



*OUR NEXT PATHWAY*  
*A STRATEGIC PLAN*  
*2006-2010*  
*ARKANSAS STATE UNIVERSITY*  
*NEWPORT*

The background features a large, light gray watermark of the Arkansas State University Newport seal. The seal is circular with the text "ARKANSAS STATE UNIVERSITY" around the top and "NEWPORT" at the bottom. Inside the circle, the year "1909" is visible, along with a central emblem depicting a building and a tree.

*OUR NEXT PATHWAY*  
*A STRATEGIC PLAN*  
*2006-2010*  
*ARKANSAS STATE UNIVERSITY*

Arkansas State University Newport is an equal opportunity institution. It is against our policy to discriminate against or exclude from participation in benefits or activities any person on the grounds of race, gender, color, religion, age, handicap, national origin, or status as a veteran.

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## *Chancellor*

Arkansas State University–Newport

Larry N. Williams

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# A Letter from the President

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Jonesboro, Arkansas

May 1, 2006

Dear Colleagues and Associates:

It is always gratifying to see a beneficial relationship develop and flourish between a college campus and its surrounding community. Such is the relationship of ASU-Newport and the residents of Jackson County, Arkansas. We are able to see a beneficial and mutual exchange of support, service, and involvement which is an achievement of earlier plans.

It is time to look to the future and to anticipate growth of both campus and community. A process has begun to revisit the strategic campus plan, the mission statement and goals for the campus, and to project the visions forward to future potentials.

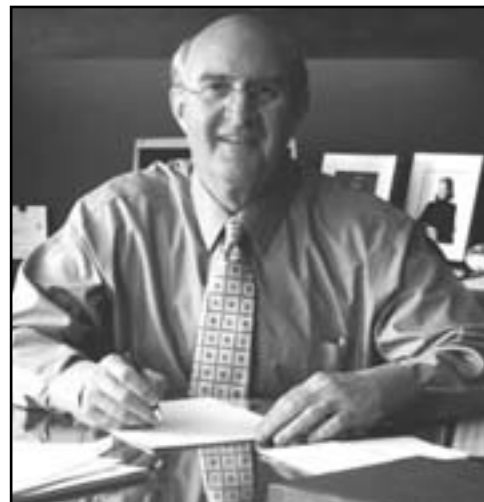
The family of campuses which comprise Arkansas State University serve the interest of the people we teach, serve, and address through a range of programs and activities. We are grateful to a talented group of teachers and staff members at ASU-Newport who help us realize these goals.

Very sincerely

A handwritten signature in black ink, appearing to read 'Leslie Wyatt'.

Leslie Wyatt  
President

Lw:nf





# Chancellor's Message

We are honored to share *Our Next Pathway: A Strategic Plan 2006-2010* with the Arkansas State University Newport community. Much has been accomplished since our strategic plan of 2002 and it is time to reconsider our campus vision, mission, values, and goals. While our significant growth and development over the past five years leads

us to changes in priorities and some new directions, many of our overall values and goals remain constant. We are proud to offer integrity and affordability of programs and services to our diverse community. Enhancing the quality of life for our community is our main reason for existence.

Planning for future outcomes makes it possible to fulfill the expectations of the people we serve in spite of the constrained resources of our times. This strategic plan is *Our Next Pathway* to achieving constant change and improvement while maintaining our identity. Our inspirations, beliefs, and commitments are documented in this writing and reflect a synthesis of the best thinking of the faculty and staff of our college, our student body, and Jackson County community members. We believe that our efforts have produced a viable path to the shared vision we hold for the future of Arkansas State University Newport.

