%	3,370	225	63%	3,835	256	62%	3,545	236	59%
Graduate	538	45	14%	471	39	12%	410	34	11%	341	28	8%	510	43	10%	337	28	7%
Total	3,781	261	79%	3,571	246	74%	3,625	249	77%	3,711	253	70%	4,345	298	72%	3,882	264	66%
Grand Total	4,843	332	100%	4,882	333	100%	4,765	325	100%	5,306	359	100%	6,081	414	100%	5,966	403	100%

*Early College High School

STUDENT SEMESTER CREDIT HOURS (SSCH) AND FTE - SUMMMER II TERMS

(FTE = Undergraduate SSCH divided by 15; Graduate SSCH divided by 12)

DATE OF REPORT: 8/10/2011 D. Bryant

	2006			% of Total	2007			% of Total	2008			% of Total	2009			% of Total	2010			% of Total	2011			% of Total
	SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total		SSCH	FTE	% of Total	
Crossett																								
Technical	0	0	0%	0	0	0%	28	2	1%	0	0	0%	132	9	4%	154	10	4%						
Non-Technical	0	0	0%	39	3	1%	33	2	1%	0	0	0%	229	15	6%	117	8	3%						
Total	0	0	0%	39	3	1%	61	4	2%	0	0	0%	361	24	10%	271	18	7%						
McGehee																								
Technical	12	1	0%	0	0	0%	0	0	0%	37	2	1%	12	1	0%	52	3	1%						
Non-Technical	70	5	2%	132	9	4%	152	10	4%	71	5	2%	135	9	4%	221	15	6%						
Total	82	5	3%	132	9	4%	152	10	4%	108	7	3%	147	10	4%	273	18	7%						
Monticello																								
ECHS*	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%						
Undergraduate	2,334	156	77%	2,537	169	78%	2,721	181	79%	2,763	184	82%	2,709	181	72%	2,885	192	76%						
Graduate	498	42	20%	423	35	16%	396	33	14%	389	32	14%	441	37	15%	279	23	9%						
Total	2,832	197	97%	2,960	204	95%	3,117	214	94%	3,152	217	97%	3,150	217	87%	3,164	216	86%						
Grand Total	2,914	203	100%	3,131	216	100%	3,330	229	100%	3,260	224	100%	3,658	251	100%	3,708	252	100%						

*Early College High School

Appendix D

**University of Arkansas at Monticello
Completion by Major CIP Code**

CIP Code	Major	Awards							
		03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11*
Certificates of Proficiency									
19.0706	Child Development				13	22	17	29	23
43.0102	Correctional Law Enforcement								3
47.0104	Computer Repair & Networking						4	5	4
47.0303	Industrial Equipment Repair						23	21	25
48.0508	Welding Technology/Welder				11	11	9	18	23
51.0712	Healthcare Office Skills						5	23	36
51.0904	Emergency Medical Technology/Technician				12	23	12	39	7
51.1614	Nursing Assistant/Aide				9	32	45	42	77
52.0401	Office Support						14	15	19
52.0901	Hospitality Services					6	3	9	12
	Degree Level Total				45	94	132	201	229
Technical Certificates									
01.9999	Agriculture, Agriculture Operations		2	2	0				
03.0511	Forestry Technology/Technician								
15.0403	Electromechanical Tech./Engineering Tech.	2	3	6	4	2	7	17	24
15.0499	Electromechanical and Instrum./Maint. Tech.	8	6	5	24	20	22	13	5
15.1202	Computer Tech./Computer Systems Tech.	4	3	7	9	12	6	4	6
19.0708	Child Care and Support Services Mgmt.	3	4	4	17	9	7	13	20
43.0103	Criminal Justice/Law Enforcement Admin.								
43.0106	Forensic Science and Technology								
47.0303	Industrial Mechanics and Maint. Tech.	5	6	3	6	6	6	17	13
47.0604	Automobile Technology	2	4	3	3	1			
48.0508	Welding Technology/Welder		3			3	9	6	4
51.0707	Health Information Technology						4	22	29
51.0904	Emergency Medical Tech. (EMT Paramedic)			4	8	6	3	7	9
51.1613	Licensed Practical /Vocational Nurse Training	28	33	26	30	25	19	23	29
52.0401	Administrative Asst./Sec. Science	22	24	19	21	17	16	19	15
52.0901	Hospitality Services					4	2	9	10
	Degree Level Total	74	88	79	122	105	101	150	164
Advanced Technical Certificates									
15.0499	Electromechanical Tech., Instrumentation							10	16
Associate Degrees									
01.0301	Agricultural Production Operations, General			2	0		1		
03.0509	Wood Science/Pulp and Paper Technology			1	0	1			
15.1102	Survey Technology/ Surveying		6	9	3	2	5	9	4
24.0102	General Studies	116	155	176	154	210	201	170	61
30.9999	Multi-/Interdisciplinary Studies, Other			15	25	38	37	44	56
43.0103	Criminal Justice/Law Enforcement Admin.								
43.0106	Forensic Science and Technology								
47.0303	Industrial Mechanics and Maint. Tech.	3	2	1	5	6	6	9	16
51.3801	Nursing (AASN)	21	10	14	7	2	8	11	16
	Degree Level Total	140	173	218	194	259	258	243	153

