



ARKANSAS TECH
UNIVERSITY

2016-2021 Strategic Plan Year Two Report

Strategic Plan Goal Oversight Grid

Operational Goal Oversight Designation			Operational Goal Oversight Designation		
Operational Goal	Oversight	Designation	Operational Goal	Oversight	Designation
1.1	Phil Bridgmon	In Progress	2.8	Phil Bridgmon/Keegan Nichols	In Progress
1.2	Bernadette Hinkle	In Progress	2.9	Keegan Nichols/ Phil Bridgmon/ Bruce Sikes	In Progress
1.3	Bernadette Hinkle	In Progress	3.1	Bernadette Hinkle/Blake Bedsole	In Progress
1.4	Bernadette Hinkle	In Progress	3.2	Mike Hutchinson	Met Ongoing
1.5	Blake Bedsole/President's Office	In Progress	3.3	Bernadette Hinkle/Bruce Sikes	In Progress
1.6	Bernadette Hinkle (EA Policies)	In Progress	3.4	Bernadette Hinkle	Met Ongoing
1.7	Bernadette Hinkle	In Progress	3.5	Bernadette Hinkle/Bruce Sikes/Phil Bridgmon/Blake Bedsole	In Progress
1.8	Keegan Nichols	In progress	3.6	Mary Gunter/Blake Bedsole	In Progress
1.9	Phil Bridgmon	In Progress	3.7	Bernadette Hinkle/Keegan Nichols/Phil Bridgmon/ Bruce Sikes	In Progress
1.10	Phil Bridgmon	Met Ongoing	4.1	Blake Bedsole	In Progress
2.1	Phil Bridgmon/Bruce Sikes	In Progress	4.2	Phil Bridgmon/Bruce Sikes	In Progress
2.2	Phil Bridgmon/Bruce Sikes	Met Ongoing	4.3	Phil Bridgmon	In Progress
2.3	Phil Bridgmon	In progress	4.4	Mary Gunter	In Progress
2.4	Phil Bridgmon/Blake Bedsole/Keegan Nichols/Bernadette Hinkle	In Progress	4.5	Blake Bedsole/Keegan Nichols	Met Ongoing
2.5	Phil Bridgmon	In Progress			
2.6	Bruce Sikes/Phil Bridgmon	In Progress			
2.7	Bruce Sikes/Phil Bridgmon	In Progress			

August 2018

Colleagues:

A strategic plan is only as good as the implementation phase that follows it.

At Arkansas Tech University, our daily tasks are shaped by the vision we collectively established during the strategic planning process of 2015-16. Student success is our focus. Innovative thinking is encouraged and fostered. Empowering personnel at all levels through distributed leadership allows our community to flourish. Transparency and collaboration build and maintain the level of trust that is endemic to any successful organization.

This report includes progress we made during year two of the strategic plan implementation phase (2017-18). It is both an opportunity to celebrate our forward movement in pursuit of our goals and take inventory of that which requires our attention in year three and beyond.

Thank you for your continued partnership in carrying out the mission of Arkansas Tech University. Together, we truly are inspiring and empowering members of our community to achieve their goals while striving for the betterment of Arkansas, the nation and the world.

Sincerely,

Dr. Robin E. Bowen
President

Year 2: Progress Report on *One University*, the Arkansas Tech University 2016-2021 Strategic Plan
Presented by the Executive Committee of Arkansas Tech, July 30, 2018

Goal 1: HUMAN CORE

Provide the learning environments needed for students to flourish and graduate from ATU equipped for a meaningful and satisfying future. At the same time, provide the support needed for faculty and staff to do the best work possible in their roles as teachers, scholars, mentors and as supporters and facilitators of learning, respectively.

Goal 1, Item 1: Using the national graduation rate average as the benchmark, achieve a minimum annual increase of the graduation rate of one percentage point per year.

(Addresses HLC Core & Subcomponents - 4C)

Significant progress has been made in the annual increase of the graduation rate, though more progress needs to occur. The graduation rate is showing an increase likely due to a variety of initiatives that have focused on retention and graduation.¹

- Faculty advising course targeted at both faculty and staff²
- Changes to student withdrawal policy³
- Ozark Campus developed a strategic plan to implement targeted recruitment, a concurrent transition Bridge Program (ATCC), and a stackable Technical Certificate in Allied Health⁴
- Creation of a Retention Task Force to develop a Russellville campus retention plan, Ozark campus has created a retention plan specific to the Ozark population^{5,6}
- Programs supportive of students which will aid in their retention, and future graduation, include increased tutoring for “bottleneck” courses, the development of a Veteran Student Lounge, and a Family Association for stronger connection with families^{7,8}

Graduation Rates by Academic Year Reported*—Targets (in RED) and Actual ¹										
	AY11	AY12	AY13	AY14	AY15	AY16**	AY17	AY18	AY19	AY20
ATU First-time freshmen 6-year rate	43%	41%	40%	45%	44%	35%	39%	40%	41%	42%
National Graduation Rate Avg.	56%	56%	55%	54%	54%	55%	Available fall 2018	Available fall 2019	Available fall 2020	Available fall 2021

* Graduation rates are calculated as the percentage of students entering in a given fall cohort who graduate within 150% of time: 6 years for first-time freshmen and 4 years for upper-level transfers. Rates reported in a particular fiscal year are for the cohort who entered in the fall 6 or 4 years earlier.

**This cohort was impacted by the financial aid policy changes required by the State of Arkansas and that ATU implemented promptly. Policies were later amended, but had already impacted our student cohort from 2010.

Sources:

1. IPEDS Data. www.nces.gov/ipeds
2. Blackboard Advising Course for Faculty and Staff
3. Course Withdrawal form (Registrar's Office)
4. Ozark Campus Academic Affairs documentation
5. 2017-18 Student Success Retention Plan
6. Ozark Campus Student Success Retention Plan
7. Tutoring Schedule (Student Success Center <https://www.atu.edu/catalog/ozark/programs/health-sciences.php>)
8. Leadership Tech Cohort 20xx. Veteran's Lounge Proposal

Goal 1, Item 2: Establish and achieve employee compensation targets using the median of the CUPA regional comparison group or the appropriate comparison data, local/regional salaries of similar positions, and recognition of merit and years of service at Arkansas Tech.

(Addresses HLC Core & Subcomponents - 5A1, 5A2, 5A5, 5B3, 5C)

Progress continues on establishing and achieving employee compensation targets. The following table shows the changes that have taken place since FY2015.