*Our strategic plan  
is not a prediction of what we think will happen  
but rather  
is a statement of what we are committed to make happen.*

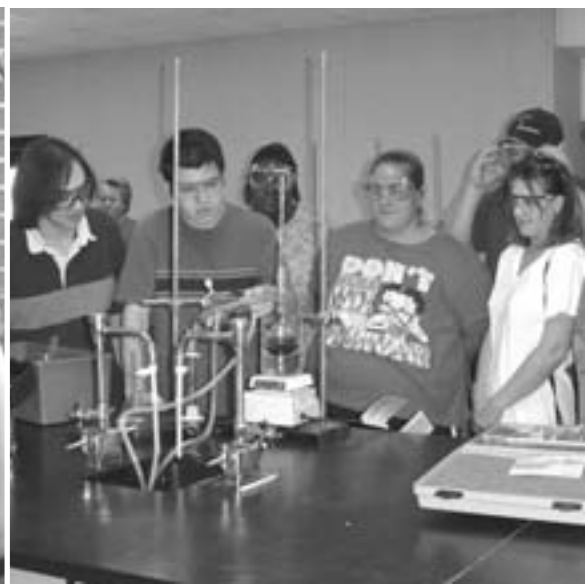
March 21, 2006

# Planning Process

Our strategic planning process has focused on the uniqueness of our mission, innovative responses to identified needs, the effectiveness of our programs, and the efficiency in our operations. The process has been comprehensive and participatory. The plan focuses on strategic vision and refinement of our mission while taking into account significant economic, demographic, and educational trends which present both challenges and opportunities. It establishes priorities, provides the basis for annual planning goals and strategies, and establishes objectives for accountability.

Numerous individuals from Jackson County have contributed to various aspects of this strategic plan. Lists of all who have participated in our strategic planning process are found on page 15 of this report. In addition to multiple meetings which have been held with the community, business/industry and political leaders of Jackson County, a Community Focus Group was specifically assembled to provide input in the revision of our strategic plan. A representative Student Focus Group was chosen to share their perspectives of the campus needs and their visions for its future. Whereas, all campus employees have participated in general campus-wide meetings and, at other times, in more focused settings during the planning process; numerous meetings were held with faculty and staff representatives on the Strategic Planning Task Force.

Several follow-up discussions were conducted with the Strategic Planning Task Force and the Administrative Council. Feedback from extensive discussion has been secured from all campus units during the process. In all these settings, the discussions have been open, candid, and helpful. These participants have contributed immensely to the development stages and final version of this plan. *Our Next Pathway: A Strategic Plan 2006-2010* has benefited from their perspectives, inputs and suggestions.



# Vision, Mission, and Values

## VISION

Arkansas State University Newport is a great place to start one's higher education whether it is for job training, professional certification, general education requirements, or an Associates degree.

## MISSION

Our Mission is to provide:

- Integrity of Programs and Services;
- Affordable Life Long Learning; and
- Enhanced Quality of Life

In the Diverse Community we serve.

## VALUES

Arkansas State University is committed to:

### *Community*

We value the opportunity to provide to our community life-long learning opportunities and we are a full partner to community organizations, businesses, and industries in the economic growth of our region.

### *Quality*

We value quality in our programs and in our relationships with students, faculty, staff and our constituent groups. From quality in the classroom to quality of life, we strive for excellence in all that we do.

### *Integrity*

We value that our actions are equal to our commitment. We expect academic and personal honesty and responsibility. These are critical elements in serving our public.

### *Affordability*

We value being able to offer quality learning at the best possible value to the student. This is an important contribution we make to the economic development of our region and to the improved quality of life for the citizens of our community.

### *Collaboration*

We value partnerships in developing relevant educational programs and in providing learning opportunities and seamless educational services to the community we serve.

### *Diversity*

We value the contributions of all people and believe in the cultural enhancement which results from working together. We believe in providing career development opportunities for a diversity of learners.

# *Strategic*

## **GOAL 01**

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To provide an academic environment which will motivate and enable students from diverse backgrounds to achieve their educational goals.

## **GOAL 03**

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To strengthen student commitments to life-long learning, career development and community leadership.

## **GOAL 02**

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To promote institutional development which will attract new enrollment and retain quality students.

## **GOAL 04**

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To expand the role of the institution in the economic development of the Arkansas Delta Region

# Goals

## **GOAL 07**

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To expand and improve physical and technological facilities of the institution.

## **GOAL 05**

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To strengthen collaboration and working partnerships with other education service providers, business and industry employers, and community members.

## **GOAL 08**

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To ensure integrity and quality in all areas of institutional performance.