**University of Arkansas at Monticello
Completion by Major CIP Code**

CIP Code	Major	Awards							
		03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11*
	Advanced Certificates								
52.1201	Management Information Systems, General								
	Degree Level Total	0	0	0	1	0	0	0	0
	Baccalaureate Degrees								
01.0102	Agribusiness/Agri. Business Operations	14	9	8	13	14	18	21	18
03.0501	Forestry, General	9	10	8	6	9	5	7	2
03.0601	Wildlife and Wildlands Science and Mgmt.	4	4	0	3	5	5	4	3
09.0101	Communication								4
19.0401	Journalism			1	0	2		2	1
13.1001	Special Education and Teaching, General								
13.1202	Elementary Education and Teaching	1							
13.1203	Middle School Education and Teaching	2	3	2	1	1		7	4
13.1209	Kindergarten/Preschool Education Teaching	22	22	39	21	33	18	24	15
13.1303	Business Teacher Education	1		1	0				
13.1312	Music Teacher Education						1	4	1
13.1314	Physical Education Teaching and Coaching	12	3	1	1	1	2	3	3
15.1102	Survey Technology/ Surveying	3	5	8	9	4	5	13	10
16.0101	Modern Languages							2	
23.0101	English Language and Literature, General	7	9	11	9	8	13	17	14
23.1001	Speech and Rhetorical Studies	7	8	4	7	5	6	5	
24.0102	General Studies							16	26
26.0101	Biology/Biological Sciences, General	11	10	12	8	14	11	10	7
27.0101	Mathematics, General	2	9	5	5	6	2	4	
30.0101	Biological and Physical Sciences	4	1	4	3	7	2	8	4
30.9999	Applied Science							2	3
31.0501	Health and Physical Education, General	13	20	15	14	17	12	33	31
40.0501	Chemistry, General	3	2	2	1	2	4	4	6
42.0101	Psychology, General	12	8	13	17	11	22	16	15
43.0104	Criminal Justice/Safety Studies	8	11	16	19	8	11	8	12
44.0701	Social Work	5	12	15	12	8	11	7	8
45.0101	Social Sciences, General	5	1	4	1	5	1	1	
45.1001	Political Science and Government, General	8	5	3	5	4	2	7	8
50.0701	Art/Art Studies, General	2	6	4	2	3	2	4	3
50.0901	Music, General		6	4	3	1	6	3	8
51.1601	Nursing (BSN)	29	31	38	38	21	28	27	31
52.0201	Business Admin. and Mgmt., General	44	58	33	41	61	46	43	47
52.0301	Accounting	15	13	9	12	19	7	13	13
52.1201	Management Information Systems, General	28	35	31	9	16	20	18	16
54.0101	History, General	4	6	6	5	9	5	13	7
	Degree Level Total	275	307	297	265	294	265	346	320
	Post-Bacc Certificates								
13.0401	Educ. Leadership and Admin., General	3	1						
13.1315	Reading Teacher Education	2							
	Degree Level Total	5	1	0	0	0	0	0	0
	Master's Degrees								
03.0506	Forest Resources Management	8	9	4	5	6	5	6	5
13.0401	Educ. Leadership and Admin., General	5	5	8	3	2	9	8	6
13.1202	Elementary Education and Teaching	1							
13.1205	Secondary Education and Teaching	29	52	78	50	34	49	31	47
13.1206	Teacher Education, Multiple Levels	8	22	17	26	14	5	8	9
	Degree Level Total	51	88	107	84	56	68	53	67
	Total Awards	545	657	701	711	808	824	1003	949

*Unaudited data for 10-11 as of 8-8-2011. Students with double majors are included in both.

