Office of the President

UNIVERSITY OF Antelope Valley

LEADING THE PIONEER PATH

2020 - 2025

STRATEGIC PLAN
EXECUTIVE SUMMARY

This five-year Strategic Plan includes acquiring diverse and outstanding faculty to complement our dynamic and experienced team, continue to incorporate “lessons learned” to improve our administrative processes, and most importantly, foster a respectful environment for learning and as a workplace. I extend my sincere appreciation to the Strategic Planning Committee and the Institutional Research Committee for their hard work and diligence as you prepared the LPP Strategic Plan for the next five years.

— Marco Johnson

Mission:
The mission of the University of Antelope Valley is to provide quality graduate, undergraduate, certificate and continuing education to our local and global community.

The University of Antelope Valley offers higher education that enables students to achieve their academic, career, and personal goals, thereby allowing them to become valuable assets to their communities.

Purpose:
The University of Antelope Valley offers life-long learning programs that develop the students’ knowledge and skills to assist them with achieving their educational and personal goals.

OUR ASPIRATIONS ARE LOFTY. OUR ASPIRATIONS ARE ATTAINABLE.
**Objectives:**
UAV delivers its programs through traditional, accelerated, and adult learning methodologies. The institution takes great pride in preparing its graduates for careers that allow them to become valuable assets to their communities.

Institutional Learning Outcomes
Students graduating from the UAV are expected to achieve competency in Institutional Learning Outcomes.

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<td>Students will demonstrate proficiency and ethics in the research and identification of appropriate resource material.</td>
<td>Students will demonstrate proficiency in the synthesis and integration of ideas, methods, theory, and/or practices of primary and secondary sources into required academic evaluations.</td>
<td>Students will think critically and creatively and apply analytical and quantitative reasoning to address complex challenges and everyday problems.</td>
<td>Students will demonstrate proficiency in the effective oral communication of ideas, perspectives, and values.</td>
<td>Students will demonstrate proficiency in the effective written communication of ideas, perspectives, and values.</td>
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Our Values:

**STUDENT CENTEREDNESS** – We recognize that delivering an excellent student experience is central to our success. We listen to our students to understand their individual needs. We work to make a real difference in our students’ lives.

**ADAPTABILITY** – We recognize that our environment and the needs of our students, professions, communities and staff are constantly changing, and we continually refine and adapt to these differing and changing needs.

**INTEGRITY & INCLUSIVITY** – As exemplified by our attention to high ethical standards, we are committed to being a community that welcomes talented minds from diverse backgrounds and challenges them individually and collectively to achieve their best.

“JOB ONE IS GRADUATING STUDENTS WITH AN EXCELLENT EDUCATION, AN AWARENESS OF COMMUNITY SERVICE AND VOLUNTEERISM, AND A SENSE OF PRIDE AND ACCOMPLISHMENT THAT THEY WILL SHARE WITH FAMILIAL GENERATIONS.”

— Sandra Johnson
Our Strategy:

The university will meet its commitments by focusing on the following:

- An enriching and supportive student experience for its diverse student body.
- Utilization of committees and Board members to provide suggestions for growth and offer assistance in the pursuit of strengthening student success.

Additionally, UAV will provide an enriching and supportive student experience through an emphasis on the following:

- Excellent teaching that facilitates a high-quality student learning experience.
- Supportive services for students & staff.
- A vibrant student experience encompassing both academics and student life.
- A strong curriculum and state of the art learning resources.

Academic Core Competencies:

- Critical Thinking
- Oral Communication
- Written Communication
- Information Literacy
- Quantitative Reasoning
Strategic Priorities

STRATEGIC PRIORITY 1 - Expand Academic Excellence. UAV will provide students with the knowledge, insight, and skills needed that meets the workforce needs while focusing on preparing students to be successful through their academic career.

STRATEGIC PRIORITY 2 - Student Life and Support Services. UAV will provide an enriching and supportive student experience for its diverse range of students.

STRATEGIC PRIORITY 3 - Engagement and Partnership. By enhancing the public engagement, knowledge exchange and innovation culture of the University, we aim to ensure that our education benefit wider communities in the high-desert region, across the US, and globally. To this end, we will work to develop partnerships with public and private high schools and higher-education institutions.

