**University Strategic Planning Committee Steering Committee**

**Working Group Notes from Discussion Session on 4 Strategic Planning Categories**

**Purpose: Vision and Mission**

Major Purpose related to student access, success, and excellence

1. Rethinking Recruitment, and what we have to offer
* Internship, hands-on, local business partnerships
* Incentives for recruitment: laptops, scholarships, prior learning experience credit
* Identify who needs access and match students to the programs that we offer.
* Match the student with the need.
* Identify the student and what they need.
* Target nontraditional students' ex. Women in welding. Ex. Stem programs
* PLA Prior Learning Experience Expansion
1. Retention incentives
* Returning students scholarships
* Broader mentorship program to include all students
* Diversity in recruitment staff and faculty/staff
* Multicultural Center would be very beneficial to keep up with upcoming diversity changes.
* Artificial intelligence as a tool, geo-fencing connects with students before issues of grades, withdrawal, or dropping of classes begins.
1. Innovation for student success
* More internships through programs of study with local business partners
* Use of artificial intelligence for operational procedures and possible within academic programs

**Product: Programs and Delivery**

* Turn minors into certificates.
	+ This gives students a degree and a certificate.
* Targeted program development (focus on ROI)
	+ Identify specific degree programs for both marketing and resource allocation.
	+ Focus on ROI to help create pipelines
		- E.g., where could we make significant expansions by adding one more faculty member?
			* Where could we add a graduate degree, for example,
		- E.g., In A&H, things like Rehab Science, Criminal Justice, Emergency Management, Engineering Computer Science, professional programs)
* Create a “flipped degree” (where major is “on the bottom”;we use “the top” to satisfy gen ed)
	+ Most Ozark degrees are 70 hours, but only 15 are gen ed; the problem with transferring to ATU is that ADHE requires 35 hours of gen ed (and a certain proportion are an upper level)
	+ Identify specific # of upper-level classes at ATU Russellville and allow them to count them for lower-level gen ed.
		- Map this so it is clear what courses could be involved in "upper-level gen ed" and be clear what counts for what and how it is assessed
	+ Also, carve out 15 hours for a certificate of their choice—then they will get the lower level major, a certificate, and a 4-year degree.
	+ Allows for excellent access AND accessibility
* Make online and virtual experiences excellent.
	+ Motivate faculty to online/virtual teaching excellence
	+ Centralize authority related to online implementation
		- Focus on systems, delivery, design, and implementation (not course content)
	+ Have funds to help compensate faculty for training and course design/redesign to make classes more accessible online
	+ Clarify what hi-flex is and how it is beneficial for students AND faculty (for these classes, faculty may see it as basically having to set up BOTH an asynchronous online course AND a face-to-face)
* Recruitment
	+ Actively recruit more diverse students (especially with regard to African American and Latino students)
		- Bilingual recruiters (because of students’ families)
		- More recruiters in other areas
	+ Create a summer bridge program and early arrival programs for these students; help create a cohort environment; give course credit for this!
		- If we increase access, we have to increase support services.
* Expand prior learning assessment (PLA), especially for military
	+ Evaluate transcripts from the military to corresponding courses in the university curricula
	+ Example—'Credit for Heroes’ program at Central Texas College
	+ This may depend on the major; it could be especially helpful for gen-ed
* Teaching Support and Enhancement (something like Faculty Teaching Fellows)
	+ Train faculty to help give other faculty feedback on teaching best practices (both online and in-person)
	+ This loops back to making the online and virtual experience excellence
		- It must be a personal growth tool, not a hire-fire tool
		- Demise of e-Tech was faculty perception that training/feedback was going to be used against them
		- Can’t look like an arm of the administration
	+ Culture change where we lean on this type of feedback in addition to student course evaluations
	+ Incentivize it with funding

**Partnerships: External and Internal**

Report from Ted Abernathy on workforce development.

