ARKANSAS TECH UNIVERSITY

2016-2021 Strategic Plan

Year Three Report

(8.15.19)

Strategic Plan Goal Oversight Grid

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

Significant progress in completing the individual Action Items associated with the four Goals of the Strategic Plan show that 29% of items are **Ongoing**, 42% are mostly **Met but Ongoing**, and 29% are fully **Met**.

August 2019

Colleagues:

Exceptional progress has been made toward achieving the shared vision for Arkansas Tech University that we established during the 2015-16 strategic planning process.

As we begin year four of the implementation phase of the strategic plan, 30 percent of goals are met and completed, while 42 percent of goals are met and ongoing. The next two years will be focused on finalizing unmet goals and refinement.

There were many noteworthy accomplishments in support of our strategic plan during the 2018-19 academic year. Among these were:

- an increase in credentials conferred
- progress toward enhanced stackability of degrees
- more scholarship opportunities
- alignment of co-curricular programming with our academic mission
- phase one of our energy efficiency initiative
- inaugural First Generation Institute for high school students
- collaboration with community to install solar-powered benches on North El Paso Avenue
- purchase and occupancy of the property at 404 North El Paso Avenue
- relocating the Department of Public Safety to 716 North El Paso Avenue

This report includes further details of the progress we made during the past year.

Thank you for your continued partnership in carrying out the mission of Arkansas Tech University. Together, we 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,

Robin E Bowen

Dr. Robin E. Bowen
President

Year 3: Progress Report on *One University*, the Arkansas Tech University 2016-2021 Strategic Plan
Presented by the Executive Council of Arkansas Tech University
August 15, 2019

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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.

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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 continues to improve on the Russellville campus, as does the retention rate at Ozark.[1] Both the Russellville and Ozark campuses show both positive and negative movement.

* Student Affairs Division implemented a 2018-2019 Retention Plan. Individual Student Affairs functional areas assessed assigned objectives from the plan and reported significant progress.[2]

Goal: Met Ongoing

Russellville Graduation Rates by Academic Year Reported										
	AY11	**AY12**	**AY13**	**AY14**	**AY15**	**AY16*****	**AY17**	**AY18**	**AY19**	**AY20**
1st Year Retention Rate	67.54%	66.42%	69.10%	67.19%	70.83$	68.56%	71.36%	70.33%	n/a	n/a
First-time freshmen 4-year rate	22.82%	27.11%	27.45%	21.31%*	26.41%	28.36%	27.39%	37.14%	n/a	n/a
First-time freshman 6-year rate	49.20%	47.06%	74.54%	50.16%	52.18%	41.35%*	42.87%	45.08%	n/a	n/a
National 6-year Graduation Rate**	54.20%	54.80%	55.10%	55.60%	55.20%	54.70%	55.50%	Available fall 2019	Available fall 2020	Available fall 2021

Ozark Campus Graduation & Retention Rates by Academic Year Reported										
	AY11	**AY12**	**AY13**	**AY14**	**AY15**	**AY16**	**AY17**	**AY18**	**AY19**	**AY20**
1st Year Retention Rate	48.86%	58.61%	50%	59.11%	57.56%	54.55%	56.52%	57.08%	n/a	n/a
3-Year Graduation Rate	39.58%	27.27%	23.48%	27.86%	28.39%	26.77%	31.71%	28.93%	n/a	n/a
National Graduation Rate Avg. ***	21.90%	21.30%	21.10%	21.80%	23.60%	25.30%	26.60%			

*	Financial Aid policies changes took effect
**	IPEDS public 4-year and above
***	IPEDS public 2-year
n/a	not available

- Numbers of degrees awarded each year has increased.[3]

Academic Year	2015	2016	2017	2018	2019*
Cert. of Proficiency	273	563	570	454	1047
Technical Cert.	254	208	181	158	252
Associate	430	417	484	940	1054
Baccalaureate	1408	1411	1313	1307	1360
Post-Baccalaureate Cert.				22	33
Master	296	340	284	289	294
Specialist	7	1	3	1	17
Doctoral				8	14	21

(note: Doctoral row — 8 in 2017, 14 in 2018, 21 in 2019)

* Unofficial data, has not been validated by ADHE

Sources:

1. *IPEDS Data.* www.nces.gov/ipeds
2. *Division of Student Affairs – 2018-2019 Retention Plan – Final Reports for Objectives*
3. *Institutional Research internal documents*

