

<b>STRATEGIC GOAL 1: ADVANCE EXCELLENCE IN TEACHING AND LEARNING</b>	
<b>Initiative 1: Support teaching effectiveness through enhanced learning environments and pedagogical resources.</b>	
<b>Strategy</b>	<b>Status</b>
1. Provide professional development opportunities for faculty to explore and adopt high-impact pedagogical approaches.	<b>COMPLETED</b>
2. Create a technology innovation grant program to support testing and development of new technological resources to enhance learning.	<b>COMPLETED</b>
3. Expand orientation and training opportunities, led by key faculty and IT staff, to support effective use of technology in teaching and learning.	<b>COMPLETED</b>
4. Develop plans to address space, service, and electronic access needs of the library with an eye toward a signature campus center that interweaves library, student life, digital access, scholarship, public forum and academic enrichment.	<b>SIGNIFICANT PROGRESS</b>
5. Develop plans and a timeline for systematically upgrading classroom appearance, equipment, and instructional technology for each academic school	<b>SIGNIFICANT PROGRESS</b>
6. Create a structure to support campus-wide efforts to enhance teaching effectiveness, including but not limited to the use of instructional technology.	<b>LIMITED PROGRESS</b>
<b>Initiative 2: Promote student success and academic engagement.</b>	
1. Create a Student Success Center to consolidate academic services such as tutoring, the Academic Skills Development Program, testing (ACT/GRE), career services, and academic counseling.	<b>COMPLETED</b>
2. Strengthen the Carl Goodson Honors Program to enhance the educational experience of our strongest students.	<b>SIGNIFICANT PROGRESS</b>
3. Develop a process for identifying and mentoring high-achieving students to seek admission to top-level graduate programs and to apply for prestigious regional and national awards and fellowships.	<b>NO PROGRESS</b>
4. Provide ongoing funding to support undergraduate research, including travel to scholarly meetings for presentations.	<b>SIGNIFICANT PROGRESS</b>

<b>Initiative 3: Refocus academic programs to blend effectively the liberal arts, professional education, and experiential learning.</b>	
1. Review and revise the general education program to provide a compelling blend of the traditional liberal arts, the majors, and experiential learning.	<b>COMPLETED</b>
2. Review all degree programs with the aim of enhancing experiential learning through activities such as undergraduate research, creative performance, service learning, internships, and international study opportunities.	<b>SIGNIFICANT PROGRESS</b>
3. Evaluate and strengthen pre-professional programs through curricular modifications, enhanced partnerships, and aggressive marketing.	<b>SIGNIFICANT PROGRESS</b>
<b>Initiative 4: Target new opportunities for growth consistent with our vision, mission, and values</b>	
1. Create a fund to provide seed money for new academic ventures designed to generate revenue and become self-sustaining (e.g., an online degree program, a new major or minor, etc.).	<b>SIGNIFICANT PROGRESS</b>
2. Design a new interdisciplinary degree program in ecological and economic sustainability, drawing on our traditions of regional studies, environmental research, and On the Ouachita.	<b>COMPLETED</b>
3. Encourage the development of new academic programs that fit the university mission, address a documented demand, and contain costs by using existing resources or by establishing effective partnerships	<b>COMPLETED</b>
<b>Initiative 5: Consistent with the university's mission, vision, and values work toward building a more diverse community and cultivating the appreciation of diversity among students, faculty, &amp; staff.</b>	
1. Expand curricular opportunities within the CORE and the majors, as appropriate, to foster understanding and appreciation of diversity.	<b>COMPLETED</b>
2. Explore and expand study and travel opportunities for students and faculty, both internationally and within the U.S.	<b>SIGNIFICANT PROGRESS</b>
3. Examine and modify, as appropriate, our recruiting and hiring procedures with the aim of increasing minorities and women faculty and staff.	<b>LIMITED PROGRESS</b>
4. Explore and adopt meaningful ways to celebrate ethnic diversity and strengthen intercultural community on campus.	<b>SIGNIFICANT PROGRESS</b>
<b>STRATEGIC GOAL 2: ENHANCE STUDENT LIFE EXPERIENCES</b>	
<b>Initiative 1: Invest in programs that develop student leadership.</b>	
1. Establish funding for a leadership training retreat each semester and enhancements to the existing Leadership Summit.	<b>SIGNIFICANT PROGRESS/ REVISED STRATEGY</b>

