

# 2024 STRATEGIC PLAN



UNIVERSITY OF ARKANSAS AT MONTICELLO  
MONTICELLO · CROSSETT · MCGEEHEE





## Message From the Chancellor

I extend my heartfelt appreciation to all who have contributed their collective wisdom, insights and dedication to the development of our university's strategic plan. Our strategic plan is not the result of one individual's vision or expertise but rather the culmination of the collective thinking and contributions of multiple stakeholders from across our university and the community. The effort that has gone into shaping our vision for the future and charting a course for success has been amazing. As we continue to navigate the ever-evolving landscape of higher education, we must remain steadfast in our commitment to our university mission and our goals that promote excellence, innovation and student success. Our strategic plan serves as a roadmap to guide us in achieving these objectives.

At the heart of our strategic plan is our vision to be a model open-access regional institution dedicated to empowering students to realize and develop their potential. UAM is dedicated to fostering a dynamic learning environment that empowers our students to thrive academically, personally and professionally and that ensures they are equipped with the skills, knowledge and passion to lead lives of purpose and impact.

This plan epitomizes our shared belief in the core values of our institution and our determination to illuminate a path toward success. It demonstrates our belief that education should be accessible to all, regardless of background or circumstance. Our degree pathways are designed to be flexible and adaptable, allowing students to tailor their educational experience to their individual goals and needs.

As we continue this journey together, I invite you to join me in embracing the opportunities that lie ahead and work collaboratively to bring our strategic plan to fruition. By harnessing the collective talents, expertise and passion of the UAM campus community, I am confident that we can achieve our shared vision and continue to elevate our university to new heights of excellence.

*Peggy M. Doss*

Peggy M. Doss, Ed.D.  
Chancellor



# Strategic Planning Process

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In 2017, UAM approved a strategic plan designed to guide the university through 2021. The 2020 pandemic stalled many goals of that plan in its late stages, but Chancellor Doss determined to persevere in formulating a new plan. In late 2020, Mr. Dan Boice was appointed as strategic planning coordinator. Mr. Boice formed a Strategic Planning Task Force of six members, including three teaching faculty, the vice chancellor for advancement and the director of the Arkansas Small Business and Technology Center. Chancellor Doss charged the group with establishing a process to assemble a new plan. The group, meeting weekly, conducted an environmental scan, a SWOT analysis (with input from the Executive Council) and determined four primary areas for focus in a new strategic plan: student success, personnel, partnerships and resources.

In 2021, Mr. Boice conducted a series of workshops designed to examine and revise, as necessary, the university's vision statement. Across all three campuses and with academic departments, administrative units, students, the Board of Visitors and a group of regional political, business and cultural leaders, these groups participated in brainstorming responses to three questions:

1. What makes UAM unique?
2. What does UAM do very well?
3. When is UAM successful?

These sessions generated a wonderful variety of responses, with each group identifying unique qualities about the university. The resulting word clouds articulated by every unit showed important commonalities. A specially selected work group analyzed the results of all of these sessions and was able to gather elements that concentrated the comments of all the units into a shorter list. Based on this, a new vision statement was approved by the Executive Council and the Board of Visitors and is now the cornerstone for strategic planning at all levels and in all departments.

In 2022, while the vision statement was being finalized, with help from social sciences faculty, an online survey was developed and sent to all employees and students on all three campuses. The survey elicited over one hundred responses and became a central element in the planning process.

In the fall of 2023, all academic and administrative units were given the new vision statement, the word clouds from the vision workshops and the survey results. Each unit met and articulated measurable goals for their specific units and for the university as a whole.

The original Strategic Planning Task Force was reconstituted and met twice in October 2023 to study the suggestions and draft a proposed plan, which was submitted to the Executive Council for revision and disposition.

# Planning Participants

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## Strategic Planning Task Force

Dr. Michael Alexander, Associate Professor of Management

Dr. Jeanette Braswell, Associate Professor of Psychology

Dr. V. Lynn Fox, Associate Professor of Mathematics and Assistant Dean of Mathematics

Ms. Aimee Weaver, Director of the Arkansas Small Business and Technology Development Center at UAM

Mr. Jeff Weaver, Vice Chancellor for Advancement

## Groups Participating in the Vision Workshops

Deans Council

Executive Council

Office of Advancement

Office of Finance and Administration

Regional Political, Business and Cultural Leaders

School of Social and Behavioral Sciences

Student Engagement Leadership

UAM Board of Visitors

UAM College of Technology-Crossett

UAM College of Technology-McGehee

UAM Students

## Vision Work Group

Ms. Kelsey Englert

Mr. Landon Grimes

Dr. Matthew Pelkki

Dr. Shuneize Slater

Mr. Bob Ware

## Units Submitting Goals

Office of Academic Affairs, Vice Chancellor Crystal Halley

Office of Finance and Administration, Vice Chancellor Alex Becker

Office of Information Technology, Chief Information Officer Anissa Ross

Office of Student Engagement, Vice Chancellor Jay Hughes

School of Arts and Humanities, Dean Dr. Steven Harper

School of Business, Dean Dr. Marsha Clayton

School of Computer Information Science, Dean Brian Hairston

School of Education, Dean Dr. Kim Level

School of Mathematical and Natural Sciences, Dean Dr. Shuneize Slater

School of Social and Behavioral Sciences, Dean Dr. Clinton Young

Taylor Library, Director Daniel Boice

UAM College of Technology-Crossett, Vice Chancellor Dr. Tracy Tucker

UAM College of Technology-McGehee, Vice Chancellor Bob Ware

## Mission

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**The University of Arkansas at Monticello is a society of learners committed to individual achievement by:**