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, 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		FY2019	
	N	%	N	%	N	%	N	%	N	%
Russellville Campus										
Classified Staff	325	82.9%	313	81.5%	304	81.5%	290	80.0%	288	82.0%
Unclassified Staff	183	91.9%	202	93.7%	213	95.7%	217	95.9%	233	96.9%
Faculty	284	90.8%	287	91.5%	306	93.4%	299	92.4%	304	92.7%
Unclass/Fac Total	467	91.2%	489	92.4%	519	94.3%	516	93.9%	537	94.6%
Total	**792**	**87.8%**	**802**	**88.2%**	**823**	**89.6%**	**806**	**88.9%**	**825**	**90.2%**

Ozark Campus									
Classified Staff	23	81.5%	22	75.3%	24	75.3%	23	84.5%	18	83.1%
Unclassified Staff	25	73.3%	24	77.3%	27	78.6%	24	71.9%	25	75.1%
Faculty*	58	70.5%	57	68.1%	60	70.2%	58	95.1%	63	94.3%
Unclass/Fac Total	83	71.4%	81	70.8%	87	72.8%	82	88.3%	88	88.8%
Total	**106**	**73.6%**	**103**	**71.8%**	**111**	**73.3%**	**105**	**87.5%**	**106**	**87.8%**
Total for both campuses	**898**	**86.1%**	**905**	**86.3%**	**934**	**87.7%**	**911**	**88.7%**	**931**	**89.9%**

* 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

updated 7-16-2018

- Efforts are also underway to consider changing the comparison peer institutions in the CUPA median analysis. A Salary Committee chaired by Dean Lisa Toms and Mr. Bob Freeman presented a report for consideration by Executive Council. If approved, comparisons will go into effect starting with FY2021.[2]
- Cross reference with 1.3/1.4

Source:
1. *Administration and Finance documentation*
2. *Salary Committee reports provided to B. Hinkle*

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

(Addresses HLC Core & Subcomponents – 3C, 3D1, 3D3, 5A2 & 5B1)

PLAN/POLICY	
YES	
NO	X

Progress is being made on staffing-level policies through the changes noted below:
- Each divisional leader has reviewed their staffing and structures. When applicable they have made changes to fit the university's needs. Due to strategic plan goals and leadership transitions, this is an on-going item.[1]
- A target set for Year Three to hire consultants to develop staffing plans for the university was not met due to resource limitations.[1]
- Ozark campus redesigned organizational charts.[2,3]
- ATU has fewer administrators to faculty than our peer institutions. ATU has one administrator to 82 students, where our peer institutions average one administrator to 65 students (based on FTE, not actual headcount).[4]

Goal: Ongoing

- Cross reference with 1.2/1.4
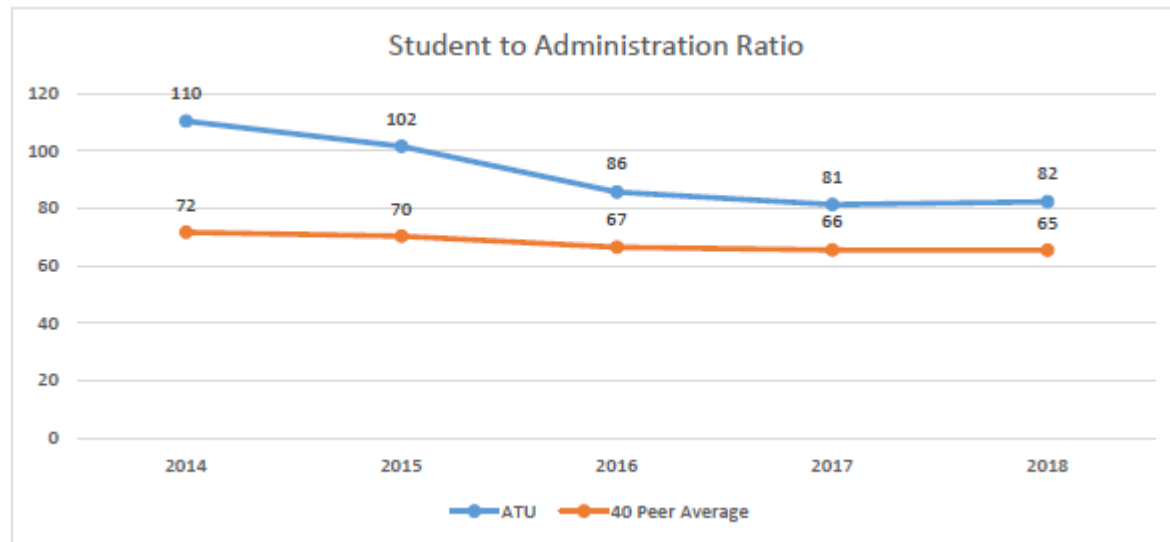
Source:
1. *Budget Office documentation*
2. *Organizational chart – Ozark Student Services*
3. *Organizational chart – Ozark HR 70519*
4. *Student-toEmployee_FTE_Ratio_ATU_vs_40Peers*