Percentage of the CUPA Median								
	FY2015		FY2016		FY2017		FY2018	
	N	%	N	%	N	%	N	%
Russellville Campus								
Classified Staff	325	82.9%	313	81.5%	304	81.5%	290	80.0%
Unclassified Staff	183	91.9%	202	93.7%	213	95.7%	217	95.9%
Faculty	284	90.8%	287	91.5%	306	93.4%	299	92.4%
Uncl/Fac Total	467	91.2%	489	92.4%	519	94.3%	516	93.9%
Total	792	87.8%	802	88.2%	823	89.6%	806	88.9%
Ozark Campus								
Classified Staff	23	81.5%	22	75.3%	24	75.3%	23	84.5%
Unclassified Staff	25	73.3%	24	77.3%	27	78.6%	24	71.9%
Faculty*	58	70.5%	57	68.1%	60	70.2%	58	95.1%
Uncl/Fac Total	83	71.4%	81	70.8%	87	72.8%	82	88.3%
Total	106	73.6%	103	71.8%	111	73.3%	105	87.5%
Total	898	86.1%	905	86.3%	934	87.7%	911	88.7%
* Arkansas community college data was used as a comparison group in FY2018								
** Athletics has their own comparison group as of FY2018								
N-counts of employees may not match official historical reports								

Goal/Objective

Progress Measures

updated 7-16-2018								
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Source:
 1. Administration and Finance documentation

Goal 1, Item 3: Develop staffing-level policies and plans for both faculty and staff.

(Addresses HLC Core & Subcomponents - 3C, 3D1, 3D3, 5A & 5B)

Progress is being made on staffing-level policies through the changes noted below¹:

- The vacant position for Director of Governmental Relations has been filled
- A new Vice President for Enrollment Management has been hired
- The title of the Vice President of Student Services and name of the division have been changed to VP for Student Affairs in the Division of Student Affairs
- The new VPEM has been able to add 1 FTE recruiter

Source:
 1. Budget Office documentation

Goal 1, Item 4: Implement any non-additive adjustments as soon as reasonably possible and make any additive adjustments required as resources become available.

(Addresses HLC Core & Subcomponents - 3C, 3D1, 3D3, 5A & 5B)

As a measure of non-additive adjustments, the **student to faculty ratio has remained relatively stable** while the percentage of courses with a class size of <20 has increased.¹

	Fall 2015	Fall 2016	Fall 2017
Faculty to student ratio	19:1	18.6:1	18.8:1
Percentage of classes < 20	41.1%	44.3%	45%

Source:
 1. ATU Common Data Set

Goal 1, Item 5: Enhance the University's administrative research and planning capabilities, including the ability to generate,

Significant progress has been made in the Institutional Research and Effectiveness Office on enhancement of research and planning capabilities.¹

- Conversion of a 40% time position to 75% has increased the capabilities and shared

Goal/Objective

Progress Measures

analyze, and communicate the import of data in support of student recruitment, enrollment, retention, and completion.

(Addresses HLC Core & Subcomponents - 4C2, 4C4, 5B2, 5C, 5D)

- the workload in the office
- Full implementation of Degree Works was supported through IR (Institutional Research)
- The IR Office was also able to purchase and implement use of Rapid Insight predictive analytics software in support of the planning needs of several offices (Advising, Admissions, and Student Success)
- Implemented ARGOS Charting and Dashboards to provide ease of access to common university data in easy to digest format

Source:

1. *Emails and documentation from Institutional Research and Effectiveness*

Goal 1, Item 6: Develop scholarships and financial aid policies which are more deliberate in addressing the needs of socio-economic realities as well as incentivize students to regain lost scholarships.

(Addresses HLC Core & Subcomponents - 5A1, 5A2, 5A3, 5A5, 5C1, & 5C2)

Progress has been made and targeted increase met in development of scholarships.

Several areas on campus reported efforts to increase scholarship opportunities during the 2017-18 AY. Data needed from previous year to begin to identify whether meeting intended goal. Included below are highlights.

- College of Arts & Humanities raised \$5000 for internship scholarships¹
- On-campus chapter of the League of United Latin American Citizens (LULAC) founded and, in inaugural year, generated \$3,000 in financial aid for Hispanic students²
- Office of Advancement reports total increase in scholarships from 275 to 295 and total scholarship funds from as shown in table below³
- Committed to Award Spring (SaaS Scholarship Management platform) which allows the Foundation to move from a manual to an automated scholarship system³

Scholarship and Financial Aid Policy Development					
	FY16	FY17	FY18	FY19	FY20
Scholarship funding raised during AY*		\$11,728,254 ()	\$13,142,348 (↑12%)	(inc. by 5%)	(inc. by 5%)
Scholarship funding available to award		\$415,327 ()	\$511,340 (↑23%)		

Pell-eligible students retaining scholarships**4 (# of students)	(Fall16 – 291Ss)	70.8% (Fall17 – 206Ss)	72.8%	74.8%	76.8%
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*Scholarship funding increase by donors and private dollars (goal=avg. inc. by 5%/yr)

** Increase percentage of Pell-eligible students retaining scholarships (goal= inc. by 2%/yr)

Sources:

1. Arts & Humanities fundraising records
2. LULAC Charter documents and fund-raising records
3. Office of Advancement data and documentation
4. Institutional Research data

Goal 1, Item 7: Establish a robust, sophisticated, and proactive human resources function to ensure compliance with all HR-related legal requirements, to help hire strong and diverse employees, and to analyze employee issues (e.g., stepped-down or phased retirement) and propose responses in support of enhanced job performance and high morale.

(Addresses HLC Core & Subcomponents - 3C1, 3C2, 3C3, 3C4, 3C6, 5A2, 5A4, & 5B3)

Progress has been made on the establishment of Human Resource functions. A number of efforts to support enhanced job performance and high morale can be noted below.

- Rolled out non-classified self-evaluation goals in January 2018. Supervisor training and evaluation occurred June 2018¹
- Staff senate and HR sponsored Staff Appreciation Event held on May 23, 2018. EC members served²
- Mandatory and non-mandatory trainings³
- Orientation sessions for new staff reorganized⁴
- Leadership Tech Team Project for Professional Development and Learning Modules⁵
- After extensive review of claims experience, and further discussion with Blue Cross Blue Shield, Tech negotiated an increase of 7.93% which was down from initial proposed rate increase of 17%⁶

Sources:

1. Human Resources Non-Classified employee goal setting software data
2. Arkansas Tech News
3. SafeHaven, Mandatory Reporter Training documentation
4. Human Resources Orientation documentation
5. Leadership Tech Cohort 1, Team X proposal
6. Board of Trustees minutes: 10.19.2018

Goal/Objective

Progress Measures

Goal 1, Item 8: Develop and implement a diversity and inclusion plan to include all stakeholders for our campuses.

