**Arkansas State University-Newport**

**SOARING INTO 2022**

**2019-2022 Strategic Plan**

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**Executive Cabinet**

Dr. Sandra Massey
Chancellor

Dr. Holly Smith
Vice Chancellor for Academic Affairs

Mr. Adam Adair
Vice Chancellor for Finance and Administration

Dr. Ashley Buchman
Vice Chancellor for Student Affairs

Mr. Jeff Bookout
Vice Chancellor for Economic Workforce Development

Mr. Ike Wheeler
Vice Chancellor for Leadership and Community Engagement

**ASU SYSTEM**Dr. Charles Welch
President

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Vice Chair

Mr. Price Gardner
Secretary

Mrs. Christy Clark
Member

Dr. Tim Langford
Member

**A Letter from the Chancellor:**

For many years now, the value of a college degree has been increasingly called into question. Critics claim that colleges are too costly, students are not reaching completion, and Americans are not realizing their potential. As it is ASUN’s vision to restore the American Dream in the communities we serve by providing an accessible, affordable, quality education, these claims are a dagger to the heart of our institution. Moreover, these perceptions are shaking the foundation of higher education and putting all colleges in the hot seat. Throughout much of the country, state support for higher education has declined precipitously, and many colleges have been forced to close their doors. For over a decade in Arkansas, we saw costs of operation continue to rise, but no additional funding from the state.

But in 2015, higher education in Arkansas took a promising turn when Develop presentation & handouts the Governor adopted a state goal of increasing the percentage of Arkansans who attained post-secondary degrees by 20% over 10 Determine refreshments years. Thereafter in 2017, the Governor committed an additional $10 million in higher education funding to be distributed among the February 1 states’ colleges. But the money was not to be distributed as it had been in the past. Instead of focusing solely on student headcount, the legislature adopted a Higher Education Productivity Funding Formula. Under the new Formula, funding is determined primarily by two measures – effectiveness and affordability. Simply put, effectiveness is measured by how many students progress, earn credentials, and transfer to 4-year colleges. Affordability focuses on how long it takes a student to achieve the credentials sought and how efficiently they were able to get there.

Facing these challenges head on, ASUN began the process of creating its next Strategic Plan. After several months of collecting Chancellor and analyzing the valued input of our faculty, staff, and community, ASUN developed its 2019-2022 Strategic Plan. While our Vision and Mission have not changed, the measures by which we gauge success have been brought more clearly into focus. It is not enough to get more students in the door – we must get those students in the door and back out again with work-ready credentials or ready for transfer to a 4-year university. This is essential not only to ASUN’s funding but to achieving our Vision and Mission and keeping our promise to the communities we serve.

ASUN has experienced tremendous growth and success over the past five years – we have grown enrollment, kept tuition low, and contributed substantially to the local economy not only in terms of the number of jobs provided but in the number of skilled workers produced. We could not have accomplished these things without the input and support of our community, and we cannot succeed in the future without that same support.

I am excited to see what the next three years will hold for ASUN, and I look forward to continuing this mission to enrich the community, strengthen the economy, and transform the lives of our students.

Dr. Sandra Massey
Chancellor

**Strategic Planning Process Timeline:**

January 2019

* Organize Core Group
* Discuss Presentation
* Determine Presentation Groups
* Determine Presentation Dates

February 2019

February 4th

* Schedule Meetings/Send Invitations
(Save the Date with Follow Up Email)
* Work Out Logistics for SWOT/Priorities Feedback
* Develop Presentation & Handouts
* Determine Refreshments

February 13, 20, 27

* Hold Campus Meetings

March 2019

March 18, 28

* Community Meetings

April 2019

* April 5 – Summarize Data
* April 18 – Data Analysis – Phase 1
* April 26 – Data Analysis – Phase 2

May 6, 2019

* Finalize Plan and KPIs

July 15, 2019

* Send to Marketing for Design and Publication

**Strategic Planning Process:**

Strategic planning involves evaluating successes and failures, examining processes and policies and taking a hard look at the past, present and future. Successful strategic planning also requires a careful investigation of what is going on in the lives of our students, the local economy and in the communities we serve. We must ask ourselves, “where do we want to go and how do we plan to get there?”