## **GOAL 06**

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To secure additional funding for institutional development and advancement from state, local, and private sources..

## **GOAL 09**

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To provide continuous communication and accountability to the multiple constituency groups served.

# Enhancing Learning Environments

## GOAL 01

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*To provide an academic environment which will motivate and enable students from diverse backgrounds to achieve their educational goals.*

***Objectives for meeting this goal are:***

- Demonstrate a campus culture which communicates caring and concern for all students while holding high expectations and providing individual support;
- Broaden the horizons of individual students through increased encouragement of their participation in campus activities designed to provide association between other students, families, faculty, staff, and community members;
- Further develop the clearinghouse of student housing referrals;
- Provide on-line student services such as admission, advising, registration, orientation, request for transcripts, and other support services;
- Revise and improve student orientation information for all students; and
- Continue to seek cultural diversity in the student body, faculty, and staff which parallels that of the region.

## GOAL 02

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*To ensure institutional development which will attract new enrollment and retain quality students.*

***Objectives for meeting this goal are:***

- Conceptualize additional marketing strategies which will increase visibility of the institution and showcase its people and programs;
- Assess current marketing strategies and increase those which are demonstrated to be most effective;
- Implement new institutional marketing ventures utilizing additional mass communication strategies;
- Expand the institutional website to highlight programs, departments, faculty and staff, and student success;
- Increase programs and course offerings which specifically address needs of the regional workforce and transfer students;
- Attract new students with increased course offerings through distance education; and
- Emphasize interpersonal recruitment efforts such as contacts by current students, alumni, staff and faculty, advisory groups, and partnerships.

# and Delivery Options

## GOAL 03

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*To strengthen student commitments to individual life-long learning, career development and community leadership.*

***Objectives for meeting this goal are:***

- Model the principles of life-long learning and career development through opportunities for professional and technological skills training for faculty and staff;
- Develop opportunities for students to interface with local employers and to observe at the work site the necessity of continual learning and skill upgrading;
- Collaborate with local employers to develop more industry and business specific education programs and courses.
- Expand student participation in student government, professional clubs, honor society, and cultural and recreational activities where they can develop leadership and team building skills; and
- Continue development of service learning programs to promote values of social awareness, citizenship, and community leadership through faculty and staff modeling and through encouraging student volunteerism with community programs.



# Enhancing Collaboration and Increasing Partnerships

## GOAL 04

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*To expand the role of the institution in the economic development of Arkansas Delta Region.*

***Objectives for meeting this goal are:***

- Strengthen ongoing and initiate new working relationships with private and public agencies engaged in economic development;
- Promote the positive impact that educational opportunities have on the economic development in the region;
- Expand and market competitive programs which will attract economic development to the region;
- Increase efforts in continuing and customized education and develop courses designed to meet employer needs in the workforce; and
- Expand educational programs which will prepare students for career opportunities beyond the Arkansas Delta Region and will contribute to economic development of the communities we serve.

## GOAL 05

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*To strengthen collaboration and working partnerships with other education service providers, business and industry employers, and community members.*

***Objectives for meeting this goal are:***

- Collaborate with public and private school systems and other post secondary/higher education institutions and agencies to develop a seamless K - 16 education system in Arkansas;
- Partner with four year and comprehensive universities in the region to increase the number of individuals with baccalaureate degrees;
- Increase involvement in statewide collaborations and consortium groups to provide additional educational opportunities;
- Establish mutually beneficial partnerships with employers which will focus on issues related to curriculum development and professional exchange of ideas and programs;
- Create business/industry sponsored programs, scholarships, and internships;
- Increase existing cooperative human resource development activities between students, faculty, and business/industry personnel through directed observation, field trips, and joint ventures; and
- Recruit and assist, in conjunction with business and industry, under-represented groups who desire to complete programs of study and/or an associates degree.