(Addresses HLC Core & Subcomponents - 1C, 3B3, 3B4, 3D1, 3E1, & 5C5)

Progress on the development and implementation of a diversity and inclusion plan has been mixed, yet encouraging. Initial work towards creation of a diversity super committee was delayed during the restructuring and merger of the International Student Services and Diversity and Inclusion offices. Efforts towards continued achievement in this goal item are as follows:

- Restructured IMSSO that will provide additional support to students¹
- Finalized Diversity Committee charge which will begin operation in Year 3 (2018-2019)²
- Creation of focused minority faculty and staff organizations (ex: Black Faculty/Staff Organization) to serve as support to administration and liaison to students to provide critical reflection and information on experience and needs of faculty, staff, and students of color³

Sources:

1. IMSSO organizational chart, job descriptions and job postings
2. Diversity committee charge and .ppt presentation
3. Committee minutes and agendas from Diversity Committee meetings

Goal 1, Item 9: Recognize, encourage and promote the use of co-curricular and high-impact educational practices (e.g. athletics, student research, student learning, internships, research, service learning, interdisciplinary project-based courses, study abroad, and learning communities).

(Addresses HLC Core & Subcomponents - 3A, 3B, 3C, 3D, & 3E)

Significant progress is being made on the promotion of high impact practices at ATU. In particular, study abroad participation is increasing in both the short-term and long-term experiences, as well as the creation of partnerships that will benefit our students.

- For the 2nd year in a row, scholarships totaling \$30,000 were available for students to participate in study abroad programs¹
- Joined National Student Exchange to develop study away experiences for ATU students in US and Canada, and signed MOUs for student exchange with schools in 4 countries (Spain, Mexico, Austria, and Germany)^{1, 2}

Number of Undergraduate and Graduate Students Studying Abroad ^{1, 2}				
	AY 15-16	AY 16-17	AY 17-18	AY 18-19*
	16	17	18	

Short-term opportunities (1 – 1 ½ weeks) (places/courses?)		13	15	
Number of countries		8	10	
Study abroad Partnerships/exchanges developed			5	
Semester- to year-long Global Programs (# of students)?		51	54	
Total				

**Projected experiences and participants*

In addition to study abroad the following HIPs took place during the 2017-18AY year.

- MARCOMM in 2nd year of facilitation of internships for ATU students³
- The Center for Civic Engagement and Academic Outreach has been created with an internal 3-year plan to promote service learning in teaching, in curriculum, and in the community⁴
- Campus Compact chapter established and Civic Action Plan developed⁵
- Development of Office of Distinguished Scholarship to increase both faculty and student participation in recognized national and international academic scholarly activity, to include Office of Undergraduate Research⁶
- COE Ambassadors program allowed students to participate in Service-Learning initiatives⁷
- Renovation of Dean Hall allowed Nursing program to expand high-fidelity simulation lab and increase simulation throughout curriculum. Addition of SIMchart software for use by both the Russellville Nursing offerings and Ozark OTA program⁸
- Increased offerings for IPBL course (Inter-disciplinary Project-based Learning) by Professional Studies faculty in Nonprofit Collaboration and Community Development. To date 2 IPBL courses have been offered and completed⁸
- Living/Learning Community program in Residence Life was re-evaluated and a new plan for LLCs developed⁹

Sources:

1. Office of Study Abroad Data – Gabrielle Haulmark, Visiting Instructor of German
2. Memorandum of Understanding documents for student exchange programs
3. MARCOMM Internship documents and outcomes
4. Center for Civic Engagement and Academic Outreach committee minutes and plan document
5. Campus Compact Civic Action plan document
6. Office of Distinguished Scholarship 3 year plan, Dean’s Council minutes
7. College of Education Ambassadors program documents
8. Academic Affairs(Russellville and Ozark) data on internship, course- and program-level information
9. Living/Learning Committee minutes, plan documents, and agendas

Goal 1, Item 10: Establish an Office of Grants and Research Support that assists in securing external funds for student success initiatives, high-impact learning experiences, professional development and community engagement opportunities, and scholarly activities.

(Addresses HLC Core & Subcomponents - 2D, 2E1, 3C4, 5A1, & 5A2)

The establishment of the Office of Sponsored Programs and University Initiatives has been completed and ongoing work will be monitored. The Office of Sponsored Programs and University Initiatives was created August of 2016. Production in area of proposals submitted and \$ funded for approved grants has steadily increased since establishment of office.¹

SPUI Activity/Improvements			
	FY16	FY17	FY18
Submissions	52	65	84*
Awards(\$ Projected)	\$9,204,099	\$12,630,019	\$10,250,832
Awards (count of projects)	51	67	61
Awards (\$ Actual)	\$5,418,084	\$5,625,741	\$4,608,175**

*Submissions reflect FY18 as of 7/1/18

** \$6,932,047 in outstanding proposals for FY 18 still awaiting approval from granting agencies.

- Major grants awarded in past year include:
 - ESL Grant \$198,000/year (3 years)
 - Child Welfare Grant \$315,000/year (annually renewable)
 - Career Counseling Grant \$112,500/year (4 years)

- INBRE Summer Research Grant \$40,000 (1 year)
- Windgate \$50,000/year (2 years)

- Increased PASS funding by 10%

Source:

1. Data maintained by SPUI Office, reported to OAIE.

Goal 2: ACADEMIC COHERENCE

Seek and implement new and stronger connections between courses or programs that will increase coherence as well as relevance to current and future students; develop an online program strategy; ensure that there are clear and available degree paths through the university such that more students achieve higher level degrees.

Goal 2, Item 1: Faculty Senate and Executive Council should collaborate to define the parameters and implementation of shared governance to accomplish the academic goals of the university.

(Addresses HLC Core & Subcomponents - 2A, 2D, 2E, 5B2, & 5B3)

Goal 2, Item 2: Academic Affairs, in collaboration with appropriate university stakeholders, will directly oversee all university retention efforts by establishing a Student Success Center.

