STRATEGIC PLAN

MISSION: Transforming lives through quality learning experiences.

VISION: With 10,000 credit and 5,000 non-credit students, Arkansas State University-Beebe will become a quality, comprehensive university of choice that enriches lives and equips students to become life-long learners capable of achieving excellence within an ever-changing global society.

CORE VALUES (IDEAS)
Integrity
Diversity and Global Awareness
Excellence
Access
Student-Centered

MISSION COMPONENTS
• MC1: Offer a core curriculum of courses in which students will acquire the basic foundation of learning.
• MC2: Offer associate degrees which will prepare students for transfer into baccalaureate programs.
• MC3: Offer associate degrees and certificates that enable students to enter the workforce.
• MC4: Provide adult and developmental education programs for underprepared students.
• MC5: Provide economic and workforce development activities to support the needs of business and industry.
• MC6: Provide non-credit opportunities to enhance the cultural and educational well-being of our constituents.
• MC7: Provide meaningful opportunities for students to enhance their learning capabilities outside of the classroom.
• MC8: Partner with programs such as Regional Career Centers to provide additional learning opportunities.
• MC9: Provide assistance to students through student services and institutional support.
• MC10: Make baccalaureate degrees available through traditional methods and innovative technology.

STRATEGIC GOALS AND OBJECTIVES
1. Improve the Student Experience
   a. Expand campus life/activity initiatives
      i. Link: “enriches lives,” “quality, comprehensive university of choice,” “ever-changing global society”
      ii. Target:
         1. Increase student activities by 10% annually
            a. Measure: KPI—number of activities each FY
            b. Responsible Party: Student Services Leadership Team
   b. Increase student engagement
      i. Link: “enriches lives,” “quality, comprehensive university of choice”
      ii. Target:
1. Develop and implement a student leadership development program by June 30, 2016
   a. Measure: completion
   b. Responsible Party: Student Services Leadership Team
2. Upon selection of a nationally recognized assessment instrument, ASU-Beebe will establish a baseline. After baseline establishment, ASU-Beebe will set appropriate improvement goals.
   a. Measure:
   b. Responsible Party:

c. Optimize employee engagement
   i. Link: “enriches lives,” “equips students to become life-long learners”
   ii. Target:
      1. Require each employee to attend five student-centered activities annually
         a. Measure:
         b. Responsible Party: Chancellor’s Council
      2. Upon selection of a nationally recognized assessment instrument, ASU-Beebe will establish a baseline. After baseline establishment, ASU-Beebe will set appropriate improvement goals.
         a. Measure:
         b. Responsible Party:

d. Embrace student success
   i. Link: “quality, comprehensive university,” “enriches lives,” “life-long learners,” “achieving excellence”
   ii. Target:
      1. Achieve a graduation rate at least 15% above the national average
         a. Measure: KPI—IPEDS data compared to public two-year institutions
         b. Responsible Party: Guided Pathways (workgroup); IR (reporting group)
      2. Attain a retention rate at or above the national average
         a. Measure: KPI—IPEDS data compared to public two-year institutions
         b. Responsible Party: Guided Pathways (workgroup); IR (reporting group)
      3. Increase on-track rate to 40% by 2020
         a. Measure: KPI
         b. Responsible Party: Guided Pathways (workgroup); IR (reporting group)
      4. Sustain a student persistence rate at least 10% above the state average
         a. Measure: KPI—ADHE success rate
         b. Responsible Party: Guided Pathways (workgroup); IR (reporting group)

e. Increase student satisfaction
   i. Link: “quality, comprehensive university,” “enriches lives,” “achieving excellence”
ii. Target:
   1. Upon selection of a nationally recognized assessment instrument, ASU-Beebe will establish a baseline. After baseline establishment, ASU-Beebe will set appropriate improvement goals.
      a. Measure:
      b. Responsible Party:

2. **Enrich educational opportunities**
   a. Update and implement the Enrollment Management Plan
      i. Link: “10,000 credit students,” “5,000 non-credit students”
      ii. Target:
         1. Update and implement the Enrollment Management Plan by June 30, 2016
            a. Measure: completion
            b. Responsible Party: Enrollment Management Committee
   b. Increase credit enrollment
      i. Link: “10,000 credit students”
      ii. Target:
         1. Maintain traditional student enrollment to at least 3,150 students annually
            a. Measure: KPI based upon fall student enrollment
            b. Responsible Party: Enrollment Management Committee
            c. Definition: “traditional student” is defined as 13-24 years of age
   2. Double non-traditional student enrollment by 2020
      a. Measure: KPI based upon fall student enrollment
      b. Responsible Party: Enrollment Management Committee
      c. Definition: “non-traditional student” is defined as over 25 years of age
   c. Insourcing select baccalaureate programs
      i. Link: “quality, comprehensive university”
      ii. Target:
         1. Own and operate select undergraduate degree programs by 2020
            a. Measure: completion
            b. Responsible Party: Chancellor
   d. Increase non-credit student enrollment
      i. Link: “5,000 non-credit students”
      ii. Target:
         1. Increase non-credit student enrollment to 5,000 unduplicated headcount by 2020
            a. Measure: KPI—annual unduplicated headcount by FY
            b. Responsible Party: Director of Workforce & Economic Development

3. **Engage Alumni and Community**
   a. Expand outreach efforts
      i. Link: “quality, comprehensive university,” “enriches lives”
      ii. Target:
         1. Reestablish Alumni Association by June 30, 2016
a. Measure: completion  
b. Responsible Party: Institutional Advancement

2. Increase sponsorship to 36 community events per year  
a. Measure: KPI—number of events sponsored across all campuses each FY  
b. Responsible Party: Institutional Advancement

3. Require key external relations personnel to attend at least 100 community events annually  
a. Measure: KPI—number of events attended each FY  
b. Responsible Party: Institutional Advancement  
c. Definition: “key personnel” include Chancellor, Development Officer, Director of PR & Marketing, EACh, VC-ASUHS, VC-ASUS, VC-IA

b. Retool marketing strategies  
ii. Link: “10,000 credit students,” “5,000 non-credit students”  
iii. Target:
   1. Expend 66% of the advertising budget in TV, digital, and social media by 2020  
      a. Measure: KPI—percentage of annual dollars expended each FY  
      b. Responsible Party: Institutional Advancement  
   2. Increase social media presence (subscriptions) to 10,000 by 2020  
      a. Measure: KPI—total duplicated count of social media subscriptions by FY  
      b. Responsible Party: Institutional Advancement  
c. Cultivation and expansion of gifts  
i. Link: “10,000 credit students,” “equips students to become life-long learners”  
ii. Target:
   1. Increase scholarship endowment fund by 8% annually  
      a. Measure: KPI—dollars reported each CY  
      b. Responsible Party: Institutional Advancement  
   2. Increase employee giving to 75% participation by 2020  
      a. Measure: KPI—participation each CY  
      b. Responsible Party:  
   3. Have at least 400 unduplicated donating members in the Alumni Association by 2020  
      a. Measure: KPI—participation each CY  
      b. Responsible Party: Institutional Advancement

4. Strengthen Resource Development and Management  
a. Implement Work Smarter Initiative (Efficiencies Audit)  
i. Link: “quality, comprehensive university,” “enriches lives”  
ii. Target:
   1. Require each VC area to reexamine at least two processes  
      a. Measure: KPI—man-hours and/or dollars saved each FY  
      b. Responsible Party: Chancellor's Council  
b. Develop and implement an employee mentorship program  
i. Link: “quality, comprehensive university,” “enriches lives,” “ever-changing global society”  
ii. Target:
   1. Develop and implement program by June 30, 2016  
      a. Measure: completion  
      a. Responsible Party: Human Resources
c. Develop and implement a comprehensive organizational development program
   i. Link: “quality, comprehensive university,” “enriches lives,” “ever-changing global society”
   ii. Target:
       1. Develop and Implement a Comprehensive Organizational Development Program by June 30, 2017
          a. Measure: completion
          b. Responsible Party: Employee Development Committee

d. Update Master Facility Plan
   i. Link: “10,000 credit students,” “5,000 non-credit students,” “quality, comprehensive university,” “enriches lives,” “ever changing global society”
   ii. Target:
       1. Update the Master Facilities Plan by June 30, 2017
          a. Measure: completion
          b. Responsible Party: Finance and Administration

e. Institute go-mobile initiatives
   i. Link: “quality, comprehensive university,” “enriches lives,” “ever-changing global society”
   ii. Target:
       1. Require each VC area to implement two mobile initiatives by June 30, 2016
          a. Measure: KPI—may vary depending on initiative (e.g., constituents reached, number of uses, dollars saved, man-hours saved, customer satisfaction survey, etc.)
          b. Responsible Party: Information Technology Services