

GOALS and OBJECTIVES

I. GOAL: Student Success

The University of Arkansas will offer unparalleled access to a holistic education that is designed to help our students grow, contribute, and thrive throughout their lives and in their communities from matriculation to graduation. To achieve this, the University will focus on these four goals:

- Academic success & intellectual engagement
- Career readiness
- Affordability
- Wellness & belonging

Academic Success & Intellectual Engagement: Ensure students are aware of practices that lead to academic success, understand the opportunity to experience the full array of intellectual engagement afforded through a college education. Students will know where to find resources to help them design a personal plan for success that marries personal, professional and intellectual goals.

Metrics / data source (IPEDS, NSSE and OSAI, Council of Graduate Schools):

- Reduction in achievement gaps (retention/graduation rates) across demographics (Pell, undergraduate and graduate students)
- Increased number of graduate students
- Improve doctoral time-to-degree rate completion for on-campus, full-time doctoral students, per program
- *Count of visits to: CORD including SI support, Writing Center, Tutoring etc.)*

Note: NSSE measures 1) participation in educationally purposeful activities, 2) academic rigor, 3) perceptions of environment, 4) personal and educational growth estimates, 5) demographics

Career Readiness: Create opportunities for every student to define and attain their individual career or post-graduate pathway.

Metrics / (NACE):

- First-destinations survey
- Other surveys (Alumni survey); Stepping Blocks Survey (post-graduation, alumni, regional)
- Career Readiness Assessment (pre- and post-career readiness)
- *Count of visits to career center either in student affairs, honors, or other career activities*

Affordability: Make education more affordable, particularly for Arkansans with financial need, thereby demonstrating that the University adds value to the entire state by offering an accessible education that yields a significant, lifelong and generational return on investment.

Metrics:

- Increase need-based scholarship funding and awarding for undergraduate and graduate students and transformational experience opportunities (narrow the gap to COA for Pell) in order to assist in managing student debt-load
- Increase graduate assistant support broadly to remain at a competitive level (factoring in local cost of living)
- Expand the opportunities of support for students (grants, scholarships, sponsorship, employment)

Wellbeing & Belonging: Ensure students feel a sense of belonging in the campus community and form lasting ties with the University. Ensure students have access to, are aware of, and utilize university programs that promote their mental, physical, and financial wellness as well as their civic engagement.

Metrics:

- Engagement & HIP as determined by National Survey of Student Engagement (NSSE)
- Associated Student Government (ASG) survey results
- Proportion of student body engaged in one of the four defined types of student organizations – Departmental Student Organizations, Registered Student Organizations, Fee-funded Student Organizations, and Greek Life (develop central reporting mechanism)
- Retention rates
- *Future implementation: Wellbeing Improvement survey for higher education settings, WISHES, to measure wellbeing*
- *Future: Thriving Quotient*
- *Future: Numbers of student population engaging outside the classroom and accessing services*

II. GOAL: Research Excellence: The University relentlessly pursues its land grant mission by promoting scientific inquiry, knowledge creation, and creative works that integrate and coordinate education, research, and service activities. We seek to:

Attain a lasting reputation for deep expertise, high quality education, and research outputs

Metrics:

- HERD Survey data on expenditures *(includes non-S&E)
- Academic Analytics Faculty Scholarly Productivity** (FSP)
- Clarivate/AA, InCites – citation rates and impact factor**
- Faculty Awards: Number of annual awards for UA faculty from this [list](#) of highly prestigious awards

* and **: *This list represents the common data sets available but may be expanded to include certain data from the academic units. The performance metric will be set after input from the academic units in the fall.*

Align the research enterprise with society's needs, and the economy across the region, state, nation, and world – (including research commercialization, workforce training, and other economic and cultural development that advances all Arkansans

Metrics:

- FY22 or 3-year rolling average is baseline year for the following:
- HERD Business and non-profit expenditures
- Patents issued per certain amount of research expenditure (AUTM: patents/\$100 million; Copyrights, publishing)

Achieve a sustainable, shared research enterprise that adopts and develops best practices in: research administration; growing research facility size and support; faculty recruitment, retention, and success; graduate education; and undergraduate participation in the research enterprise

Metrics:

- FY24 benchmark OSP award setup time and volume
- Faculty retention rate at assistant, associate, and full levels
- Size of research (WD Standard Occupation Codes) FTE + NSF-GSS (graduate survey) post-docs + TTfaculty (IPEDS FTE)
- Graduation rates of doctoral students and size of doctoral student body

III. GOAL: Enhancing the University's Status as an Employer of Choice

The University of Arkansas is committed to fostering a work environment where everyone feels a sense of belonging, works toward a meaningful purpose, and has the data, resources, connections and foundation of support to be most effective, grow and advance their careers, and thrive in their personal and professional lives. This will be accomplished when we:

Attract and match the best talent to the right roles at the right time, through proactive outreach and offers candidates a top-notch hiring experience to meet the evolving needs of candidates, employees, the university and its units.

Metrics:

- Pool size of qualified candidates.
- Survey of hiring manager and successful candidate on hiring experience
- Hiring metrics:
 - Yield rate of preferred candidate (%)
 - # and % of failed searches
 - Time to fill position
 - Days from posting to offer
 - Days from date of notification to HR of preferred candidate to date of offer letter

Engage and retain faculty and staff by helping them fulfill their career aspirations and caring for their well-being

Metrics:

- Engagement survey
- Turnover

Strengthen university's land-grant mission through a high-performance culture that drives results and continuous improvement

Metrics:

- Implementation of a standardized performance appraisal based on a competency model that includes measurement of expected values, behaviors and results
- Engagement survey