(Addresses HLC Core & Subcomponents - 3D, 3D, & 4C)

Progress has been made in the collaborations between Faculty Senate and the Executive Council. Significant work on the following initiatives demonstrate the ongoing partnership between these bodies:

- Promotion and Tenure Faculty Handbook revisions approved by Board of Trustees in May 2018^{1, 2, 3}
- Budget Advisory Board has expanded in both responsibilities and membership⁴
- Tuition Waiver Revision process completed via shared governance process¹
- Faculty Senate put forward a resolution on salary review¹
- Ozark campus revised its faculty promotion rank policy that was approved by BOT in May 2018³

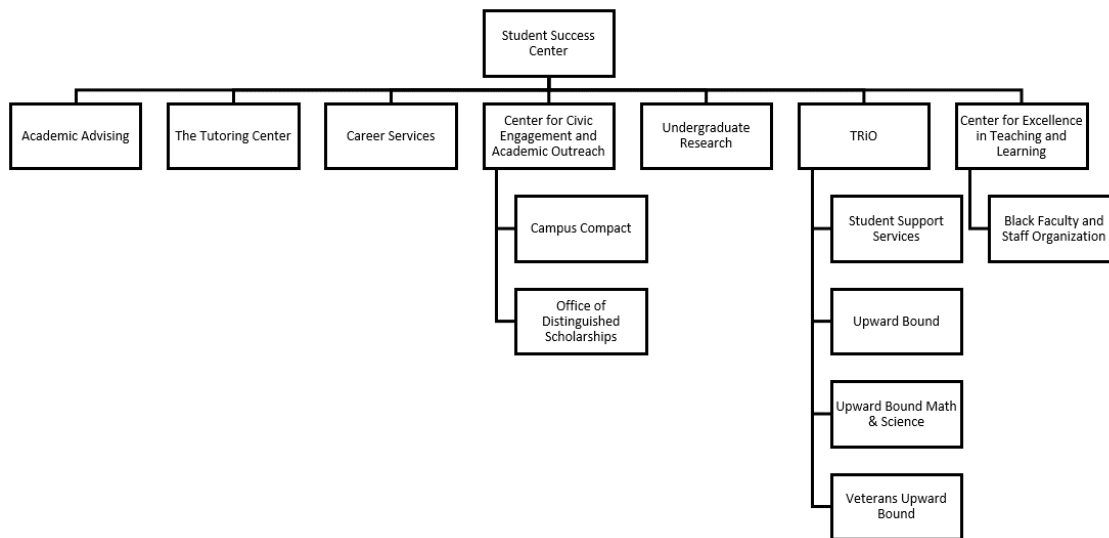
Sources:

1. Faculty Senate agendas and minutes (<https://www.atu.edu/facultysenate/minutes.php>)
2. New Promotion and Tenure policy document
3. Board of Trustees agendas and minutes detailing Ozark revised faculty promotion/rank policy [https://www.boarddocs.com/ar/atu/Board.nsf/files/AYEPN3540F31/\\$file/Ozark%20Faculty%20Senate%20Portfolio%2](https://www.boarddocs.com/ar/atu/Board.nsf/files/AYEPN3540F31/$file/Ozark%20Faculty%20Senate%20Portfolio%2)
4. Budget Advisory Committee charge

The establishment of the Student Success Center has been completed, the office's work is ongoing. In addition to opening the office, the AVP for Student Success has partnered with various stakeholders across campus to coordinate retention work.

- Partnered with Student Affairs to create and implement Retention Taskforce¹
- Developed Center for Civic Engagement and Academic Outreach, Campus Compact lodged within this center as evidenced in the organizational chart below²
- Developed an Office of Distinguished Scholarships²
- Developed Black Faculty and Staff Organization (BFSO) which has launched its own focused retention programming³

Student Success Center - Organizational Chart



Sources:

1. Retention Taskforce Operational Plan
2. Organizational chart, planning documentation
3. Black Faculty and Staff Organization (BFSSO) minutes

Goal 2, Item 3: The University, through the Graduate College and in collaboration with other Colleges, will **develop a comprehensive strategy for a renewed graduate education initiative** that will propose new programs, develop services to promote success for graduate students, and create a marketing plan as appropriate.

Progress continues in renewed graduate education as evidenced by the following initiatives:

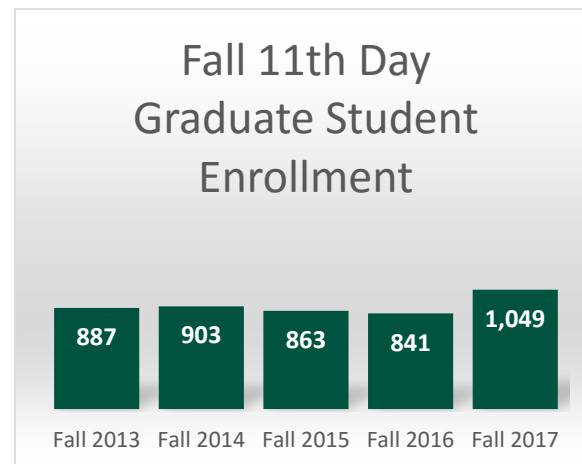
- Creation of Graduate Student Appreciation week¹
- Renewed the EDGE scholarship for TESOL graduate program, awarding over 69 scholarships to date generating the commitment of over \$200,000 in tuition beyond the \$69,000 total scholarship awarded. \$1000 scholarship also attracted 47 new graduate students to finish their MA in TESOL degree³
- Added new Master’s degree in K-12 Literacy in College of Education²

Goal/Objective

Progress Measures

(Addresses HLC Core & Subcomponents - 1A2, 1B2, 1B3, 1D2, 2A, 3A, 3B, 3C, 3D, 3E, 4A, 4B, and 4C)

- Increased graduate enrollment to more than 1,000 graduate students enrollments in both Fall and Spring semesters¹
- Graduate Symposium saw slight increase in participation from last year (1% increase) after incentive program addition⁴
- Feasibility study and development of MS Environmental Science degree program completed⁵
- Curriculum proposals developed include: Master of Arts in Leadership, Learning and Organizational Development, Graduate Certificate in Leadership, Learning and Organizational Development, Bachelor of Arts in Organizational Leadership¹



Sources:

1. Data supplied by Graduate College
2. Master's Program in K-12 Literacy (program documents)
3. EDGE Scholarship recruiting documents and ARGOS data
4. Graduate Symposium programming documentation
5. MS Environmental Science degree feasibility study documents

Goal 2, Item 4: The University, through the College of eTech and in collaboration with other Colleges, will **develop a comprehensive strategy for a renewed online education initiative** that will collaborate with Departments and Colleges to ensure innovation and sound

Significant progress has been made in the collaborations to benefit a renewed online initiative throughout the institution. Specifically, the following items have contributed to success in this goal:

- Student Wellness partnered with stakeholders to review telehealth services for online students¹
- The fee structure for online students was amended in response to student feedback. Both the Student Activity Fee and Public Safety Fee were waived for

Goal/Objective

Progress Measures

pedagogy of existing on line programs, will foster and support development of existing face-to-face programs into an online environment, will propose additional online educational opportunities (e.g., student success initiatives, certificates, undergraduate and graduate degree programs), will develop services to promote success for online students, and will create a marketing plan as appropriate.