# Pursuing Revenue Sources and Facilities Development

## GOAL 06

*To secure increased funding for institutional development and advancement from state, local, and private sources.*

### ***Objectives for meeting this goal are:***

- Promote through public relations the mutual benefits of additional local post secondary educational opportunities to the community, business/industry, and the institution;
- Create giving programs which will result in private donations, gifts, endowments, estate planning, and legacies dedicated to the institution;
- Submit grant proposals for external funding opportunities to governmental programs and private foundations; and
- Continue governmental liaison efforts with the state legislature and agencies for more effective communication of specific institutional growth and development required to address regional economic development needs.

## GOAL 07

*To expand and improve physical and technological facilities of the institution.*

### ***Objectives for meeting this goal are:***

- Assess facilities needs involving the campus, local business/industry, and community;
- Review the campus physical master plan and update periodically;
- Expand and develop technological services necessary for campus communications, including increased staff, on-going training, security policy evaluation, and increased availability of services;
- Expand and develop technological services necessary for delivering educational programs, increasing library resources, and providing online student services; and
- Increase the use and effectiveness of technology in delivering educational programs, such as components of freshman orientation, developmental courses, and other applicable instruction.



# Maintaining a Strong Identity

## GOAL 08

*To ensure integrity and quality in all areas of institutional performance.*

***Objectives for meeting this goal are:***

- Articulate and maintain an institutional vision that supports and responds to the growth and competitiveness in the region;
- Promote quality educational experiences through a diverse community of learners characterized by open interaction among faculty, staff, students, and significant off-campus personnel;
- Focus on obtaining competitive salary levels to retain and recruit quality faculty and staff;
- Increase faculty and staff positions correspondent to enrollment increases;
- Establish a long-range strategy for new program development which anticipates changing work force requirements; and
- Monitor program development and maintenance with continuous feedback to mission and goals.

## GOAL 09

*To provide continuous communication and accountability to the multiple constituency groups served.*

***Objectives for meeting this goal are:***

- Monitor the planning, implementation, and assessment of progress toward strategic goals;
- Improve procedures and data bases for continual analysis of local workforce trends and educational needs of the community;
- Include the institution's progress toward strategic goals in public information distributed to multiple customer groups within the community, state, and region; and
- Communicate to constituency groups the rationale for any adaptations made in the strategic plan in response to social, environmental, or institutional changes which may occur while adhering to our vision and mission.





# Key Institutional Outcomes

*The achievement of a number of pervasive key outcomes requires institution-wide commitment and team effort. Following are the critical measures which will be monitored as indicators of progress toward our strategic goals:*



- Increase student enrollment;
- Increase retention rate of students;
- Increase employer satisfaction with alumni;
- Increase business/industry partnerships;
- Raise student satisfaction with institutional programs and services;
- Cultivate diversity in the student body, staff, and faculty;
- Retain quality faculty and staff;
- Promote faculty and staff development and increased credentials;
- Promote efficiency in resource allocation and management;
- Increase external funding; and
- Advance community support of institutional services.



# Strategic Planning Participants

## STUDENT FOCUS GROUP

Tamara Baughn  
Cheryl Bradley  
Andrea Chism  
Kevin Dixon  
Trakis Donaldson  
Amanda Gordon  
Brian Patterson  
Krystle Reed  
Bettina Ruffins  
LaQuida Watkins