Appendix E

Graduation, Retention, and Success Rates of First-Time Freshmen (6-year term)
At University of Arkansas at Monticello, Fall 2000 - 2004 Entering COHORTS

(Source: Arkansas Department of Higher Education)

Fall Cohort		Transfers		Bacc.		Adv.Cert.		Assoc.		Tech. Cert.		Cert. Prof.		Graduates		Retained		Success	
Year	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
2000	511	107	20.9	154	30.1	0	0	3	0.6	0	0	0	0	157	30.7	68	13.3	225	44.0
2001	467	87	18.6	110	23.6	0	0	8	1.7	0	0	0	0	118	25.3	68	14.6	156	39.8
2002	462	86	18.6	111	24.0	0	0	8	1.7	0	0	0	0	119	25.8	65	14.1	184	39.8
2003	528	102	19.3	126	23.9	0	0	7	1.3	0	0	0	0	133	25.2	80	15.2	213	40.3
2004	679	130	19.1	130	19.1	0	0	14	2.1	26	3.8	0	0	170	25.0	111	16.3	281	41.4

Appendix F

UNIVERSITY OF ARKANSAS AT MONTICELLO
APPROVED PROGRAMS AS OF 07/01/2011

Master of Arts in Teaching

Master of Education

 Education

 Educational Leadership

Master of Science

 Forest Resources

Bachelor of Arts

 Art

 English

 Health and Physical Education, non-licensure

 History

 Middle Childhood Education

 Modern Languages

 Music

 P-4 Early Childhood Education

 Political Science

 Speech Communication

Bachelor of Applied Science

Bachelor of Business Administration

 Accounting

 Business Administration

Bachelor of General Studies

Bachelor of Music Education

Bachelor of Science

 Agriculture

 Biology

 Chemistry

 Computer Information Systems

 Criminal Justice

 Forestry

 Health and Physical Education

 P-12

 Non-licensure

 Exercise Science

 Mathematics

 Natural Science

 Psychology

 Spatial Information Systems

 Wildlife Management

Bachelor of Science in Nursing

Bachelor of Social Work

The University's faculty provides courses to prepare students in numerous professional programs. These programs include:

Pre-Veterinary

Pre-Engineering

Allied Health, Pre-Dentistry, Pre-Medicine, Pre-Pharmacy

Pre-Law

Associate of Applied Science

Agriculture Production Management

Crime Scene Investigation

General Technology

Industrial Technology

Law Enforcement Administration

Nursing (LPN to RN)

Associate of Arts

Associate of Science

Land Surveying Technology

Technical Certifications

Administrative Office Technology

Agriculture Technology

Automotive Service Technology

Computer Maintenance/Networking

Crime Scene Investigation

Early Childhood Education

Electromechanical Technology

Emergency Medical Technology (EMT)

Health Information Technology

Heavy Equipment Operation

Construction

Timber Production

Hospitality Services

Law Enforcement Administration

Practical Nursing

Welding Technology

Certificates of Proficiency

Child Development Associate

Cisco Network Associate

Computer Repair and Networking

Crime Scene Investigation

Emergency Medical Technology/Technician Basic

Emergency Medical Technology/Intermediate

Healthcare Office Skills

Hospitality Skills

Industrial Equipment Repair

Law Enforcement Administration

Nursing Assistant

Office Support

Welding

Appendix G

UNIVERSITY OF ARKANSAS AT MONTICELLO
COLLEGE OF TECHNOLOGY-CROSSETT
COLLEGE OF TECHNOLOGY-MCGEHEE

AFFIRMATIVE ACTION PLAN

Revised May 20, 2009

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UNIVERSITY OF ARKANSAS AT MONTICELLO
COLLEGE OF TECHNOLOGY-CROSSETT
COLLEGE OF TECHNOLOGY-MCGEHEE

AFFIRMATIVE ACTION PLAN

Revised May 20, 2009

The University of Arkansas at Monticello is committed to the policy of providing educational opportunities to all qualified students and employment opportunities to all persons, regardless of their economic or social status, and will not discriminate on the basis of race, color, religion, creed, gender, ethnic or national origin, disability, age, veteran status, or any legally protected class.