(Addresses HLC Core & Subcomponents - 1A2, 1B2, 1B3, 1D2, 2A, 3A, 3B, 3C, 3D, 3E, 4A, 4B, and 4C)

- online students^{2,3}
- A video series on Emergency Preparedness created and made available to online students⁴
- eTech redesigned certification course in fall 2017. Since 2013, 116 faculty have matriculated through the certification course. Taking current faculty at the institution and total faculty numbers from fall 2017, this equates to 29% of faculty completing certification⁵
- eTech Faculty Advisory Committee conceptualizes and works with university partners to implement Student Success Module in all online fall 2018 sections⁶
- eTech Faculty Advisory Committee creates Online Innovation Award with financial support from College of eTech. 2018 award made to Dr. Aaron McArthur in HPS⁶
- Faculty Assessment Proposal to investigate Quality Matters (QM) standards for online education has evolved to become a partnership with Assessment & Institutional Effectiveness. A sizeable faculty cohort have taken QM training, become peer reviewers, and master reviewers in effort to create an ATU in-house online peer-reviewed course review process⁷
- Develop 2017-18 plan to increase outreach to community colleges, industry and the military. Evidence beginning in summer 2017 includes visits to 16 of 22 Arkansas two-year institutions (to include bi-monthly visits to six institutions beginning spring 2018). Additional efforts include a 2018 SHRM annual Arkansas Conference sponsorship (allowing visibility of 400 employers). The SHRM sponsorship directly led to a visit with Dessault Falcon Jet in May 2018⁸
- Offered TESOL MA and BA in Criminal Justice fully online⁹

ATU Quality Matters Participation

Arkansas Tech University	
AT A GLANCE:	
Individuals:	24
Individuals Trained:	20
Peer Reviewers:	7
Master Reviewers:	2
Facilitators:	0
Courses Submitted for Review:	0
Closed Submitted Reviews:	0
Self-Reviews	0
Courses Reviewed by Internal Reviewers:	16
Higher Ed QM-Managed	13
Higher Ed Subscriber-Managed managed by CRM	3

Goal 2, Item 5: Develop a strategy to review and modify all academic and co-curricular programs, and general education curricula (including additions and eliminations of programs no longer viable) to promote high academic standards, ensure currency within the field of study, and address current and future workforce trends.

(Addresses HLC Core & Subcomponents - 3B, 3C, 3D, 4A, & 4B)

Sources:

1. Student Wellness committee minutes, planning documents
2. Budget Advisory Committee
3. Board of Trustees minutes
4. Emergency Preparedness Video Series (<https://www.atu.edu/emergency/index.php>)
5. Online certification course program documentation and outcome data
6. Faculty Advisory Committee minutes, outcome data
7. Quality Matters Taskforce committee minutes
8. Outreach plan, sponsorship details, Dessault Falcon Jet meeting details
9. Online program curriculum

Progress has been made in completing program review of all academic and co-curricular programs and general education curricula. The following specific items have been completed:

- The Mathematics Department has reviewed and changed the remedial and general education courses in to have co-requisite courses and courses with labs to improve student success rates. There are Beginning/Intermediate Algebra with Lab, College Algebra with Lab, Co-requisite College Algebra/Intermediate Algebra, and Co-requisite College Mathematics/Foundations of Mathematics. The result was a 5% statistically significant increase in the overall success rates of our remedial and general education mathematics courses¹
- Revised CPGE process for all Gen Ed courses in Arts and Humanities²
- General Education Committee developed cyclical plan for ongoing review of Gen Ed courses³
- OAIE has taken on the oversight of academic program reviews for ADHE reporting purposes. The Office of Assessment and Institutional Effectiveness (OAIE) has established a strategy of internal review of academic programs operating in tandem with external ADHE or Specialized Accreditor reviews for all academic programs to ensure that all academic programs are completing a review of their degrees on a five-year rotating basis. By the time of the 2020-2021 HLC (Higher Learning Commission) review, **all** academic and non-academic programs will be within a five year window of program currency^{4,6}

Academic Program Review (APR)				
	2016-17	2017-18	2018-19*	2019-20
Internal	n/a	18	14	5
ADHE	1	4	11	5
Specialized	3	--	3	34**

*red denotes planned reviews

**Multiple programs within CAEP (education), AACSB (business), ABET (engineering)

- 62% of Gen Ed courses reported data for 2017-18 AY⁴
- 4 Administrative units performed CAS (Council for Advancement of Standards) Program Review⁵
- 5 Student Services units performed CAS Self-Study Program Review⁵
- 9 Student Services units performed external peer reviewed CAS Program Reviews⁷

Sources:

1. College of Natural & Health Sciences documentation
2. College of Arts & Humanities documentation
3. CPGE ARGOS data
4. Program review documentation held in OAIE
5. Assessment Office and Committees' feedback
6. ADHE documentation
7. External reviewer reports for Campus Activities programs-Student Affairs records

Goal 2, Item 6: To provide viable stackable degree opportunities within and between campuses which do not diminish the distinct educational objectives of each campus, existing curricula will be restructured and new programs will be developed (e.g., curricula in degree programs will be

Significant progress has been made in the provision of viable stackable degree opportunities as demonstrated in the following list of ADHE (Arkansas Department of Higher Education approved certificate programs.^{1,3}

- Approved TC in:
Health Professions
- Approved CP's in:
Pharm Tech
Dispatcher

Goal/Objective

Progress Measures

structured to provide certificates and/or other degrees during the natural progression of the educational pathway).

