



STRATEGIC INITIATIVES – GRADUATION RATES

Arkansas Tech University will strive to increase the graduation rate

■ Key Points

- **Current 6 year graduation rate is 45%, we should target +55%**
- **Graduation rates are highest among our non-traditional students (25+ years old)**
 - **Strategically develop programs that would appeal to this demographic**
 - **Additional online programs especially at the graduate level**
 - **Develop relationships and programs with companies that could promote the programs to their employees**
- **Need a coordinated retention effort to help students succeed**
 - **Establish an office on campus that coordinates and “owns” all retention efforts/data**
 - **Office needs authority to make changes at the course level especially the developmental courses**
 - **Developmental courses housed under the designated retention office or college**



STRATEGIC INITIATIVES – RETENTION

Arkansas Tech University will create a dedicated office housed in Academic Affairs that will generate and coordinate all retention efforts on campus

■ Key Points

- Need a resource to mine the data to better understand trends in subpopulations of students
- Office will promote High Impact Practices (HIPS)
 - First-Year Seminars and Experiences (such as TECH 1001 and CSP 1013)
 - Learning Communities
 - Undergraduate Research
- Coordinate all retention efforts
 - Early Warning System
 - Complete College America Remedial Redesign
 - Gateway to Completion
 - Tutoring and Supplemental Instruction
 - Bridge to Excellence
 - TRIO programs
 - Upward Bound
 - Upward Bound Math Sciences
 - Student Support Services
- Office should be given authority to make changes at the course level to aid in retention.



STRATEGIC INITIATIVES – DIVERSITY

Arkansas Tech University will increase the diversity of the student population

■ Key Points

- ATU has the lowest percentage of minority students (22%) of all other four year public institutions in the state
- Latino population is the fastest growing demographic in the state
 - Strategically target this population by identifying programs that may cater to their interest
 - Translate all online course material, marketing materials, and especially website to Spanish
 - Staff all offices with multiple staff members that are fluent in Spanish
- Increase recruiting efforts from countries around the globe
 - We should leverage the IMSSO office to recruit more highly qualified international students.



STRATEGIC INITIATIVES – ENROLLMENT PROCESS

Arkansas Tech University will work to streamline the application, financial aid, and registration process. The university should set a goal to process applications, financial aid, and registration in no longer than a month from first contact.

■ Key Points

- **ATU was found to be a month and a half behind offering financial aid awards to students when compare to other universities of similar size and scope.**
- **We could make a goal of having an academic advisor contact potential students within 48 hours of receiving an initial correspondence.**
 - **Advisor could send prospective student information on programs of interest**

Musings and Projected Findings

Financial Structure and Operations

Working Group

- Vision: Act as responsible stewards of the University's resources to produce an educational product which benefits all of ATU's stakeholders.
- Mission: To construct a planned and rational process of protecting and budgeting for the University's financial and physical resources.
 - funds received from state appropriations, student tuition and fees, and donor contributions
 - the physical plant (buildings, land, etc.)
 - capital and non-capital purchases (technology, equipment, etc.)

- Objective One: Ensure that the University's financial status remains sound but flexible with or without enrollment growth
- Key Results
 - Accurate and meaningful enrollment projections
 - Academic pricing structure which keeps Tech competitive and solvent
 - Auxiliary funding model which provides neutral or positive cash flows
 - Active development efforts to increase donor base

- Objective Two: Construct a budgeting system for capital and non-capital purchases to provide for replacement and repair funding in advance
- Key Results
 - Construction of a critical maintenance hierarchy which can be used to schedule and budget for repairs
 - Creation of a budgetary system to plan for and fund repairs on all facilities from construction to demise
 - Categorization of health and status for all machinery and equipment to prepare for repair and replacement

- Objective Three: Create a technology structure (hardware and software) which allows and budgets for upgrades and replacement on rotation
- Key Results
 - Coordination of all technology upgrades, purchases and replacements through the Office of Information Systems
 - Cooperation between all departments on campus on software and hardware usage to promote compatibility
 - Categorization of all technology so that periodic replacement and repair can be budgeted for and executed in a timely manner without recourse to other budgets

Student Support

Arkansas Tech University

ATU Objectives:

- **Increase retention and persistence to graduation**
 - Student Success Center that coordinates all of the student success programs
 - Graduate students faster (changing remedial course offerings and gen ed offerings)
 - Can these be made available for free online as MOOCs?
 - Can these be offered as condensed courses?
 - Can remedial courses be turned in to delayed remediation?
 - First year, high risk students are enrolled in smaller classes with cohorts for the first year

