



2020-2025 Strategic Plan

Revised Mission Statement

Enriching lives through education, service and outreach

Revised Vision Statement

To offer quality education and effective services while establishing a model for leadership in our region and beyond

GOAL 1: Promote High Quality, Relevant Academic Programs & Faculty to Ensure Student Transition to Career or Graduate School

S.M.A.R.T. Objectives

100% of students be provided with a career exploration experience as part of their degree program

80% of undergraduate students secure degree-related employment or enroll in a graduate program

85% of graduate students secure degree-related employment or enroll in a graduate program

Create 3 new and relevant on-campus academic programs

Create 10 new and relevant online academic programs

Tactics

1. Conduct a viability study of existing academic programs to determine feasibility and sustainability
2. Create a reinvestment structure to incentivize departments to create new, relevant academic programs
3. Add 3 new and relevant on-campus academic programs and 10 new and relevant academic programs online
4. Explore the opportunity to formally re-establish the UWA Honors Program to promote retention
5. Ensure that all academic programs are content rich and relevant with internships and/or experiential learning opportunities, where appropriate, that directly align to student career goals
6. Strengthen continuous improvement of institutional performance on accreditation processes
7. Collect student career outcome data from all students (on-campus and online) through a first destination survey to validate success
8. Attract high quality and diverse faculty by researching comparable institutions to provide a competitive salary and by researching solutions to meet employee housing needs as they arise
9. Hire highly qualified and diverse faculty through a thorough vetting process for all new hires (adjuncts included) and provide a rigorous new faculty (on-campus and online) orientation and training
10. Strengthen assessment practices for quality improvement in academic programming including a process for first-semester review of new faculty (on-campus and online) and a formal evaluation process for all faculty (including adjuncts)
11. Retain high quality and diverse faculty by ensuring a rigorous, effective and equitable tenure and promotion process, implementing a merit-based pay system for faculty, and providing adequate facilities and professional development opportunities for faculty

GOAL 2: Grow Enrollment

S.M.A.R.T. Objectives

Increase first-time freshmen enrollment to **425 students**

Increase on-campus undergraduate enrollment to **2000 students**

Increase online total enrollment to **5000 students**

Tactics

1. Realign the organizational structure so that there is a specific focus on on-campus and online enrollment management through the establishment of an entity responsible for comprehensive Enrollment Management and related programs and staff
2. Develop and implement a strategic, comprehensive Enrollment Management Plan
3. Increase affordability through pricing strategies and creative cost reduction incentives
4. Increase transfer-friendly practices and policies to promote growth in transfer student enrollment by establishing new partnerships with community colleges, dual enrollment schools, and international partners
5. Engage professional marketing expertise to increase visibility of programs and the institution to attract potential students and maximize recruiting efforts
6. Hire and retain highly qualified and diverse faculty/staff
7. Add new, relevant academic programs and reinvest in existing, viable programs

GOAL 3: Increase Retention and Persistence to Graduation

S.M.A.R.T. Objectives

New freshmen: **40% 6-year graduation rate**

Transfer students: **45% graduation rate**

Transfer-out-rate: **≤ 30%**

Full-time first-time students: **70% 1-year retention rate**

Tactics

1. Enhance and expand community, alumni, professional, and faculty connections and career networking opportunities for students to ensure meaningful professional and career connections are made
2. Enhance and increase campus amenities and facilities provided for student use
3. Enhance academic and administrative support programs (centralized and faculty advising)
4. Maintain, create and implement evidence-based student wellness programs and services prioritizing prevention-focused initiatives and addressing determinants of key health issues such as safety and violence, alcohol and drug use, and mental health
5. Increase university-sponsored culturally responsive programming that is interdisciplinary and interdepartmental
6. Increase affordability through pricing strategies and creative cost reduction incentives
7. Engage in professional development for faculty and staff focusing on customer service, technology and cultural competency
8. Develop faculty teaching skills to address the learning needs of the 21st century student
9. Add new, relevant academic programs