(Addresses HLC Core & Subcomponents - 1A2, 1B2, 1B3, 1D2, 2A, 3A, 3B, 3C, 3D, 3E, 4A, 4B, and 4C)

Medical Billing
Medical Coding
Logistics
Phlebotomy
Mobile Applications

Additionally,

- Ozark Campus submitted Regional Workforce Grant @ \$1.02m to provide stackable automation credentials²
- Submitted letters of notification for undergraduate certificates in Spanish for Medical Interpretation and Teaching English for Speakers of Other Languages⁴

Sources:

1. Certificate Programs : <https://www.atu.edu/catalog/ozark/degrees-certs.php>
2. Academic Affairs - Ozark
3. Technical Certificate: <https://www.atu.edu/catalog/ozark/programs/health-sciences.php>
4. Proposal for Certificates in Spanish for Medical Interpretation and TESOL

Goal 2, Item 7: *The VPAA and the Ozark Chancellor will give leadership to **the development of academic programs** that utilize the faculty and resources from different colleges and between campuses, resulting in greater coherence and continuity between existing programs and the creation of new programs which will address the changing educational/training workforce needs of the 21st century.*

(Addresses HLC Core & Subcomponents - 1A2, 1B2, 1B3, 1D2, 2A, 3A, 3B, 3C, 3D, 3E, 4A, 4B, and 4C)

Progress has been made on the development of collaborative academic programs between the Russellville and Ozark campuses. In particular, the following activities have occurred:

- Implemented AAS Paramedic transition to EAM BS¹
- Implemented Agriculture BS offerings at Ozark²
- ATCC faculty member added to Ozark Curriculum Committee³
- Ozark Campus Gen Ed offerings 2017-18⁴
- Ozark Campus budgeted 10% of salary supporting sustainability coordinator⁵
- HIM and Nursing working with Ozark on backwards degree compatibility⁶

Sources:

1. https://www.atu.edu/catalog/undergraduate/colleges/applied_sciences/emerg_manag/emerg_medical.php
2. https://ssbprod.atu.edu/pls/PROD/bwckschd.p_get_crse_unsec

3. <https://www.atu.edu/ozark/standingcommittees/curriculumcommittee.php>
4. https://ssbprod.atu.edu/pls/PROD/bwckgens.p_proc_term_date
5. https://ssbprod.atu.edu/pls/PROD/bwckgens.p_proc_term_date
6. [https://www.boarddocs.com/ar/atu/Board.nsf/files/AYMRBF5C9821/\\$file/FY19%20Budget%20Combined%20final.pdf](https://www.boarddocs.com/ar/atu/Board.nsf/files/AYMRBF5C9821/$file/FY19%20Budget%20Combined%20final.pdf)

Goal 2, Item 8: *In collaboration between Academic Affairs and Student Services, develop a university ethics statement, develop and implement a method of tracking academic misconduct between courses, and investigate the need for a university-wide honor code for all stakeholders that addresses academic and professional behavior.*

(Addresses HLC Core & Subcomponents - 2A, 2E3)

Significant progress has been made in reforming the University's academic integrity processes. In order to make progress on an investigation into an Honor Code while addressing current academic dishonesty actions on campus, the Honor Code Taskforce was split into two groups: HC Taskforce A and HC Taskforce B.

- Honor Code Taskforce "A" completed total rewrite of current Academic Dishonesty policy which includes a central repository for academic violations¹
- New Academic Integrity Policy presented to Faculty Senate for discussion and approval, and recommendation to BOT in 2018-19²
- Arkansas Tech University has become a member of the International Center for Academic Integrity and will implement the first membership benefit of an integrity climate survey in Fall 2018 as part of Taskforce "B" activity³

Sources:

1. HC Taskforce A meeting minutes, policy documents
2. Faculty Senate minutes
3. Membership application to International Center for Academic Integrity

Goal 2, Item 9: *In collaboration between Academic Affairs and Student Services, develop and implement a plan to coordinate Student Services programming with the academic mission of the university.*

(Addresses HLC Core & Subcomponents - 3B4, 3C1, 3C6, 3D1, 3D2, 3D3, 3E1, 3E2, 4B2, 4B4, 4C)

Significant progress has been made in the efforts to improve collaboration between Academic and Student Affairs Divisions. As noted in other Strategic Plan Goals, some of the following have been reported, but bear repeating as examples of collaboration between the two divisions for the benefit of Arkansas Tech students.

- Formation of a Campus-Wide Retention Committee representing faculty, staff, students and administration¹
- Development of strategic plan by campus-wide Retention Taskforce²
- Student Affairs working with faculty to achieve the Voter Friendly Campus

designation³

- Student Affairs prepare for Carnegie Classification application⁴
- Partnerships between academic and student affairs established for co-curricular experiences in the classroom⁵
- Student Affairs departments established departmental evaluation cycles using the Council for Advancement Standards)⁶
- New living learning communities created⁷
 - Established a Spanish LLC

Sources:

1. *Retention Taskforce Charge*
2. *Strategic Plan of ATU Retention Taskforce, committee minutes, plan documents, etc.*
3. *Paperwork and webinars from voter friendly; agendas/minutes from meetings*
4. *Meeting minutes for application to Carnegie Classification*
5. *OnTrack, \$100 solution sheets*
6. *Departmental CAS Reviews*
7. *New LLC advertisements and planning documents*

Goal 3: OPERATIONS EXCELLENCE

Ensure that ATU's finances and infrastructure are appropriate to good stewardship in the changing landscape of higher education.

Goal 3, Item 1: Optimize university revenue by understanding and recruiting students for specific programs, as well as reviewing and changing pricing strategies commensurate with the University's brand strength within the state.

(Addresses HLC Core & Subcomponents - 5A, 5C)

Significant progress has been made in optimizing university revenue. The following action items detail the specific stride:

- Ozark CFO trained faculty and staff in efficiencies of programs and budgeting¹
- The Budget advisory committee (BAC) actively worked on FY19 budgetary issues. The BAC did not recommend tuition increases for the Russellville campus for fall 2018 due to the Governor's request for no tuition increases for 4-year institutions. A 2.1% CPI increase was made in Ozark tuition^{2, 3}
- The BAC fee subcommittee recommendations and EC and Board approved increases in fees and course fees²
- The Board approved passing the charges of credit and debit card convenience fees that previously was absorbed by ATU^{2, 3}
- The Refund Policy for Students was modified to reduce the number of days for refunds, effective fall 2018. Board approved this modification to bring ATU policy in line with peer institutions³
- ATU refinanced \$34,195,000 bond debt in December 2017 thereby saving the university \$5,604,182 gross and \$3,024,257 in net debt service payments³
- ATU increased State Appropriations "category" for productivity funding by \$693,692 for FY19. Received one-time money in FY18 Governor Hutchinson funded two proposals for \$1.7 million for Cyber Security Labs and Energy Projects
- Revenue enhancement efforts total \$901,000. The university sold East Gate for \$575,000 on 4.27.2018, sold Grady County Mineral Rights for \$266,000, sold Easement and ability to cross land to Domus Development for \$60,000^{3, 4}
- The ATU scholarship budget was increased by \$1 million through a restructure of incoming student scholarships and the addition of the lower amount awards (Concurrent and Leadership scholarships)^{5, 6}
- Administration and Finance work with the Office of Advancement and the ATU Foundation to identify \$1,044,020 in 11 scholarship funds held in the University to be moved to increase investment income through the Foundation (UFUM) for

active investment management and enhanced stewardship and donor relations³

Sources:

1. Completed CFO minutes – Ozark Campus
2. Budget Advisory Committee minutes, website
3. Board meeting minutes
4. Board closing statements
5. VP Bedsole communication
6. FY19 Budget

Goal 3, Item 2: Redesign the university's advancement function to enhance giving and increase grant awards.

