



2025 Transformation

The UA System Strategic Plan



Mission Statement



The University of Arkansas System is a comprehensive, publicly-supported higher education institution composed of 18 unique campuses, divisions and administrative units that share the singular goal of serving Arkansas residents and others by developing and sharing knowledge to impact an ever-changing world. The UA System provides access to academic and professional education, and develops intellectual growth and cultural awareness in its

students, staff and faculty. The system further promotes an atmosphere of excellence that honors the heritage and diversity of our state and nation. It provides students, researchers and professionals with tools to promote responsible stewardship of human, natural and financial resources in Arkansas and around the globe, and with workforce-relevant knowledge to enhance economic development efforts that improve the overall quality of life and societal well-being.



Overview

The 18 institutions and units that comprise the University of Arkansas System include five two-year institutions: Phillips Community College of the University of Arkansas (PCCUA), the University of Arkansas Community College at Batesville (UACCB), the University of Arkansas Community College at Morrilton (UACCM), the University of Arkansas Community College at Hope (UACCH) and Cossatot Community College of the University of Arkansas (CCCUA); five four-year institutions: the University of Arkansas, Fayetteville (UAF), the University of Arkansas at Fort Smith (UAFS), the University of Arkansas at Little Rock (UALR), the University of Arkansas at Pine Bluff (UAPB) and the University of Arkansas at Monticello (UAM); the state's major academic medical center, the University of Arkansas for Medical

Sciences (UAMS); a statewide Division of Agriculture; a presidential graduate school, the University of Arkansas Clinton School of Public Service; a residential high school, the Arkansas School for Math, Sciences and the Arts (ASMSA); as well as several units critical to the economic and cultural fabric of the state, including the Arkansas Archeological Survey (AAS), the Criminal Justice Institute (CLI) and the Winthrop Rockefeller Institute (WRI). The Board of Trustees of the University of Arkansas recently approved the formation of the system's 18th institution, the University of Arkansas System *e*Versity, a 100-percent online university offering high-quality, affordable, accessible, workforce-relevant degrees and credentials in a format that meets the needs of the students unable to attend a traditional face-to-face campus.



Transformation 2025

The Transformation 2025 Strategic Plan for the University of Arkansas System looks forward 10 years with the goal to position the system, through its associated institutions and units, to continue to be the premier system of higher education in Arkansas and one of the most productive and resource efficient systems in

the nation focusing on student achievement and success. Transformation 2025 is based upon seven overarching system-wide goals with evaluation metrics to assess the progress toward meeting them. Annual assessment of progress will be reported to the Board of Trustees.

Goal 1 Expand access to higher education to all Arkansans including traditionally underrepresented students. **10-year goal - graduates of the University of Arkansas System should mirror the demographics of the State.**

Metrics

- Annual comparison of state demographics with those of enrolled students for each institution individually and collectively at the system level.
- Annual comparison of state demographics with those of faculty and staff for each institution individually and collectively at the system level.
- Evidence of institution-specific programs and initiatives to expand access and enhance diversity.



Goal 2 Improve student retention and graduation rates. **10-year goal - student retention and graduation rates should exceed averages of peer institutions.**

Metrics

- Annual improvement in retention per class with goal to mirror average of peer institutions.
- Graduation rate measured against peer institutions and compared to *U.S. News and World Report* predicted rate.
- Annual degree production equal to or exceeds full-time equivalent undergraduate enrollment divided by six for four-year institutions, and three for two-year institutions.
- Partnerships between system two- and four-year institutions to improve student success and to increase degree production.
- Institutional cost to produce a degree as compared to peers.

Goal 3 Enhance regional and national reputation of UA System Institutions. **10-year goal – improvement in institutional quality as measured against peers including regional and national rankings.**

Metrics

- Annual comparison to peers through select rankings and other verifiable measures of quality in institutional programs and services.
- Annual evaluation of faculty, staff and administrators.
- Periodic in-depth formative evaluation of faculty (post-tenure review) and senior administrators.
- Percent of budget directed to instruction and academic support, as compared to peers.
- Student/faculty ratio.
- Periodic review of programs to ensure relevancy.

Goal 4 Financial Efficiency. **10-year goal – as stewards of state resources, institutional resource allocation will be efficiently focused on education, research and service to the state.**

Metrics

- Periodic evaluation and reallocation of resources to support primary institutional goals.
- Teaching space utilization optimized to match classroom capacity with course enrollment.
- Faculty and staff compensation offered at levels that meet or exceed those provided at peer institutions.
- Periodic assessment of staffing levels to ensure appropriate support for institutional mission.

Goal 5 Technology. **10-year goal – University of Arkansas System institutions will utilize state-of-the-art technology in classrooms and laboratories to assist faculty and staff in teaching, research and service to the State of Arkansas.**

Metrics

- Classroom and laboratory instructional technology is appropriate for the course content and up-to-date.
- Training is available to support faculty and staff in the use of technology.
- Research facilities, instrumentation and library resources are appropriate for institutional mission.

Goal 6 eVersity. **10-year goal – The University of Arkansas System eVersity, a 100 percent online university will enroll over 10,000 students annually, and offer a robust portfolio of high-quality, affordable, accessible, workplace-relevant degrees and credentials in a format that meets the needs of the learners who are unable to attend a traditional face-to-face campus.**

Metrics

- Year-to-year enrollment increases until target enrollment is reached.
- Number of credential and degree programs offered.
- Accredited within first 5 years of operation.
- Financially viable and self-sustaining without state general revenue.

Goal 7 Economic Impact. 10-year goal – The UA System will continue and expand its role as an economic engine for the state through cutting-edge research, workforce development programs, and support of private industry, including the work of the Division of Agriculture to support and grow the state’s \$21 billion agriculture community.

Metrics

- Number of patent applications and awards to university faculty.
- Number of companies formed through commercialization of university research.
- Economic impact statements on university entities.
- Examples of workforce development activities spawned by UA System campuses.





UNIVERSITY OF ARKANSAS SYSTEM

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