The development of ASUN’s 2019-2022 Strategic Plan was a 9-month process that took place as follows:

* December 2018 – ASUN formed its Strategic Planning Core Committee (a diverse group of faculty, staff and students) and began preparation for the strategic planning process.
* February 2019 – ASUN conducted strategic planning sessions with faculty and staff on each of its three campuses which included:
	+ Participation in a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis; and
	+ An analysis of: (1) issues ASUN needs to address immediately; (2) practices ASUN needs to preserve at all costs; (3) pitfalls ASUN needs to avoid at all costs; and (4) practices that ASUN does better than other colleges.
* March/April 2019 – ASUN conducted strategic planning sessions with community members on each of its three campuses which included:
	+ Participation in a SWOT Analysis; and
	+ Input and feedback about the needs of local industry and the community.
* May 2019 – ASUN conducted strategic planning sessions with students.
	+ Chancellor Massey conducted a SWOT Analysis with student leaders; and
	+ ASUN invited all students participating in graduation to complete a SWOT Analysis.

Following this extensive and thorough collection of data, the Strategic Planning Committee and members of the Executive Cabinet developed a Strategic Plan that aligns with ASUN’s existing Vision and Mission.

**Strategic Planning Committee:**

Characteristics

The strategic planning steering committee was responsible for administering the strategic planning process under the counsel of ASUN’s executive leadership team.

The strategic planning steering committee reviewed input from the range of stakeholders and disseminated data collected during the research phase to help shape the outcomes for the institution.

The planning committee met regularly during the research phase to review pertinent information, provide feedback and make recommendations based on research. Upon completion of the initial drafts of the strategic plan, the planning committee was tasked to refine the plan. The committee worked to assure the plan stayed within the mission and the core values of the institution.

Committee membership was comprised of individuals from all areas of the institution. This included faculty, staff, students and administrators. The committee also included community and industry leaders from the institution’s extended service area.

Strategic Planning Core Committee:
Stephanie Turner

Candace Gross
Jeremy Shirley
Melissa Chance
Tamya Stallings
Jennifer Ballard
Christy Mann
Debbie Snetzer
Rob Burgess
Amanda White
Emiley Lucas (student)
Alberto Garcia (student)
David Heileman (student)

Campus Meeting Participants

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Johnathan TubbsBrian PettieCrystal RoseJennifer BalladMartha TaussigJanice PattersonKristen SmithSandra MasseyDebbie SnetzerRob BurgessJoe CampbellTravis ChurchAllen MooneyhanBrandon Coe | Chris DoyleAnna WestmanTyphanie MyersKristine PenixTeriann TurnerMallory JordanJeremy ShirleyIke WheelerJeff BookoutMaria BedwellClark MarlerMary HarrisRonnie ShempertGarland Martin | Mary HouchinDaniel AdamsonKevin FoustMichael NowlinDavid MilamJudy JerniganGeraldine OverbeyAmanda WhiteBilly HouchinKathy TeagueAnthony CarrizalesRachel Zaideman | Kristina TaylorChris NelsonIrina ReynoldsStephanie WilsonAshley BuchmanVeronica ManningKimberly LongCassey TuneSara MossAdam AdairCandace GrossSamantha HarrisTressa White | Anthony BurkhammerSarah WebbBridget CollinsKaren YoungCarrie SkipperGreg SlaytonMelinda OdomVicki FransMark ConstantSavannah ReedTonya HoldenPaula MorganMichael Nave  |

Community Meeting Participants

|  |  |  |  |
| --- | --- | --- | --- |
| Henry BoyceHarvey WilliamsCarol FalwellJohn Conner, Jr.Andrea ConnerJo FortuneSteven RickettsGary MusselwhiteCindy SidesBrent LassiterJon ChadwellDean SidesJulie Allen | David StewartJim Gowen, Sr.Neal PankeyJim Gowen, Jr. Joe DuPreePat JacksonJamie DarlingSue Ellen Day BurtonRob Penix Patti MullinsDee Dee DuPreeConnie WatersSissy Boyster | Jim McLartyFrank PleggeSandra LacyCharlotte Plegge Barbara LewallenNeal VickersDanny JohnsonBill StanleyMary StanleyMatt WrightSandy TeagueBobbie PharisRitter Arnold | Louise RunyanBob WestMike DowningDonna DowningPhillip Poston Susan HanrahanApril GarciaPacelia AboagyeCharley ApplebyMark YoungDoug ImrieLori PostonKeith Gammill |

Student Participants

Meghan Cantara

Twilla Blankenship

David Heileman

Viola Henderson

**ASU-Newport Vision, Mission, Values**

**Vision**

ASU-Newport will be the driving force that revitalizes the Delta and restores the American Dream in the communities we serve.

**Mission**

ASU-Newport provides an accessible, affordable, quality education that transforms the lives of our students, enriches our communities and strengthens the regional economy.

