

## PILLAR 1

### Student Access, Engagement, and Success

At UAFS, we are driven by a passion and commitment to empower our students to grow, lead, and achieve their full potential. We are resolute in our pursuit of student success, offering comprehensive support services that cater to their individual needs.

Fostering a welcoming and inclusive campus culture is integral to our success as we strive to create an environment where every student feels valued and supported. By providing limitless opportunities for personal and professional advancement both during and in the years following their time on campus, we ensure that the next generation of change-makers gets their start right here at the University of Arkansas – Fort Smith.

- **Strategy 1:** Drive interest in UAFS as a first-choice institution and invest in innovative recruiting practices to ensure continued enrollment growth.
- **Strategy 2:** Enhance support structures that drive equity, inclusion and success among underrepresented student populations including Hispanic students, active-military members, veterans, and adult learners.
- **Strategy 3:** Expand high-impact practices and student engagement initiatives across the institution to provide holistic support, connect students' academic programs and career pathways, and increase retention and graduation
- **Strategy 4:** Optimize comprehensive institutional and private aid practices to ensure a UAFS education is accessible to all.
- **Strategy 5:** Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services.
- **Strategy 6:** Continue to invest in and promote the UAFS brand, while developing new ways to tell the UAFS story across constituent groups.
- **Strategy 7:** Enhance focus on career coaching within curricular and co-curricular support structures while creating systems for continued career and individual support post-graduation.
- **Strategy 8:** Strengthen the university's Division II athletic program to be nationally competitive and provide mutually beneficial events and opportunities.

## PILLAR 2

### Teaching and Learning

In service to our students, UAFS will continue cultivating exceptional learning & developmental experiences by building a campus culture that recognizes and rewards the excellence and innovation of our faculty/staff.

We are committed to promoting equity within our community, understanding that diversity is a strength that prepares our students for continued success and empowers our faculty and staff in their work. Further, we take pride in providing our community with resources that support exceptional scholarly and creative endeavors, ensuring that our students, faculty, and staff can thrive and make a lasting impact.

#### 2.1: Transformational Learning Experiences

- **Strategy 1:** Provide opportunities for students to engage in original research and creative activities with faculty and staff.
- **Strategy 2:** Provide quality in-class experiences and technology to help students hone practical skills and industry knowledge that will best prepare them for their future professional trajectories.
- **Strategy 3:** Enhance student development through out-of-classroom experiences, including experiential learning, civic engagement, leadership opportunities, artistic performances and activations and athletic competition.
- **Strategy 4:** Ensure students are challenged intellectually and supported to meet high academic standards maintained by continual assessment of learning outcomes at the course, program, and university level.

#### 2.2: Faculty and Staff Development

- **Strategy 1:** Reward demonstrated excellence and innovation in teaching, scholarly and creative activities, and service among both faculty and staff.
- **Strategy 2:** Develop strategies to attract and retain exemplary faculty and staff whose education, professional training, and lived experiences contribute to the vitality of the university community.
- **Strategy 3:** Develop and implement strategies that promote employee equity in salary, responsibility, and opportunities.
- **Strategy 4:** Invest in and support continual professional development for faculty and staff to ensure the individuals training the next generation of professionals are at the leading edge of their fields.
- **Strategy 5:** Support the advancement of faculty and staff as skillful and knowledgeable career mentors, ensuring that students in every academic program are exposed to the multitude of career pathways available to them.

#### 2.3: Academic Resource Development and Space Utilization

- **Strategy 1:** Expand access to physical and digital resources that promote scholarly and creative endeavors.
- **Strategy 2:** Develop systems to support grant writing and implementation.
- **Strategy 3:** Invest virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization.
- **Strategy 4:** Establish centers of excellence to enhance academic programs in high-demand fields, support student success, and power the regional economy.

## PILLAR 3

### Economic Development, Community Engagement, and Industry Partnerships

Since 1928, UAFS has actively cultivated strong relationships with local, regional, and global partners to create opportunities for collaborative innovation, experiential learning, and community service.