- Fostering a quality, comprehensive and seamless education for diverse student learners to succeed in a global environment;
- Serving the communities of Arkansas and beyond to improve the quality of life as well as generate, enrich and sustain economic development;
- Promoting innovative leadership, scholarship and research which will provide for entrepreneurial endeavors and service learning opportunities;
- Creating a synergistic culture of safety, collegiality and productivity which engages a diverse community of learners.

## Core Values

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- Ethic of Care: We care for those in our UAM community from a holistic perspective by supporting them in times of need and engaging them in ways that inspire and mentor.
- Professionalism: We promote personal integrity, a culture of servant leadership responsive to individuals' needs as well as responsible stewardship of resources.
- Collaboration: We foster a collegial culture that encourages open communication, cooperation, leadership and teamwork as well as shared responsibility.
- Evidence-Based Decision Making: We improve practices and foster innovation through assessment, research and evaluation for continuous improvement.
- Diversity: We embrace difference by cultivating inclusiveness and respect of both people and points of view and by promoting not only tolerance and acceptance but support and advocacy.

## Institutional Learning Outcomes

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- Communication: Students will communicate effectively in social, academic and professional contexts using a variety of means, including written, oral, quantitative and/or visual modes as appropriate to topic, audience and discipline.
- Critical Thinking: Students will demonstrate critical thinking in evaluating all forms of persuasion and/or ideas, in formulating innovative strategies and in solving problems.
- Global Learning: Students will demonstrate sensitivity to and understanding of diversity issues pertaining to race, ethnicity and gender and will be capable of anticipating how their actions affect campus, local and global communities.
- Teamwork: Students will work collaboratively to reach a common goal and will demonstrate the characteristics of productive citizens.

## Vision

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The University of Arkansas at Monticello will be recognized as a model open-access regional institution dedicated to empowering students to realize and develop their potential. UAM is committed to advancing three vibrant, diverse campuses that serve their communities and foster key partnerships that contribute to the economy and quality of life in the region, state and beyond.





# GOAL 1:

## Promote Opportunity and Success for All Students

### Outcome 1.1: Exemplify a student-centered culture.

- Strategy 1.1.1: Promote effective communication, marketing and business practices that underscore our student-centered culture and thereby enhance recruitment and retention.
- Strategy 1.1.2: Assess current student support structures to identify gaps in service or deterrents.
- Strategy 1.1.3: Implement new curricular and co-curricular activities to enhance the overall student experience.
- Strategy 1.1.4: Broaden student knowledge of and access to resources that promote mental health, physical health and safety.
- Strategy 1.1.5: Streamline admission, enrollment and financial processes.

#### KEY PERFORMANCE INDICATORS:

- Year-to-year student enrollment
- Fall-to-spring, fall-to-fall student retention rate (excluding completers, graduate students and concurrent students)
- Year-to-year number of students participating in curricular and co-curricular activities
- Year-to-year number of students accessing support services
- Student satisfaction rate for support services

### Outcome 1.2: Prepare students for success with active learning and personalized engagement opportunities that inspire student creativity, motivate student persistence and create a desire for life-long learning.

- Strategy 1.2.1: Enhance academic advising, tutoring services and career counseling for all students, especially by establishing a Center for Teaching and Learning.
- Strategy 1.2.2: Further promote the academic success of student-athletes, band, choir, residential, international, non-traditional, military veterans and first-generation students.
- Strategy 1.2.3: Establish new high-impact student experiences, such as internships, field experiences, job shadowing opportunities and study abroad.
- Strategy 1.2.4: Develop a system of connecting students to service-learning opportunities specific to their interests.
- Strategy 1.2.5: Implement innovative instructional models, such as hyflex, in more academic programs.

#### KEY PERFORMANCE INDICATORS:

- Academic standing data
- 15, 30, 45, 60 and 90-hour progression data
- Fall-to-spring, fall-to-fall student retention rate (excluding completers, graduate students and concurrent students)
- On-time graduation rate
- Number of credentials conferred year-to-year
- Employment rates of graduates in fields related to program of study

# GOAL 1:

## Promote Opportunity and Success for All Students

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Outcome 1.3: Support the transition from high school to postsecondary education to career by developing marketable skills in students and providing access to employment opportunities.

Strategy 1.3.1: Partner with public schools for early career awareness initiatives starting in elementary school, for example by coordinating a career fair twice a year on the Monticello, Crossett and McGehee campuses.

Strategy 1.3.2: Provide more opportunities for students to directly engage with potential employers.