**Values**

Integrity | Trust | Student Focus | Innovation | Community | Diversity

**ASU-Newport SWOT Analysis**

SWOT is an acronym for an organizations strengths, weaknesses, opportunities and threats. Completing a SWOT analysis provides insight into areas of focus during a strategic planning process.

**Strengths**

* High school and industry partnerships
* Variety of high demand programs
* Community engagement and support
* Quality employees
* Quality education and services
* Classroom size
* Location
* Student focus
* Teamwork
* Enrollment growth and institutional change

**Weaknesses**

* Facilities
* Technology
* Marketing
* Equality of campuses
* Staffing levels
* Student retention and completion
* Course delivery options
* Communication
* Recruitment

**Opportunities**

* High school partnership expansion
* Industry partnership expansion
* Community engagement and support
* Serving a more diverse population
* Increased university articulation agreements

**Threats**

* State funding
* Other two-year college competition
* Declining high school populations
* Economic downturns

**Serving The Region**

Northeast Arkansas Counties Served:

* Jackson (Newport Campus)
* Craighead (Jonesboro Campus)
* Poinsett (Marked Tree Campus)
* White
* Woodruff
* Cross
* St. Francis
* Crittenden
* Mississippi
* Greene
* Clay
* Randolph
* Lawrence
* Independence

ASU-Newport Campus Locations

|  |  |  |
| --- | --- | --- |
| Newport Campus7648 Victory Blvd.Newport, Arkansas 72112 | Jonesboro Campus5504 Krueger DriveJonesboro, Arkansas 72401 | Marked Tree Campus33500 Hwy. 63 EastMarked Tree, Arkansas 72365 |
| ONLINE at [www.asun.edu](http://www.asun.edu)1-800-976-1676 |

**Key Data**

Degrees Awarded

* Associate Degrees: 5-Year Increase of 44%
* Certificates Earned: 5-Year Increase of 92%

Retention Rate

* 5-Year Growth of 16%

Second Chance Pell Grant

* Enrolled 198 Students Over 3 Years

Endowment

* Increased 17% over 5-Years

Graduation

* 5-Year Growth of 22%

Headcount

* Fall Enrollment 5-Year Boost of 22%

**Strategic Priorities:**

**Strategic Priority #1 – Student Success**
Goal Statement: Arkansas State University-Newport will aggressively demonstrate a strong commitment to student success in all areas of the organization providing a premiere holistic student experience.

1. Goal: Expand ASUN’s reach by increasing enrollment within the following student populations: adults without a post-secondary credential, underserved race, underserved academic and underserved income.
2. Goal: Aggressively recruit high-demand stem program students to maximize the number of students in the industry workforce pipeline.
3. Goal: Develop and implement activities designed to eliminate achievement gaps and improve student success by strategically eliminating barriers and providing the necessary resources to support all student populations.
4. Goal: Strategically support student transitions from ASUN to another college or university and/or employment.
5. Goal: Increase affordability for students by reducing unnecessary credits at the time of completion and reducing time to degree.

**Strategic Priority #2 – Institutional Excellence**
Goal Statement: We will ensure a sustainable organization with a highly skilled and diverse workforce which fosters an employee centric culture of inclusion, continuous improvement and financial stability.

1. Goal: Ensure the highest level of excellence of faculty and staff through an emphasis on recruitment, employee retention, diversity and professional development.
2. Goal: Align and empower employee strengths that benefit the college in accomplishing strategic goals.
3. Goal: Foster a culture of diversity, inclusion and identity safety.
4. Goal: Ensure continuous improvement in all institutional operations, guided by rigorous assessment and strengthened by accountability.
5. Goal: Actively identify and engage external parties to secure alternate revenue streams that will strengthen the college and provide additional resources to enhance the student learning experience.
6. Goal: Align resources to strategic goals and activities.

**Strategic Priority #3 – Community Engagement**
Goal Statement: Arkansas State University-Newport will assume a leading role in creating economic, social and cultural advancement for the communities we serve.

1. Goal: Serve as a catalyst for economic development by creating and advancing workforce development partnerships.
2. Goal: Support local business and industry workforce needs by graduating students who are highly employable and effective once hired.
3. Goal: Ensure engagement and visibility in our communities to influence positive change, cultural advancement and diversity.

**Key Performance Indicators**

STRATEGIC INITIATIVE ONE: Student Success

Arkansas State University-Newport will aggressively demonstrate a strong commitment to student success in all areas of the organization, providing a premiere holistic student experience.