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

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

	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Faculty to student ratio	19:1	18.6:1	18.8:1	17.8:1
Percentage of classes < 20	41.1%	44.3%	45%	49.4%

(Addresses HLC Core & Subcomponents – 3C, 3D1, 5A2 & 5B1)

Goal: Ongoing

- Personnel requests for the Biennium Session remained at the same total number of positions (1670) compared to previous legislative sessions. However, personnel changes within the

classifications were made and approved.[2]

- In 2018-19, the base budget included 313 faculty lines (including 22 department heads and 291 full time faculty).[3]
- For 2019-20 316 faculty lines are budgeted. This includes 22 department heads and 294 full time faculty. The 294 full time faculty budget includes 7 unbudgeted lines.[3]

Source:
1. *ATU Common Data Set*
2. *B. Hinkle – legislative personnel requests*
3. *P. Chronister – faculty budget records*

Goal 1, Item 5: *Enhance the University's administrative research and planning capabilities, including the ability to generate, analyze, and communicate the import of data in support of student recruitment, enrollment, retention, and completion.*

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

Goal: Met Ongoing

Significant progress has been made in the Institutional Research and Effectiveness Office on enhancement of research and planning capabilities.
- Enhanced reporting functions via the OneTech IR.Anaytics tab to better disseminate productivity information as well as targeted reporting for scholarship expenses and tuition and fee revenue.[1,3]
- Enhanced the student course/instructor evaluation experience by adding new methods of entry into the survey and making use of EvaluationKit API calls/JSON for participation and reporting back to faculty.[1]
- Created a program cost algorithm similar to the Delaware Cost Study methodology using Banner CoA data and Budgeted expenses, include ability to drill down to the cost per SSCH level.[2]

Source:
1. *Institutional Research and Effectiveness Internal Documents*
2. *Delaware Study – Analysis of Productivity and Efficiency Executive Summary*
3. *Analytic tab for enrollment and trend data on OneTech*

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.*

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.
- VPEM and VPAF calculated and provided analysis for scholarship acceptance and yield rates to Executive Council and made presentations to the Budget Advisory Committee this past year.[1]
- Earn back policy continues to be warmly received by students. 603 students were eligible for the scholarship earn-back program and 1027 hours of summer courses were taken in the summer term by those students.[2]

(Addresses HLC Core & Subcomponents – 5A, 5C1, & 5C2)

- Scholarship budget increased by $5.5 million.[2]
- Scholarships for study abroad and internships rose to $32,636 and the student number increased to 51 this fiscal year due to the efforts of the Foundation staff.[2]

PLAN/POLICY	
YES	
NO	X

Goal: Met Ongoing

University Scholarship Budget					
	FY16	FY17	FY18	FY19	FY20
Scholarship Budget				$12,709,664 ( )	$18,245,451 (↑7%)
Pell-eligible students retaining scholarships**[4] (# of students)	(Fall16 – 291Ss)	70.8% (Fall17 – 206Ss)	72.8%	74.8%	76.8%

Foundation Scholarships					
	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	$374,894	$415,327	$511,340	$548,637	

*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. FY 19 Scholarship Balances at 040119
2. Enrollment Management internal documents

***Goal 1, Item 7: Establish a robust, sophisticated, and proactive human resources function** to ensure compliance with all HR-related legal requirements, to*

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

- Insurance Committee which includes representation from both campuses and staff, faculty, and administrators, met over several months and developed several insurance plan scenarios before presenting a final recommendation to the Executive Council. This committee will continue to meet