2. Develop an Emerging Leaders program with the purpose of identifying prospective student leaders in the first semester on campus, with the objective of facilitating personal growth and a commitment to serving others and the university through leadership opportunities.	<b>Combined &amp; refocused (See 2.1)</b>
<b>Initiative 2: Renovate and expand student life and residential facilities based on enrollment growth.</b>	
1. Assess the functionality, size, and aesthetics of student life facilities, housing facilities, athletic facilities, and recreational sports fields, in order to create a short-term, intermediate-term, and long-term facility needs plan.	<b>SIGNIFICANT PROGRESS</b>
2. Develop a student life endowment to provide future budget supplementation of the activities on campus and in the community.	<b>SIGNIFICANT PROGRESS</b>
<b>Initiative 3: Build the outdoor recreation program into a regional showcase.</b>	
1. Within five years, combine the part-time director of recreational sports and part-time director of outdoor recreation positions into a single role, recruiting a masters-prepared individual to lead the program with the goal of positively affecting student recruitment and retention.	<b>COMPLETED</b>
2. After surveying outstanding programs at other institutions, set benchmarks for student participation levels in a broad range of outdoor activities.	<b>COMPLETED</b>
3. Utilize significant existing faculty expertise to connect the curricular with the co-curricular, enhancing the educational value of the outdoor recreation program, and exploring possible academic credit opportunities for faculty-led experiences.	<b>SIGNIFICANT PROGRESS</b>
<b>STRATEGIC GOAL 3: ADVANCE HUMAN, PHYSICAL, AND FINANCIAL RESOURCES</b>	
<b>Initiative 1: Build financial flexibility to respond to environmental conditions and institutional needs.</b>	
1. Reduce reliance on borrowing by generating annual operating surpluses of \$300,000-500,000.	<b>SIGNIFICANT PROGRESS</b>
2. Reduce discount rate to 50% or below by 2013-14 academic year and maintain at that level.	<b>LIMITED PROGRESS</b>
3. Raise endowed scholarship funding to 15% of total institutional aid by 2013 and to 30% by 2018.	<b>LIMITED PROGRESS</b>
4. Continue developing multiyear operating budgets using three revenue scenarios: expected revenue, lower revenue, and higher revenue.	<b>COMPLETED</b>
<b>Initiative 2: Develop a fair, equitable and improving compensation plan for all faculty and staff.</b>	
1. Implement a compensation improvement plan to ensure continued progress toward benchmarks.	<b>LIMITED PROGRESS</b>
2. Explore a compensation plan for faculty and staff tied to annual performance evaluations.	<b>LIMITED PROGRESS</b>

<b>Initiative 3: Plan for funding goals and initiatives of the strategic plan.</b>	
1. Establish an incentive funding pool to encourage development of strategic planning initiatives.	<b>SIGNIFICANT PROGRESS</b>
2. Create an annual operating budget allocation to fund ongoing needs of new initiatives.	<b>LIMITED PROGRESS</b>
3. Establish development goals to fund major facilities needs identified in the plan.	<b>SIGNIFICANT PROGRESS</b>
4. Create an annual operating budget allocation to fund minor facilities improvements.	<b>LIMITED PROGRESS</b>
<b>STRATEGIC GOAL 4: FOSTER INTERNAL AND EXTERNAL COMMUNICATION</b>	
<b>Initiative 1: Establish and implement a systematic review of programs across campus.</b>	
1. Implement seven-year campus-wide program review.	<b>COMPLETED</b>
2. Review staffing needs to coordinate the university's institutional research and accreditation initiatives.	<b>LIMITED PROGRESS</b>
<b>Initiative 2: Improve the quality and timeliness of information flow to support decision-making.</b>	
1. Continue to evaluate and enhance internal communication strategies and resources.	<b>SIGNIFICANT PROGRESS</b>
2. Document and catalog existing institutional databases containing common information.	<b>LIMITED PROGRESS</b>
3. Strengthen data reporting and security policies related to institutional decision-making.	<b>SIGNIFICANT PROGRESS</b>
<b>Initiative 3: Examine available technologies to improve connectivity.</b>	
1. Enhance internet connection and improve bandwidth.	<b>COMPLETED</b>
2. Explore need and facilities for video conferencing and other external connections.	<b>ON HOLD</b>
<b>Initiative 4: Enhance external communication strategies, including expanding social networking.</b>	
1. Develop a comprehensive university marketing plan.	<b>LIMITED PROGRESS</b>
2. Document current social networking and website activity, determining needs and priorities.	<b>LIMITED PROGRESS</b>
3. Review staffing levels to adequately maintain marketing, web, and social networking development and support.	<b>LIMITED PROGRESS</b>