STRATEGY 1: Continue to improve outstanding service initiatives to enhance the student life cycle.

 KEY PERFORMANCE INDICATORS

* Finalize and implement the Holistic Student Support Model.

STRATEGY 2: Expand ASUN’s reach by increasing enrollment within the following student populations: adults without a post-secondary credential, underserved race and underserved income demographics.

KEY PERFORMANCE INDICATORS

* Increase the number of adults without a post-secondary credential by 1% annually.
* Increase the number of students in an underserved race by 1% annually.
* Increase the number of students who are Pell eligible by 1% annually.

STRATEGY 3: Aggressively focus on high-demand and STEM programs to maximize the number of students in the transfer and workforce pipeline.

KEY PERFORMANCE INDICATORS

* Increase the number of high-demand program students by 2%
* Increase the number of STEM program students by 2%

STRATEGY 4: Develop and implement initiatives designed to eliminate barriers to student success.

KEY PERFORMANCE INDICATORS

* Increase the number of credentials awarded by1% annually.
* Increase retention annually by1% annually.
* Increase gateway course success annually by1% annually.

STRATEGY 5: Strategically support student transitions from ASUN to a university.

 KEY PERFORMANCE INDICATORS

* Increase the college transfer rate by 1% annually.

STRATEGY 6: Increase affordability for students by reducing unnecessary credits at the time of completion and reducing time to degree.

KEY PERFORMANCE INDICATORS

* Complete and implement a new advising model.
* Increase progression rates 1% annually.

STRATEGIC INITIATIVE TWO: Institutional Excellence

Arkansas State University-Newport will ensure a sustainable state-of-the art learning organization while promoting a highly skilled and diverse workforce which fosters an employee centric culture of inclusion, continuous improvement and financial stability.

STRATEGY 1: Ensure the highest level of excellence of faculty and staff through an emphasis on recruitment, diversity, employee retention and professional development.

KEY PERFORMANCE INDICATORS

* Identify high-impact practices to increase exceptionally qualified and diverse applicant pools.
* Increase professional development opportunities and participation.
* Increase wellness opportunities to promote a healthy work environment.
* Empower employees to benefit the college in accomplishing strategic goals by aligning strengths with career development.

STRATEGY 2: Foster a culture of diversity, inclusion and safety.

KEY PERFORMANCE INDICATORS

* Campus survey shows an increase in employee awareness and understanding of ASUN’s culture of diversity, inclusion and identity safety.
* Implement best practice initiatives to increase campus safety.

STRATEGY 3: Ensure continuous improvement in all institutional operations, guided by rigorous assessment and strengthened by accountability.

KEY PERFORMANCE INDICATORS

* Add a minimum of one new SOP per division annually.
* Complete co-curricular assessment plan across the college.
* Adhere to the Executive Cabinet review calendar to ensure accountability.
* Distribute an annual assessment and impact report to stakeholders.

STRATEGY 4: Deploy and sustain evolving information technology to transform the student experience and organizational efficiency.

KEY PERFORMANCE INDICATORS

* Transition to the ASU System ERP software.
* Develop and implement procedures to ensure integrity of student identification.

STRATEGY 5: Actively identify and engage external parties to secure alternate revenue streams that will strengthen the college and enhance the student learning experience.

KEY PERFORMANCE INDICATORS

* Increase new grant funding by an average of $100,000 annually.
* Increase giving/endowments by an average of $100,000 annually.

STRATEGY 6: Align resources to strategic goals and activities.

KEY PERFORMANCE INDICATORS

* Establish a process for continuous review of alignment of resources.

STRATEGIC INITIATIVE THREE: Community Engagement

Arkansas State University-Newport will assume a leading role in creating economic, social and cultural advancement for the communities we serve.

STRATEGY 1: Serve as a catalyst for economic development by creating and advancing workforce development partnerships.

KEY PERFORMANCE INDICATORS

* Increase the number of active advisory committee members by 5%.
* Add three significant new industry partners.

STRATEGY 2: Support local business and industry workforce needs by graduating students who are highly employable and effective once hired.

KEY PERFORMANCE INDICATORS

* Increase the number of employer surveys which indicate ASUN graduates are
 valuable employees.
* Increase the number of third party credentials offered.
* Increase the number of third party credential and licenses earned by students.

STRATEGY 3: Ensure engagement and visibility in our communities to influence positive change, cultural advancement and diversity.

KEY PERFORMANCE INDICATORS

* Increase the number of ASUN participants in community organizations within the three service counties.
* Increase ASUN employee and student volunteerism by 1% annually.