* Initiated by local industry through the Russellville Area Chamber of Commerce.
* Develop employees who can support industry needs.
* Tech on board with workforce development committee.
* Develop a program with various K-12 schools to create mentorship programs between industry and local students.
* ATU and Gov. Hutchinson have developed a career coaching program that complements the above effort. Career coaches learn students’ aptitudes and interests and help them understand the educational options that best fit their goals.
* Create an opportunity to stack those initial credentials into further education for career advancement.
* Fill an advising gap that exists for K-12 students who are not on a traditional, four-year college track.
* Industry mentors for K-12 students, internships, and job shadowing are cited as important steps in achieving objectives.

Must be sensitive to the fact it is an industry-led initiative, and Arkansas Tech best serves the whole by participating as a partner in that effort.

* ANO hiring ATU engineering graduates and finding the benefits of that cited as an example.
* Key to listen to industry needs and inform industry of existing programs or willingness to develop new programs.

How is ATU influencing and interacting with the communities it serves?

* There is a great deal of talent on campus. Is it playing a role in our communities?
* Importance of ATU faculty and staff advocating within their sphere of influence to positively affect recruitment, etc. (internal pride 🡪 outreach)
* Encourage faculty and staff to build upon their existing network to drive recruitment.

Programming Partnerships

* Rockline Industries
* Bank OZK
* Green Pay Packaging
* What are the similar partnerships we might be missing?

Mexican Consulate

* Are there other nations with whom we could build similar partnerships?
* Increase outreach with international recruitment agencies.
* Build meaningful partnerships that exist on an interpersonal basis with key influencers.

Partnerships with Other Universities

* Be strategically positioned for mutually beneficial partnerships with independent colleges and vocational institutions.
* Programs that are offered here, not at other schools, that we can offer to their students through a memorandum of understanding.

Community-Based Research

* Serving community partners with classes that solve real-world problems and provide authentic experiences to students.

**Profitability: Institutional Support**

1. We need to realize there has been a shift in focus regarding higher education to focus on the workforce. Specifically, people are trying to find a way to get to the workforce faster and with limited debt.

Examples:

* 1. Arizona State: 1 million new students by 2030 by micro-credentials in various formats
	2. Nursing/Training and offering these services to the community/Saint Mary’s Hospital\*
	3. We have more academic programs that could be utilized to offer training to industry\*
	4. We need to increase advertising the possibilities and help to increase visibility\*
1. Research is indicating there is an overreliance on tuition. Where can we encourage corporate/private partnerships? Eliminate duplication.

Examples:

* 1. Businesses who are willing to invest in the students in order to guarantee a job for them when they graduate.
		1. Saint Mary’s used to offer to students who will come work with them after graduation.
	2. What are we doing in house, which other companies are already doing? Outsourcing/partnerships
		1. Mental health
	3. Utilize more grant opportunities
	4. Fundraising
	5. Even though we cannot depend on tuition, people expect more now from higher education. They expect us to offer A – Z services, but at a reasonable price.
	6. RE-evaluate existing funds and how they are allocated
		1. We are on track with our current expenses due in part to the recent restructure.
1. Facilities/Equipment
	1. The survey results shown today indicated UCA was a preferred choice because of their facilities and what they had to offer for student life. We need to showcase our assets and facilities to potential students.
	2. We need to identify the student population as we move forward. Example: Are they Latino? Are they living at home with a need of a location to "hang out" on campus?
		1. Need lockers or places to store things for those who do not live on campus.
		2. Campus living room – how do we get the buy-in? How do we make the campus a place they want to hang out?
	3. Incorporate popular restaurants/franchises/commerce on campus
	4. Master plan review. Where are we? Where do we want to go next?
	5. STEM Building
2. Honoring tuition price from two-year institutions?
3. Communication of plans/events on campus needs improvement.
	1. ATU apps
	2. Unified calendar
	3. Notifications/pushes from Apps/Social Media(Instagram/TikTok)
4. Need commerce development that surrounds the campus
	1. Need opportunities that are close by for students without transportation
5. Change the stigma of the quality of ATU’s education
	1. Showcase/advertise more of our state-of-the-art activities
6. Hosting external events
	1. Show off our campus to those who may never otherwise experience it.
	2. Hull Student Union Conferences
7. People
	1. Tuition waivers/benefits to employees (invest in people)
	2. Professional Development – funds for faculty and staff to attend professional development
	3. Compensation improvement
	4. Mental Health Counseling Access
	5. Diversity