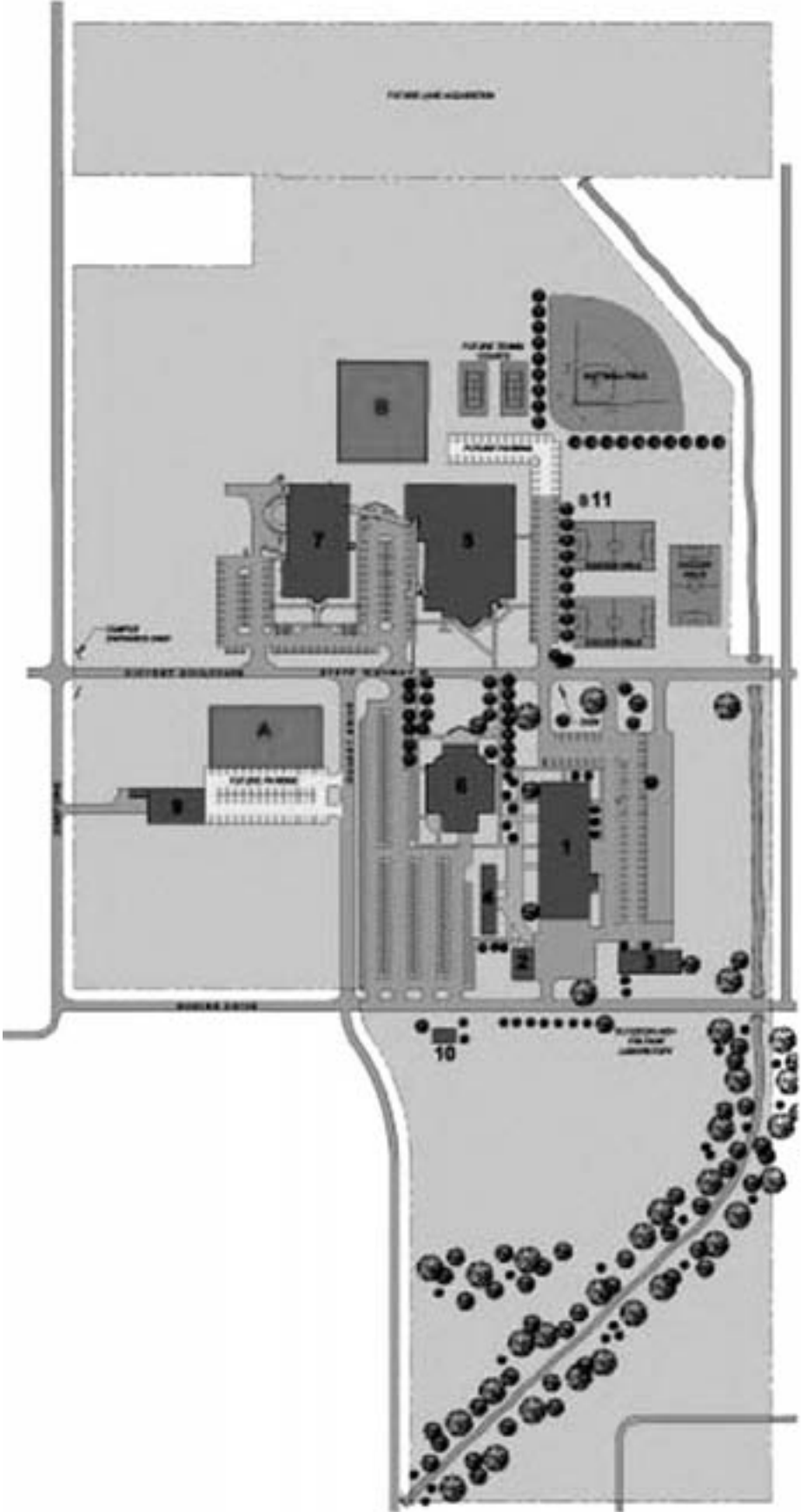
## FACULTY AND STAFF STRATEGIC PLANNING TASK FORCE

Zandra Brockway  
Tara Byrd  
Joe Campbell  
Justin Carswell  
Bettye Davis  
Dr. Larry Davis  
Duane Doyle  
Judy Hogue  
Janna Kegley  
Becky Landreth  
Allen Mooneyhan  
Sandra Provence  
Dr. Mary Roberston  
Cindy Sides  
Tamyia Stallings  
Bob Stiger  
Melissa Watson  
Ike Wheeler  
Dr. Larry Williams

## COMMUNITY FOCUS GROUP

Diane Bise  
Wayne Boyce  
Judge Jerry Carlew  
Jon Chadwell  
John Clark  
John Conner, Jr.  
Clay Curtner  
Jamie Darling  
Jessie Davis  
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Jim Gowen, Jr.  
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Kaneaster Hodges  
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Phil Hout  
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Gay Lacy  
Dr. Patti Mullins  
Butch Naylor  
Frank Plegge  
Louise Runyan  
David Stewart  
Marvin Thaxton  
Tommy Young  
Tom Uehling

# ARKANSAS STATE UNIVERSITY NEWPORT CAMPUS MASTER PLAN





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