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 – 3C, 5A2, & 5B1)

Goal: Met Ongoing

and work in partnership with the Insurance Consultant.[1]

- ATU human resources issued a Request for Proposal (RFP) for Consulting Services for our employee insurance benefits. The insurance committee, comprised of staff, faculty, and administrators from both Campus' selected the insurance consultant.[2]
- Educational health and wellness sessions were conducted and sponsored by Human Resources as well as supervisor trainings and information for supervisors was produced to assist in Human Resource matters.[2]
- Due to limitations in resources, a Human Resource survey was not conducted. However, other surveys were performed throughout the year and responses did include faculty and staff's opinions regarding insurance and other benefits.[2]

Sources:
1. *Human Resources Non-Classified employee goal setting software data*
2. *Human Resources internal documents*

*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, & 5C3)

PLAN/POLICY	
YES	
NO	X

Goal: Ongoing

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 students.[1]
- Diversity Committee charge which began operation in Year 3 (2018-2019), collected data and outlined plan elements.[2, 4]
- Subcommittee continued work, final plan not yet complete.[3]

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*
4. *Survey data*

*Goal 1, Item 9: **Recognize, encourage and promote the use of co-curricular and high-impact educational practices** (e .g.*

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.

- The ATU University Honors program gained operation of the Green and Gold Cupboard which is

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)

Goal: Met Ongoing

open to all current faculty, staff, and students.[1]

- The Green and Gold Cupboard has been expanded to the ATU Ozark Campus. (Leadership Tech Project)[1]
- As part of a project based, interdisciplinary course (IPBL), ATU students created a new social media plan for a national environmental sustainability company headquartered in Russellville, Denali Water Solutions.[2]
- ATU students from the Mechanical Engineering department again fielded an entry in the Shell Eco-marathon America's challenge after finishing 18th in the international automotive engineering competition in 2018, in 2019 they finished 3rd among US teams and 7th overall.[3]
- Fight On 1001 was developed and implemented to increase collaboration across athletic teams to facilitate a stronger support network for all student-athletes and thus greater student success. Auxiliary benefits include stronger connections with the community and to serve as a model for the benefits of co-curricular and high impact educational practices. (Leadership Tech Project)[4]
- High Impact Practices identified as part of Capital Campaign priorities.[5]
- Living Learning Communities: 92 students including 54 incoming first year students participated in 7 living learning communities in 2018-19. Of the 54 incoming students during 2018-19, 46 (85.19%) returned for spring semester.[6]
- Student Affairs/HIM Affiliation Project allows HIM students to obtain HIM Management experience working with ATU Health Services.[7]
- ATU serves 115 Arkansas high schools through its traditional and Virtual Arkansas concurrent offerings. 3,202 concurrent students enrolled in Fall 2018.[8]
- Undergraduate Research has allowed undergraduates to partner with faculty to through grant proposal to research dissemination.[8]

Undergraduate Research Grants

	2014-15	2015-16	2016-17	2017-18	2018-19
Grants Funded	13	16	18	18	na
Undergraduate Students Involved	29	32	32	27	na
Total $ Amt Funded	$31,570	$32,970	$33,200	$28,638	na
Total $ Avail	$34,000	$35,000	$35,000	$30,001	na

- Cross reference - 4.3

Sources:
1. *ArkansasTechNews.com press release* https://www.arkansastechnews.com/green-and-gold-cupboard-ribbon-cutting-held-at-atu-ozark/ .
2. *ArkansasTechNews.com press release* https://www.arkansastechnews.com/atu-students-offer-data-solution-for-denali/
3. *ArkansasTechNews.com press release* https://www.arkansastechnews.com/embracing-innovation-made-the-difference/
4. *Fight On 1001 Syllabus*
5. *ATU Capital Campaign internal documents*
6. *LLC Year 3 Updates documentation*
7. *Enrollment Management internal documents*
8. *OSPUI internal documents*

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, 2E2, & 3C5)

Goal: Met

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. Data included below includes both Russellville and Ozark campuses.[1]

SPUI Activity/Improvements				
	FY16	FY17	FY18	FY 19*
Submissions	52	65	85	75
Awards($ Projected)	$9,204,099	$12,630,019	$10,510,492	5,152,543**
Awards (count of projects)	51	67	62	TBD
Awards ($ Actual)	$5,418,084	$5,625,741	$4,639,934	TBD