Inquiries concerning the applications of federal and state laws and regulations regarding discrimination should be directed to the Affirmative Action Officer, Babin Business Center Room 205-C, UAM, phone 870-460-1522.

I. Purpose and Intent of the Affirmative Action Plan

The purpose of the Affirmative Action Plan is to affirm and to communicate the University's program of positive action to preclude discrimination in educational and employment opportunities at the University on the basis of race, color, religion, creed, gender, ethnic or national origin, disability, age, veteran status, or any legally protected class.

The University is committed to maintaining diversity of its faculty, staff, and student enrollment. In 1973, this institution adopted an affirmative action plan to recruit minority students and personnel. This plan has been communicated to the campuses and has been periodically reviewed and revised by the Executive Council. The members of the Executive Council are listed in Attachment A of this Plan. Objectives, strategies, and initiatives of the Minority Retention Plan supplements the purpose and intent of the Affirmative Action Plan.

II. Plan Administration

A. Responsibilities

To assure the coordination and application of the Affirmative Action Plan of the University of Arkansas at Monticello, the Executive Council is the delegated authority by the Chancellor to implement the procedures and actions described in this plan and to monitor and report as to its progress. The Executive Council is composed of the Chancellor, the Provost, Vice Chancellor for Finance and Administration, Vice Chancellor for Student Affairs, Vice Chancellor for University Advancement, Vice Chancellor College of Technology-Crossett, and Vice Chancellor College of Technology-McGehee. The current Affirmative Action Officer for the University of Arkansas at Monticello is listed in Attachment A of this Plan.

The Office of the Vice Chancellor for Student Affairs has been designated to coordinate efforts to comply with all federal and state laws and regulations applicable to qualified disabled individuals. The current Vice Chancellor for Student Affairs is also listed in Attachment A of this Plan.

Through the joint and/or separate actions of the Executive Council, other officers of the University are involved in the process. Ultimately, all supervisors and all academic officers are responsible for supporting and following the Affirmative Action Plan.

B. Human Relations Committee

To ensure continuing evaluation and review of the Affirmative Action Plan, an advisory committee on affirmative action has been established. This committee has been named the Human Relations Committee and has functioned since 1980. This committee, which is appointed by the Chancellor, is diverse in composition and includes students, academic employees, and non-academic employees. The Affirmative Action Officer serves as chairperson of this committee. The committee is charged with the following responsibilities: (a) participate in the review and evaluation of the Affirmative Action Plan; (b) assist in the implementation of the Plan; and (c) identify any problem areas in the Plan's implementation and recommend alternative solutions.

C. Plan Communication

Communication of the University's Equal Employment Opportunity (EEO) policy and of the Student Recruitment Plan is an essential part of the University's Affirmative Action Plan. Internal and external knowledge of the University's policy of non-discrimination is critical to its effective implementation. The following measures have been included as affirmative actions:

1. An annual memorandum in the spring semester from the Chancellor to the University reaffirming the Affirmative Action Plan of the University will be circulated to all academic and non-academic unit heads.
2. All supervisory personnel and personnel involved in student recruitment and related processes will be advised of the Affirmative Action Plan in writing and in meetings at least once a year.
3. All University publications will include the University's statement on affirmative action.
4. All standard University publications will include the following non-discrimination statement: The University of Arkansas at Monticello is firmly committed to complying with all applicable federal, state and local laws, and regulations, which provide educational and employment opportunities to all persons, regardless of their economic or social status. The University will not discriminate on the basis of race, color, religion, creed, gender, ethnic or national origin, disability, age, veteran status, or any legally protected class.
5. All position announcements will include the phrase "UAM is an Affirmative Action/ Equal Opportunity Employer" AA/EOE.
6. All orientation sessions for new faculty and new staff will include in the agenda a statement and explanation of the University's policy regarding affirmative action.
7. These communication procedures will be evaluated periodically to determine their adequacy in disseminating information about the Affirmative Action Plan of the University of Arkansas at Monticello and in encouraging positive attitudes and active support for the plan.