(Addresses HLC Core & Subcomponents - 1A3, 5C1, 5C4, 5C5)

Continued progress is being made in the redesign of the Advancement function at ATU.

The following details¹ are in evidence of this progress.

- Efforts continue in the redesign of the Advancement Division as staff is structured to support the first comprehensive campaign for ATU. Specifically, an Admin III position will support the Development Office and Ms. Jayne Jones will work full-time with campaign planning oversight as well as Stewardship and Donor Relations management. See the updated organization chart below
- New gifts and pledges were increased by 30% from \$3.4MM (FY17) to \$4.5MM (FY18). This represents an increase of 74% from FY16 to FY18
- Total case received from \$2.2MM (FY17) to \$3.4MM (FY18) representing an increase of 55%
- The Moves Management system will become operational by first quarter of FY19

Sources:

1. Office of Advancement internal documents

Goal 3, Item 3: Continue to develop a budgeting process that is transparent and well understood by stakeholders, has periodic evaluations and is designed to

Significant progress has been made in the development of a transparent budgeting process. The following items show the progress that has taken place.

- Active involvement in budgeting process is taking place through regularly scheduled meetings throughout year¹

Goal/Objective

Progress Measures

optimize university resources (including additions and eliminations of programs no longer viable)

(Addresses HLC Core & Subcomponents - 5A, 5C)

- Ozark Campus implemented a comprehensive budget form to train program chairs²
- The FY19 Budget was approved by the Board on 5.17.18³

Sources:

1. Budget Advisory Committee minutes, budget plan documents, etc.
2. Completed CFO minutes – Ozark Campus
3. Board of Trustees minutes

Goal 3, Item 4: Develop a campus facility master plan as a basis of a coherent, multi-year approach to facility and infrastructure needs. This master plan should be reviewed annually.

(Addresses HLC Core & Subcomponents - 5A1, 5C)

Progress on the items identified in the newly adopted Campus Facility Master Plan has been significant. While the plan was just created during the 2016-17 academic year, and only newly adopted, significant movement in its implementation has already occurred.

- The demolition of Roush Hall and the Stroupe Building were completed in spring 2018. The linked presentation here gives information about the two buildings and photos of the demolition process¹
- The Board accepted the campus master plan in October 2017 board meeting^{2, 3}
- The Board of Trustees took the first step for the addition of a new campus entrance⁴
- The purchase of the 716 North El Paso Public Works Building took place on May 30, 2018 for \$624,050⁵
- A Wayfinding committee and report were developed⁶

Sources:

1. [url for Roush demolition](#)
2. [Board of Trustees minutes](#)
3. [Electronic version of Campus Master Plan](#)
https://www.atu.edu/masterplanning/docs/ATU%20Campus%20Master%20Plan_Final_MPonly.pdf
4. [url for O Street and Campus Entrance](#)
5. [Board of Trustees agenda and closing documents](#)
6. [Wayfinding report](#)
<https://www.atu.edu/masterplanning/docs/ATU%20@ayfinding%20and%20Signage%20Report%20-%20March%202018.pdf>

Goal 3, Item 5: Develop a facilities and technology capital financial plan, including sources and uses of funding, that looks out up to ten years while focusing on the next five years, and is updated annually. The plan should include new buildings, technology, and infrastructure, as well as renovation and renewal of existing assets in these categories.

(Addresses HLC Core & Subcomponents - 5A1, 5C4)

Goal 3, Item 6: Develop and implement effective strategies of disseminating information across all levels of the university and determining if/what additional information would benefit faculty, staff, students, and/or Board of Trustee members.

(Addresses HLC Core & Subcomponents - 1A1, 1B1, 1B2, 2B, 5B2, 5B3, 5C3)

Some progress has been made in the development of a facilities and technology capital financial plan. Various actions were taken in the past year to move the university closer to a comprehensive plan.

- ATU refinanced \$34,195,000 bond debt in December 2017, saving the university \$5,604,182 gross and \$3,024,257 in net debt service payments¹
- Infrastructure of \$665,295 and Telecom and Technology Reserves were approved for FY18 reserve transfers by the Board of Trustees¹
- Meetings were held in spring 2018 between the President, Chief of Staff, VPAF, VPSA, and VP Advancement to discuss the upcoming feasibility study for a Student Recreation Center and Student Union²

Source:

1. Board of Trustees meeting minutes
2. Vice President of Administration and Finance notes

Some progress has been made on the implementation of strategies to disseminate information more broadly across all levels of the university, but increased efforts in this area need to be made.

- The audience for the Presidents Newsletter was expanded ¹
- ATU news items in the AASCU publication were submitted published. ²

Source:

1. Documentation on newsletter expansion
2. AASCU edition

Goal 3, Item 7: The university will develop environmental sustainability initiatives.

(Addresses HLC Core & Subcomponents - 1B2, 1B3, 1D1, 5C5, 5D2)

Significant progress has been made towards the development of environmental sustainability at Arkansas Tech University.

- Meetings held with sustainability student organization to discuss sustainability on campus¹
- Ozark Campus has budgeted to support sharing of Sustainability personnel between campuses²
- The Energy Audit project was completed and Phase I approved by the Board. In Phase I of the energy program, it is estimated to cost \$6.1 million less rebates or net cost of \$5.8 million³
- The Energy Audit Phase I ESCO financing plan was completed³

Source:

1. *Sustainability Organization minutes*
2. *Ozark Campus budget document*
3. *Board of Trustees meeting minutes and supporting documentation*

Goal 4: CITIZENS OF THE REGION, STATE & WORLD

Increase ATU's presence and effective participation in our cities, region, state, and world.

Goal 4, Item 1: Increase the visibility of the University by strengthening the mission and vision statements, developing a 21st century brand identity, and conducting a detailed marketing analysis.

(Addresses HLC Core & Subcomponents - 1B, 1C, 1D1 & 1D3, 2B)

Significant progress has been made towards increasing the University's visibility, while the mission and the vision statements were revised in 2016 just after the adoption of the current strategic plan, work continues on the brand identity and the marketing analysis of the university.