STRATEGIC PRIORITY 4 - Stewardship. Ensure long-term viability of the university.
Assessing Progress:

Assessing the progress is a general approach and set of assumptions that should guide the development and use of metrics and indicators for assessing progress on plan goals, objectives, and strategic initiatives. The assessment indicators identified is a first step, intended to be a starting point from which appropriate groups of administration, faculty, and staff can develop and further refine the appropriate indicators to assess the progress of plan objectives. Listed below is a provisional set of assessments that are important to track over the duration of the strategic plan. This list may be modified and developed further over time to promote progress and improvement.

**STRATEGIC GOAL 1: Expand Academic Excellence.** UAV will provide students with the knowledge, insight, and skills needed that meets the workforce needs while focusing on preparing students to be successful through their academic career.

**SUBGOALS**

**SUBGOAL 1.1 Continue efforts to provide an exceptionally high value educational experience.**
- **Metric 1.1a** Core competency outcomes
- **Metric 1.1b** Number of qualified and diversified faculty
- **Metric 1.1c** Student placement rates
- **Metric 1.1d** Student satisfaction with academics and housing
- **Metric 1.1e** Total cost of education compared with comparable institutions

**SUBGOAL 1.2 Grow the impact and scope of our undergraduate, graduate, and online programs.**
- **Metric 1.2a** Number of degrees offered
- **Metric 1.2b** Undergraduate and graduate student enrollment
- **Metric 1.2c** Retention and graduation rates
- **Metric 1.2d** Online student enrollment

**SUBGOAL 1.3 Foster and support an academic culture whose top priority is excellence and innovation in teaching.**
- **Metric 1.3a** Program Review outcomes
- **Metric 1.3b** Key Performance Indicator data trends
- **Metric 1.3c** Annual professional development activity participation
- **Metric 1.3d** Faculty and support staff retention rates
SUBGOAL 1.4 Expand university support services that impact academic excellence.
Metric 1.4a Annual participation reports from the Learning Resource Center
Metric 1.4b Tutoring participation and outcomes

STRATEGIC PRIORITY 2: Student Life and Support Services. UAV will provide an enriching and supportive student experience for its diverse range of students.

SUBGOALS

SUBGOAL 2.1 Enhance academic advising and support infrastructure to promote student success.
Metric 2.1a Satisfactory Academic Progress reporting results
Metric 2.1b Early alert, quality, and frequency of advisor contacts
Metric 2.1c Tutoring and student success workshop participation rates
Metric 2.1d Expand the LMS system to encompass all students

SUBGOAL 2.2 Support student career advising to promote positive post-graduation outcomes.
Metric 2.2a Placement rates
Metric 2.2b Career Services soft-skills participation results
Metric 2.2c Career Fair participation results (students, alumni, & employers)

SUBGOAL 2.3 Maintain and strengthen the infrastructure for athletic programs.
Metric 2.3a Student athletic retention and graduation rates
Metric 2.3b Athletic program staffing retention rates
Metric 2.3c Athletic program roster sizes
Metric 2.3d Athletic program trends analysis

SUBGOAL 2.4 Continue to enhance and cultivate the Student-housing experience where dorm residents feel safe and supported.
   Metric 2.4a Dorm resident survey results
   Metric 2.4b Annual Clery Security Report

STRATEGIC PRIORITY 3: Engagement and Partnership. By enhancing the public engagement, knowledge exchange and innovation culture of the University, we aim to ensure that our education benefit wider communities in the high-desert region, across the US, and globally. To this end, we will work to develop partnerships with public and private high schools and higher-education institutions.

SUBGOALS

SUBGOAL 3.1 To build a stronger and more constructive relationship with our local and regional community.
   Metric 3.1a Quality and frequency in engagement and communication efforts
   Metric 3.1b Counselor luncheon participation

SUBGOAL 3.2 Develop articulation agreements with two-year and four-year higher education institutions.
   Metric 3.2a Number of articulation agreements
   Metric 3.2b Contact history efforts in formalizing articulation agreements

SUBGOAL 3.3 Expand marketing strategies to outreach to wider communities in the high-desert region and across the US.
   Metric 3.3a Marketing budget and data analytics
This framework is provisional. There are many objectives in this strategic plan. While we do believe the institution should move on all of these fronts, some objectives are more important than others, and progress on some is easier to track than on others. Some may receive greater priority now and others be deferred for later.