D. Monitoring and Reporting Systems

To ensure (a) that the affirmative actions of this Plan are being taken, (b) that there is continuing evaluation and review of the Affirmative Action Plan, and (c) that there is accurate and comprehensive student, personnel, and employment data available to enable evaluation-review of the program, the following structures and procedures have been developed.

To ensure affirmative actions are being taken, a copy of all correspondence—internal and external—relating directly to affirmative action matters will be forwarded to the Affirmative Action Officer. These copies will be maintained in files for use in validating the University's implementation of its Affirmative Action Plan and compliance with federal and state laws, executive orders, and other EEO rules and regulations.

To ensure that there is accurate and comprehensive student, personnel, and employment data available to enable evaluation/review of the program, a number of procedures will be used. These include inspections of physical facilities, monitoring of student recruitment and activities, and continued scrutiny of employment practices. All of these measures are described further in this document.

E. Physical Facilities and Activities

Under the direction of the Vice Chancellor for Student Affairs, periodic inspections of all physical facilities will be conducted by the Coordinator of Special Student Services to ensure non-discrimination in the area of accessibility for disabled individuals.

All institutional activities available to students and personnel in general will be monitored by the supervisors of these activities to ensure non-discrimination. These activities include, but are not limited to, ticket purchases for athletic events, concerts, and lectures; participation in the credit union; health services; and any programs and/or facilities receiving University support.

Any problems revealed in the areas of physical facilities and activities will be reported to the individuals responsible for the management of these facilities and/or activities and will be made a matter of record and brought to the attention of those responsible for evaluating and implementing affirmative action at the University.

III. Affirmative Action in the Recruitment and Retention of Students

As an institution of higher education and in accord with its policy of equal employment opportunity, the University hereby declares its policy of equal educational opportunity. All applicants for admission will be considered solely on the basis of individual qualifications. All available student scholarships, grants, loans, and job opportunities will be distributed without regard to an applicant's race, color, religion, creed, gender, ethnic or national origin, disability, age, veteran status, or any legally protected class.

This policy is noted in all student handbooks, and the complaint or grievance of any student or prospective student who has reason to feel he/she has been affected by discrimination will be considered through appropriate procedures.

In assuring equal educational opportunity, the University of Arkansas at Monticello will pursue the following objectives:

- A. The University will continue efforts to eliminate any disparity between African-American, other minorities, and Caucasian students entering as first-time enrollees at this institution by utilizing its Office of Admissions, which has responsibilities for the recruitment of students. The Office of Admissions will continue to revise and intensify the recruitment program to assure equal educational opportunities for all students. It is the intent of the recruitment program to include the following:
1. A professional staff that is committed to maintaining diversity of the student enrollment.
 2. Regular contact with organizations and groups, African-American and other minority leadership, and high school personnel to identify prospective minority students. Also, potential transfer students are included.
 3. African-American and other minority representation in the Student Ambassador program and professional staff in the Office of Admissions.
 4. African-American and other minorities shall have student worker opportunities on all campuses.