By enriching the student experience and by meaningfully contributing to the development of the businesses that power the River Valley, we drive transformational change in our local region.

- **Strategy 1:** Collaborate with business, industry, and community-based organizations to identify, design, and deliver innovative, high-demand programs to study to meet evolving workforce needs.
- **Strategy 2:** Strengthen partnerships with regional organizations to develop customized learning opportunities, including internships, clinical experiences, and apprenticeships, expanding students' real-world experience.
- **Strategy 3:** Create adaptive program models and curricula incorporating competency-based learning, educational experiences, and credentialing to support career advancement and lifelong learning.
- **Strategy 4:** Leverage university intellectual capital to drive innovative solutions, support business retention and expansion, and stimulate regional economic growth, establishing UAFS as a catalyst for regional development.
- **Strategy 5:** Broaden the creation and utilization of program advisory boards to enable a continuous exchange of feedback between the development of academic programs and the present and future needs of the community.

## PILLAR 4

### Institutional Sustainability/Resource Stewardship

To ensure our important work will continue into the future, UAFS will promote environmental, social, and economic sustainability by adopting responsible practices and policies across campus. This includes optimizing resource utilization, investing in energy-efficient technologies, and fostering a culture of sustainability among students, faculty, and staff.

Additionally, we recognize the importance of securing our institution's long-term financial stability through data-informed decision-making, prudent fiscal management, and strategic investments in infrastructure, technology, and human capital.

#### 4.1: Institutional Resources, Philanthropy, Campus Facilities, and Technology

- **Strategy 1:** Enhance data-informed decision-making by effectively communicating key data points related to institutional decisions, campus fiscal investments, and resource-generating activities.
- **Strategy 2:** Advance the strategic priorities of the institution through meaningful philanthropic partnerships with individuals, corporations, and foundations, and align these resources to support student success, and empower transformative investments.
- **Strategy 3:** Optimize campus facilities to create welcoming environments that improve campus culture and enrich research and educational spaces that drive academic excellence and functional service spaces to meet the diverse needs of the campus community while ensuring efficient and sustainable use of university infrastructure.
- **Strategy 4:** Maintain cutting-edge technology for instruction in classrooms and virtual environments while investing in secure, adaptable resources that safeguard sensitive information, support efficient campus operations, and respond to the rapidly evolving digital landscape for the benefit of the entire UAFS community.

#### 4.2: Resource Development & Sustainability

- **Strategy 1:** Elevate the university's physical and digital infrastructure, embracing innovative technologies to promote operational effectiveness, sustainability, and an enhanced campus experience, ensuring the long-term viability of university investments, and optimizing resource management and space utilization.
- **Strategy 2:** Invest in the faculty and staff who drive UAFS by building strategic recruitment initiatives, offering competitive benefits and compensation packages, and providing continuous professional development opportunities that nurture and inspire faculty and staff to reach their full potential, fostering a thriving and collaborative UAFS community.
- **Strategy 3:** Cultivate and expand purposeful, long-term, and mutually beneficial community partnerships, foster philanthropic efforts, and contribute to the region's social, economic, and environmental success.
- **Strategy 4:** Continuously evaluate the efficiency of university operations, seeking to measure the ROI (Return on Investment) of new and ongoing initiatives and opportunities to optimize costs through shared services, new technologies, and resource stewardship.
- **Strategy 5:** Internally communicate the decision-making process and the data that drives institutional resource management and allocation to empower faculty and staff to build sustainable programs that genuinely meet the needs of the institution and the individuals it serves.
- **Strategy 6:** Establish a comprehensive institutional funding framework that promotes strategic programs, seamlessly incorporating these initiatives into the broader campus-wide marketing plan, enhancing the university's impact, and better serving the region's needs.
- **Strategy 7:** Strengthen institutional scholarship offerings and foundation endowments to ensure accessible and affordable opportunities for all students and support the transformative impact of UAFS on their lives and careers.