Strategy 1.3.3: Integrate Career Services support in more academic programs by focusing on junior/senior courses, projects or capstones.

Strategy 1.3.4: Partner with industry and businesses for more student internships and practicums throughout the student technical education/college experience.

### KEY PERFORMANCE INDICATORS:

- Academic standing data
- Fall-to-spring, fall-to-fall student retention rate (excluding completers, graduate students and concurrent students)
- Number of senior projects and capstone experiences
- Number of student internships and practicums







# GOAL 2:

## Recruit, Empower and Retain High-Quality Faculty and Staff

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Outcome 2.1: Implement a marketing plan that attracts a qualified and diverse pool of faculty and staff.

Strategy 2.1.1: Expand the advertisement of job postings.

Strategy 2.1.2: Provide training on best practices for hiring, from crafting better job descriptions to running more successful search committees.

**KEY PERFORMANCE INDICATORS:**

- Percentage of faculty receiving “Excellent” or “Exceeds Expectations” on annual faculty evaluations

Outcome 2.2: Enhance the working environment for all faculty and staff by providing necessary resources.

Strategy 2.2.1: Increase access to professional development workshops and training to help members of the university community improve their skills.

Strategy 2.2.2: Provide technology that supports advancing instructional needs of faculty.

**KEY PERFORMANCE INDICATORS:**

- Maintenance of a 5-year rotation of technology
- Number of training opportunities released via the Workday Learning Center and/or Blackboard
- Number of faculty using Center for Teaching and Learning

Outcome 2.3: Increase retention of faculty and staff.

Strategy 2.3.1: Identify and share opportunities for job advancement with highly skilled faculty and staff.

Strategy 2.3.2: Develop a mentorship program to prepare individuals for successive leadership roles.

Strategy 2.3.3: Study the feasibility of a career ladder system for staff including incentives for higher education attainment.

Strategy 2.3.4: Enhance funding for faculty and staff salaries each year contingent on enrollment and legislative appropriations.

Strategy 2.3.5: Enhance academic and administrative operating budgets as funding allows.

**KEY PERFORMANCE INDICATORS:**

- Number of promotions among UAM faculty and staff
- Average years of employment for faculty
- Average years of employment for staff





UAM COLLEGE OF TECHNOLOGY-CROSSETT WELDING STUDENT



# GOAL 3:

## Strengthen Institutional Resources

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### Outcome 3.1: Develop partnerships to strengthen institutional, regional and state resources

- Strategy 3.1.1: Expand concurrent enrollment partnerships to meet regional and state workforce demands.
- Strategy 3.1.2: Partner with industry to fund the development of new credit and/or noncredit workforce training to meet regional, state and national needs.
- Strategy 3.1.3: Partner with other institutions of higher education to offer unique, cutting-edge academic programs.
- Strategy 3.1.4: Partner with other institutions of higher education to offer existing, high-need programs to underserved regions of the state.
- Strategy 3.1.5: Partner with communities to address the socio-economic, educational and health and wellness challenges.

#### KEY PERFORMANCE INDICATORS:

- Number of concurrent enrollment partnerships year-to-year
- Number of industry partners year-to-year
- Number of students enrolled in noncredit workforce training
- Number of academic programs offered with other institutions of higher education year-to-year
- Number of articulation agreements year-to-year
- Number of grants awarded related to addressing socio-economic, educational and health and wellness challenges

### Outcome 3.2: Optimize student recruitment through transformative marketing initiatives.

- Strategy 3.2.1: Promote UAM's presence in the region, state and beyond through more customized, targeted social media and other marketing strategies.
- Strategy 3.2.2: Strengthen communication of marketing plans and procedures to faculty, staff, students and the community.

#### KEY PERFORMANCE INDICATORS:

- Number of admission applications year-to-year
- Enrollment of new students year-to-year

# GOAL 3:

## Strengthen Institutional Resources

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### Outcome 3.3: Enhance the conditions and reliability of university infrastructure and equipment.

- Strategy 3.3.1: Update the campus master plan with a timeline for new construction and remodeling of campus facilities.
- Strategy 3.3.2: Determine requirements for and begin assembling a sufficient, modern vehicle fleet available for university purposes, including academic field trips, sports events, etc.
- Strategy 3.3.3: Develop a plan to prioritize replacement of farm and grounds equipment.

**KEY PERFORMANCE INDICATORS:**

- Maintenance or construction projects accomplished each year
- Disposal and replacement of vehicles and large equipment each year according to set criteria: age, performance and anticipated maintenance cost

### Outcome 3.4: Augment operational funding through external efforts.

- Strategy 3.4.1: Strengthen efforts to obtain grant funds for all purposes, including student research, faculty research, academic program development, instructional equipment and general institutional needs.
- Strategy 3.4.2: Expand alumni engagement and fundraising efforts.

**KEY PERFORMANCE INDICATORS:**

- Number of grant applications submitted each year aimed at enhancing UAM's ability to serve its students, staff and faculty, especially in the areas of student and faculty research, academic program development and instructional equipment
- Number of social media posts and post engagement on the alumni social media pages
- Outreach to prospective donors



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