- B. The Director of Admissions will coordinate high school visits for the institution and, where possible, will utilize diverse recruitment teams composed of professional staff and students.
- C. All brochures for the campus will be reviewed by unit/department supervisors to ensure that they reflect a diverse population in photographs and graphics. Before brochures and other public documents are printed, they must be approved by the Affirmative Action Officer. Advertisements and promotions (written and broadcast) and videos will have diverse representation.
- D. A diverse Student Recruitment Committee will be appointed by the Chancellor at Monticello, Crossett, and McGehee. The membership of these committees will include faculty, professional staff, and students. There will be at least one minority faculty or staff member on the committee and one minority student member. These committees will meet at least once each semester and will have as a primary duty to review the student recruitment program for the institution. The Monticello committee will also include in its membership all professional staff members in the Office of Admissions. The Director of Admissions shall serve as the chairperson of the Monticello committee. The chairperson of this committee in Crossett and McGehee will be appointed by the supervising Vice Chancellor.
- E. The University campuses will continue to provide student development services that will include academic support as well as career and personal counseling. These services will assist in the retention and development of students. At particular risk are those students who are first generation college students, who are low income, and/or who are disabled. Specifically, the services will provide the following activities for minority students:
1. Coordinating placement with academic units and making referrals to the Office of Financial Aid and other resources such as the UAM Writing Center and academic advisors.
 2. Counseling of minority students to attend graduate and professional schools.
 3. Inviting students who complete a withdrawal form to visit with a student development services professional who may be able to assist the student in resolving problems.
- F. The institution will continue offering remedial programs to better prepare students who are academically deficient. In addition, services are available to assist any student who is in academic difficulty. Tutors are provided for all general education courses and for a limited number of upper-level courses.

- G. The institution will continue programs with area high schools to bring economically and educationally disadvantaged students to the campus on a weekly basis and for an extended program during the summer. These programs enable a large number of minority students to experience the opportunities of post secondary education and to provide basic skill instruction that will better prepare the minority student for admission to institutions of higher education. These programs are totally dependent upon federal grants, and these grants must be maintained in order for the programs to continue.
- H. The institution will continue to expand the mobility of minority students between two- and four-year institutions through the following activities:
1. An active recruitment program with two-year institutions will be continued.
 2. The Office of Academic Affairs will continue to study and implement cooperative programs with two-year and vocational institutions. These programs encourage the acquisition of associate degrees and lay the groundwork for the transfer of these students to the University for additional skills or degrees.
- I. The Office of Financial Aid will continue to review each student aid request on a case-by-case basis. Financial aid will continue to be awarded according to stated objective criteria; no financial aid will be awarded on any arbitrary basis such as race, color, gender, creed, disability, age, veteran status, or any legally protected class. There will continue to be an annual review of student financial aid resources. Awards of all aid, including institutional scholarships, will be categorized by ethnicity and gender. Copies of the annual review are forwarded to the Office of Civil Rights and to the UAM Human Relations Office.
- J. Student development services continue to acquaint minority students with the GRE Minority Student Listing and other available opportunities and encourage minority participants. Participation in the GRE Minority Student Listing gives minority students a chance to acquire financial aid to attend graduate school.
- K. The institution will continue promotion of an educational and social atmosphere that will be conducive to the educational, social, and psychological well-being of all students and will encourage minority students to become equal partners in all institutional activities and programs. This objective will be enhanced through the following activities:
1. Support will be given to special programs such as Black History Month, special speaker series, and dances/concerts with minority entertainers.
 2. The Student Activities Board will fund events which will be of special interest to minority students.

3. The Vice Chancellor for Student Affairs will file an annual report with the Affirmative Action Officer that will indicate the activities completed that were of special interest to minority students and the participation of minority students in campus activities and organizations. This report will be submitted by June 1 of each year.

IV. Affirmative Action in the Employment of Personnel

UAM positively reaffirms its policy of equal employment opportunity. The University is expressly committed to a program of affirmative action in maintaining and promoting non-discrimination in all aspects of recruitment, retention, and employment of individuals at all levels and throughout the University. It is the specific intent of the University Administration to recruit, hire, and promote all faculty and staff without regard to race, color, religion, creed, gender, ethnic or national origin, disability, age, veteran status, or any legally protected class. The decision to employ any individual will be based upon that individual's qualifications, merit, and professional ability. All personnel actions within the institution are guided by a set of written procedures that are available to all employees. Such specific policies are contained in a campus document named the UAM Operating Procedures Manual. A copy of the specific policies related to affirmative action is found in the Appendix attached to this Plan.

While University employees and applicants for employment are to be protected from discrimination in all aspects of employment, it is not feasible to address the entire range of personnel actions in this Plan. Personnel policies and procedures are established by federal and state laws and the University policies and procedures for the purpose of regularizing all elements of personnel practice so as to preclude discrimination.