GOAL 4: Pursue An Institutional Identity That Exemplifies Effective Communication, Inclusiveness, Collaboration, And Outreach

S.M.A.R.T. Objectives

Conduct internal customer service training programs **annually**

Provide relevant workforce training and economic/community development programs **annually**

Ensure **100% participation** of all departments utilizing the Campus Portal

Increase the number of students, faculty, and staff engaged/involved in community service and outreach activities

Tactics

1. Improve intra- and inter-departmental communication through a review of processes for efficiency, implementation of new and more efficient processes (via technology) across campus, and acknowledgement of skills, experience and creativity as shared resources
2. Optimize on-campus services to achieve the highest level of customer service satisfaction via a customer service training program and continuous improvement of operations, processes and services
3. Address the social, cultural, health and safety needs of campus by implementation of a campus climate survey and related strategies to address outcomes, including improving support, communication, and protocols for students, faculty and staff who experience bias related incidents
4. Develop a campus-wide Diversity and Inclusion plan and professional development opportunities that focus on developing a healthy, safe, and welcoming climate and culture
5. Promote and facilitate a culture of healthy choices and healthy living on the UWA campus by assessing existing health and wellness programs, providing innovative access to healthcare, providing training related to health and safety and establishing a campus wide Health and Wellness Plan
6. Meet the needs of the greater UWA community through effective service and outreach
7. Enhance community relations and awareness via informative and consistent communication and outreach programming and identifying and pursuing relationship opportunities to expand our footprint
8. Accelerate economic growth by supporting and facilitating economic development projects in our region
9. Provide effective services and resources to support the local community/region by engaging the campus community in activities and programs that mutually benefit the University and the community
10. Enhance communication in regards to the UWA Division of Online Programs to ensure transparency and strengthen alignment across the institution
11. Continue the partnership with University Charter School under the terms of the existing Cooperative Endeavor Agreement
12. Continue to provide facilities in accordance with the existing MOU to UCS during the construction of and transition to the new UCS campus

GOAL 5: Increase Operational Efficiency and Fiscal Responsibility

S.M.A.R.T. Objectives

Achieve annual operating net income of **\$ 1,000,000**

Achieve a net operating revenue ratio of **2 %**

Grow net assets by **\$1,000,000 per year**

Reduce Debt by **\$1,250,000 per year**

Establish an endowment and increase it in value by **2% annually**

Tactics

1. Conduct a space utilization study to optimize existing space and create a facilities master plan that aligns renovations and new facilities with strategic priorities
2. Identify and prioritize capital projects and other major capital outlays with strategic objectives as part of facilities master plan that also includes a comprehensive plan for improvement of athletic facilities
3. Maximize efficiency of current operations by evaluating programs and services for viability and effectiveness and, where possible, digitizing operational and fiscal paperwork
4. Provide financial and operational guidance and training to departmental decision makers and the appropriate staff
5. Encourage a climate of fiscal responsibility by broadening awareness and competency in fiscal responsibility for all employees
6. Attract, hire, and retain high quality and diverse staff by implementing a thorough vetting process, offering competitive salaries, providing adequate training, implementing a required formal evaluation process, and implementing a merit-based pay system for employees
7. Continue to increase revenue through grants and contracts from federal and state agencies, corporations, and foundations
8. Cultivate a culture of philanthropy at UWA by broadening the base of donors and continuing to strengthening gift planning by creating an endowment which represents a long-term outlook on financial performance and position
9. Increase fundraising and support from alumni and friends generally and specifically through a comprehensive and strategic capital campaign that also includes fundraising specific for the athletics program
10. Strengthen alumni relations by becoming a key, strategic partner with on campus departments and creating an environment that encourages departments to develop programs of philanthropic support from alumni.
11. Provide meaningful, lifelong opportunities for alumni to engage and connect with UWA