- RFP completed and vendor selected for comprehensive review of brand identity and brand promise, with associated future branding strategy, by June, 2018¹
- Marketing Advisory Group, as well as high school focus groups, implemented to test marketing materials among prospective students¹
- Gaps identified in dissemination of mission/vision statements on institution website removed²

Sources:

1. Review documents, minutes, etc.
2. ATU.edu website

Goal 4, Item 2: Improve the career readiness of students and alumni by establishing stronger and broader career services efforts, including collaborating with businesses to enhance these services and provide curricular recommendations.

(Addresses HLC Core & Subcomponents - 1D1, 3B2, 3B3 & 4A6)

Progress on towards improvement of student/alumni career readiness appears to have slowed this year after the strides made in the previous year.

- The College of Education extended its First Choice program to assist in connecting potential employers with COE graduates¹
- Develop a non-profit industry career fair²

Sources:

1. First Choice program documents and outcome data
2. Career Fair planning documents, lists of participant non-profit organizations, and attendance data

Goal/Objective

Progress Measures

Goal 4, Item 3: Develop and implement a comprehensive plan for internationalization and global education.

(Addresses HLC Core & Subcomponents - 1C, 3B4, 3D1)

Significant progress has been made in the development of a comprehensive plan for internationalization. The following initiatives are detail the actions that were taken in the 2017-2018 year.

- Reached agreements with the University of Leon in Spain, the University of Technology in Matamoros, Mexico, and the University of Applied Sciences in Giessen, Germany¹
- Offered 15 study abroad opportunities in 10 countries up from 13 and 8 last year, and we had over 50 students study abroad for the second year in a row. Also, for a second year we offered over \$30,000 in scholarships to study abroad students²
- Joined the National Student Exchange to develop a study away program for students wanting a study abroad experience but in the US or Canada³
- Received a grant from the Fulbright Foundation to bring in a Scholar in Residence from Africa in the 2018-19 school year⁴

Sources:

1. MOUs and/or agreements with foreign institutions
2. Study Abroad program documentation, scholarship details and participation information
3. National Student Exchange charter
4. Grant from Fulbright Foundation

Goal 4, Item 4: Partner in economic development efforts with community, industry and regional and state governments to help recruit new business to the River Valley and Ozark regions, including the utilization of the El Paso-Glenwood Avenue extension corridor to unify Arkansas Tech University with the city of Russellville.

(Addresses HLC Core & Subcomponents - 1B1, 1B2, 1C1, 1C2, 1D1, 1D3)

Significant progress has been made in partnering with community, industry and regional and state governments. The major partnerships from the past year are listed below.

- Ozark Campus opened Tyson Foods Logan County Training Site¹
- Ozark Campus designed Banking Services Accelerator program with Bank of Ozarks²
- Ozark Campus Adult Ed. implemented Pre-apprenticeship workforce training³
- Ozark campus establishes approved off-site location and partnership with Ft. Smith EMS training Paramedics⁴
- Purchase of the City Public Works Building on El Paso for the relocation of the University Department of Public Safety finalized⁵
- Dedicated and opened the Tech Connect Trail to the City of Russellville's Aquatic

Center⁶

- Dedicated and opened the Child Advocacy Center at the Crabaugh House partnering with the River Valley Child Advocacy Center⁷
- Dedicated and opened the “O” project partnership with the City and Highway Departments⁸
- Opened the Green and Gold Pantry in partnership with Tyson Foods⁹

Sources:

1. *Academic Affairs-Ozark, ATCC salary budget lines*
2. (<https://blog.bankozarks.com/bank-of-the-ozarks-to-construct-fourth-operations-building-in-ozark-arkansas-and-add-jobs-to-support-growth/>)
3. *Completed MOU, schedule*
4. (https://static.ark.org/eeuploads/adhe/Agenda_book_October_27%2C_2017_Regular_Meeting_-_final.pdf)
5. *Documentation on purchase of City Public Works Buildings*
6. *News story on dedication of Tech Connect Trail*
7. *News story on dedication and opening of Child Advocacy Center*
8. *News story on dedication of “O” project*
9. *MOU on Green and Gold Pantry partnership with Tyson*

Goal 4, Item 5: Increase partnerships with city, regional, and state governments through marketing our established strengths and utilizing government liaisons, administration, faculty, staff, students and alumni.

(Addresses HLC Core & Subcomponents - 1B1, 1B2, 1C, 1D1, 1D3)

Significant progress has been made in the growth of partnerships with city, regional, and state governments. The Division of Student Affairs has led the way on this goal.

- Student Wellness is partnering with state government to carry out legislation related to unplanned pregnancy and suicide prevention¹
- ATU Student Affairs has representation on the Arkansas Campaign for Unplanned Pregnancy Task Force and the Arkansas Suicide Prevention Council²
- Partner with ALERRT program to increase Active Shooter Preparedness in the River Valley³
- Serve on Arkansas Chiefs Association Board and Arkansas Campus Law Enforcement Administrators Board to increase networking and information sharing across law enforcement areas⁴
- Partnered students with the Arkansas Chiefs Association to develop statewide public relations campaign⁵

- Serve on the Pope County Mental Health Coalition to address mental health issues in our area⁶
- Serve on the Child Abduction Response Team (CART) for the state to increase ability to respond to child abduction cases⁷
- Student Affairs Established International Town and Gown (ITGA) committee including members from ATU, City of Russellville, Downtown Russellville, and Russellville Chamber of Commerce⁸
- Student Affairs Town and Gown Community Relations subcommittee – charged with implementing a Good Neighbor initiative to include the Party Smart Program for off-campus students⁹
- Student Affairs Student Mayoral Advisory Board developed and implemented monthly meetings with student leaders and the Mayor of Russellville to discuss salient topics affecting student relationships with the community of Russellville¹⁰
- President and Vice President for Student Affairs certified in Town and Gown Relations¹¹

Sources:

1. *Unplanned pregnancy and Suicide prevention plans & minutes from taskforce*
2. *Minutes from Ark Campaign for Unplanned Pregnancy taskforce and Ark Suicide Prevention Council*
3. *Active Shooter Preparedness in the River Valley minutes from taskforce.*
4. *Arkansas Chiefs Association Board and Arkansas Campus Law Enforcement Administrators minutes from board*
5. *Arkansas Chiefs Association campaign*
6. *Pope County Mental Health Coalition Meeting minutes*
7. *Child Abduction Response Team (CART) Meeting minutes*
8. *International Town and Gown (ITGA) Meeting minutes*
9. *Student Affairs Town and Gown Community Relations subcommittee Meeting minutes & flyer*
10. *Student Affairs Student Mayoral Advisory Board meeting agendas & minutes*
11. *Town and Gown Relations Certificates*