In assuring equal employment opportunity, the University of Arkansas at Monticello will pursue the following objectives:

- A. The University will recruit and employ classified and non-classified minority employees. Race, color, religion, creed, gender, ethnic or national origin, disability, age, veteran status, or any legally protected class will not be factors in determining duty assignments, financial remuneration, or institutional benefits.

- B. The University will continue to recruit minorities through broad-based public advertising and through announcements to predominately African-American colleges and universities.
- C. Advertising, recruiting, and monitoring of all vacancies and positions will be processed through the Human Relations Office, which is headed by the Affirmative Action Officer.
- D. Efforts will be made to assist minority employees to achieve academic credentials and/or specific technical skills necessary for promotion at the University.
- E. The University staff and faculty will assist new employees when possible in securing non-discriminatory housing. All staff housing owned by the University will be administered by stated policies to ensure non-discrimination.
- F. The University will assist employees through the Human Relations Office in identifying appropriate agencies to help them determine their rights and recourse should an instance of housing discrimination occur.

V. Reports and Review

The purpose of this plan is to demonstrate the University's commitment to equal employment opportunity and equal educational opportunity, and to establish the means most suited to insuring the fulfillment of that commitment. While this plan addresses the most critical issues of affirmative action at the University, it cannot be considered final. This plan will require periodic review and evaluation to provide needed improvements or changes.

The Affirmative Action Officer will prepare a report to the Arkansas Legislative Council as required detailing the categories of employees by ethnicity. The report will also include a brief recital of affirmative action employment efforts during the preceding period.

VI. Timetable

Spring

Semester	An annual memorandum from the Chancellor to the University reaffirming the Affirmative Action Plan of the University will be circulated to all academic and non-academic unit heads.
June	<p>The Vice Chancellor for Student Affairs will file an annual report with the Affirmative Action Officer that will indicate the activities completed that were of special interest to minority students and the participation of minority students in campus activities and organizations.</p> <p>The Affirmative Action Officer will prepare a report to the Arkansas Legislative Council detailing the categories of employees by ethnicity and reciting affirmative action employment efforts during the reporting period.</p>
August	<p>All orientation sessions for new faculty and new staff will include in the agenda a statement and explanation of the University's policy regarding affirmative action.</p> <p>The members of the Human Relations Committee will be appointed by the Chancellor.</p> <p>The members of the Student Recruitment Committee will be appointed by the Chancellor.</p>
November	The Office of Financial Aid will conduct an annual review of student financial aid resources.
Periodically	<p>The Executive Council will review and revise the Affirmative Action Plan.</p> <p>The Coordinator of Special Student Services will make inspections of all physical facilities to ensure non-discrimination in the area of accessibility for disabled students.</p>

All supervisory personnel and personnel involved in student recruitment and related processes will be advised of the Affirmative Action Plan in writing and in meetings at least once a year.

Continually Supervisors of institutional activities available to students and personnel in general will monitor these activities to ensure non-discrimination.

The Human Relations Committee will also continue to review, plan, and monitor activities and make recommendations to the Executive Council.

All brochures for the campus will be reviewed by unit/department supervisors to ensure that they reflect a diverse population in photographs and graphics.

Attachment A

UNIVERSITY OF ARKANSAS AT MONTICELLO
COLLEGE OF TECHNOLOGY-CROSSETT
COLLEGE OF TECHNOLOGY-MCGEHEE

AFFIRMATIVE ACTION PLAN

Revised October 16, 2008-Draft

Executive Council Members:

Chancellor	Dr. Jack Lassiter lassiter@uamont.edu	870-460-1020
Provost and Vice Chancellor for Academic Affairs	Mr. David Ray ray@uamont.edu	870-460-1032
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Coordinator of Special Student Services	Ms. Mary Whiting whitingm@uamont.edu	870-460-1026
Student Recruitment Committee	Monticello Crossett McGehee	
Human Relations Committee	Dr. Michael Alexander, Faculty Ms. Lanee Dunlap, Non-Classified Mr. Lathan C. Hairston, Non-Classified Mr. Charles Rocconi, Non-Classified Ms. Brooke Rodgers, Classified Dr. Jamie Schuler, Faculty Ms. Linda Tucker, Faculty Student Representative	