- **Improve career success of students**
 - Increase staffing and expand Career Services
 - For each college there should be a career counselor that works with students
 - For each college there should be an Employer Relations Advisor that works with industry and businesses
 - Increase opportunities for students to connect with community in coursework
 - More service learning courses
 - More project based courses
 - More internship opportunities
 - Create a Center for Innovation and Entrepreneurship or Innovation Hub or Innovation Spaces
- **Increase diversity in student body and staff/faculty**
- **Improve campus security**
 - Create a communication center
 - Increase number of officers

- **Increase number of faculty and staff**
- **Improve communication among all of the different university parts**
- **Improve coordination with Ozark campus and Career Center**
 - Stackable degrees and certificates
 - Bachelor of Applied Sciences

- **Improve the process for providing student services and support**
 - One-stop Student Services Center
- **Improve success of students between ages of 20-24**
 - Child care center on campus
 - More flexible course offering to assist with work schedule (online courses, condensed courses or Saturday and evening offerings)
 - More on campus work opportunities (student worker positions) that are then coordinated by Career Services

Academic Structure and Faculty

- OBJECTIVE

- To improve/enhance faculty experience on all campuses
 - Advising load
 - Promotion and tenure
 - Shared Governance
 - Transparency
 - Salaries
 - Step-down retirement

Academic Structure and Faculty

- OBJECTIVE
 - To maintain transparency and shared governance

Academic Structure and Faculty

- OBJECTIVE:
 - To improve diversity among faculty/staff/students

Academic Structure and Faculty

- OBJECTIVE:
 - To re-align administrative structure and to reduce redundancy
 - Ozark campus administration/faculty/staff integrated/invited to attend applicable meetings on Russellville campus
 - Re-align academic structure on Russellville campus
 - Re-align academic structure on Ozark campus from a flat structure to mirror the re-aligned structure of the Russellville campus
 - Streamline processes that currently require approval from the Vice President of Academic Affairs
 - Change to Provost

Working Group-
University as a
Public Institution

Objective 1

- Unanimously recommend ATU consider revising its mission statement

ATU Mission

Arkansas Tech University, a state-supported institution of higher education, is dedicated to nurturing scholastic development, integrity, and professionalism. The University offers a wide range of traditional and innovative programs which provide a solid educational foundation for life-long learning to a diverse community of learners (<http://www.atu.edu/about.php>).

- Key Results (5 Characteristics of a Good Mission Statement)
 - Succinct as possible
 - Memorable
 - Unique to ATU
 - Realistic
 - Current
- Actions
 - Recommendation this be included in the Strategic Plan produced in the Spring
 - Committee, task force, etc., that evaluates current ATU mission statement

Objective 2

- ATU develop a campaign with multiple initiatives to increase the Tech identity and brand within the ATU community (faculty, staff and students across all campuses) and the surrounding towns
- Key Results
 - Better brand recognition (1 or a few symbols everyone recognizes)
 - More visibility of ATU in surrounding towns with flags, signs, etc.
 - Increased loyalty to Tech among faculty, staff, students, alumni and the surrounding towns
- Possible Actions
 - Explore a rebranding and/or reduction of ATU symbols
 - Campaign to Techify Russellville and surrounding towns
 - Have Tech Days where ATU students, faculty, staff and alumni go green and gold, not just Razorback red
 - Tech days not just for ATU but our surrounding communities as well
 - Rejuvenate Tech Connect committee

Objective 3

- ATU explore the creation of a Community Engagement Office with supporting staff
- Key Results
 - Bridge building between ATU and its surrounding communities
 - Increased collaboration between ATU and surrounding communities
 - Resource sharing between ATU and surrounding communities
 - Increased experiential learning opportunities to compliment class instruction
 - Instilling a habit of community involvement and leadership in ATU students
- Actions
 - Explore creation of a new office
 - Evaluate if this should be its own department, a center or new component of existing department (like Student Services)

Objective 4

- ATU explore creation of a department with staff to facilitate routinized experiential learning opportunities
- Key Results
 - Increased internship opportunities in businesses in our surrounding communities
 - Increased marketability of ATU students through on-the-job experience
 - Increased networking for ATU students
 - Support for departments and programs that have or want to add internship requirements
 - Added value to ATU degrees and enhanced list of business contacts
- Action
 - Explore creation of a new office
 - Evaluate if this should be its own department, a center or new component of existing department (like Norman Career Services)