



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:** 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,
- **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

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
- **Strategy 5:**

STRATEGIC PLAN

2023-2028

uafs.edu/strategic-plan

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