*Submissions reflect FY19 as of 7/1/19

** $3,246,877 in outstanding proposals for FY 19 still awaiting approval from granting agencies.

- Major grants awarded in past year include:
  - Automation Continuation in Robotics and Machining (ADHE, $644,034)
  - Arkansas Governor's School (ADE, $640,000)
  - CCAMPIS (USDE, $179,446)

- o INBRE Pilot and Summer Funding (NIH/UAMS, $160,197)
- o AmeriCorps – VISTA Program (CNCS, $104,655)

Source:
1. OSPUI internal documents

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, 2C5, 2D, 2E, & 5A1)

PLAN/POLICY	
YES	
NO	X

Goal: Ongoing

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

- Budget Advisory Board has expanded in both responsibilities and membership.[1]
- Faculty Senate assigned a committee to review and propose a Course and Program Development Policy to formalize and standardize the process across platforms to assure program/course quality. Policy approved by Faculty Senate 5.1.19.[3]
- Faculty Senate representatives served on the following:
  - Health Insurance Committee
  - Salary Comparison committee
  - Strategic Planning Committee
  - President's Communication Committee
  - Search Committee for VPAA
  - Higher Learning Commission Reaccreditation Steering & Working Groups
- Collaboration on policy:
  - Academic Integrity Policy (May 2019)
  - Ethics Policy (May 2019)
  - Tuition Waiver Policy (August 2019)

Sources:
1. *Budget Advisory Committee https://www.atu.edu/budgetadvisory/*
2. *Course and Program Development Policy*

*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.***

The establishment of the Student Success Center was completed in AY2017-18, the office's work is ongoing. The Center for Student Success partnered with various stakeholders across campus to coordinate retention work.

- Developed new advising and orientation model, TECH*Advise*, for fall 2019 incoming freshman class in collaboration with Division of Campus Life, Student Transitions.[1]
- Cross reference - 2.9

Goal/Objective	Progress Measures

Sources:
1. TECHAdvise memoranda

(Addresses HLC Core & Subcomponents – 3C7, 3D, & 4C)

PLAN/POLICY	
YES	X
NO	

Goal: Met

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.*

(Addresses HLC Core & Subcomponents – 1A2-4, 2A, 3A, 3B, 3C, 3D, 4A, 4B, & 4C)

PLAN/POLICY	
YES	X
NO	

Goal: Met Ongoing

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

- 308 graduate degrees awarded in AY 2018.[1]
- Total graduation headcount for last four years is 1,180 degrees.[1]
- Preliminary ATU Graduate College Strategic Plan developed.[2]
- A Graduate Recruiter position for graduate enrollment management has been hired starting July 1, 2019.[2]

Graduate Degrees Awarded by College

	2015	2016	2017	2018
CAH	151	170	143	167
CED	60	90	85	75
CEAS	44	41	35	54
CNHS	15	16	16	22

*COB not included in graph since no MBA degrees awarded as of dates reported in

Sources:
1. Graduate College Graduation Headcount by AY data from IR.
2. Preliminary ATU Graduate College Plan – 10.2018

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**

Continued progress has been made in the collaborations to benefit a renewed online initiative throughout the institution. While no concrete direction has been established for this goal, the following items have contributed to ongoing progress:

- eTech Faculty Advisory Committee continues to work with university partners to

online education initiative *that will collaborate with Departments and Colleges to ensure innovation and sound 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 – 1A2-4, 2A, 3A, 3B, 3C, 3D, 4A, 4B, & 4C)

PLAN/POLICY	
YES	
NO	X

Goal: Ongoing

implement Student Success Module in all online sections.[1]

- eTech Faculty Advisory Committee creates Online Innovation Award with financial support from College of eTech. 2018 award made to Dr. Doug Barron.[1]
- 2017-18 Faculty Assessment Proposal to investigate Quality Matters (QM) standards for online education has evolved in 2018-19 become a partnership with Assessment & Institutional Effectiveness. A sizeable faculty cohort, that includes faculty from Ozark and Russellville campuses, have taken QM training, become peer reviewers, and master reviewers in effort to create an ATU in-house online peer-reviewed course review process.[2]
- Two faculty members completed a 7-course workshop series to obtain QM Teaching Online Certification.[2]
- eTech leaders partnered with Faculty Senate Committee to examine and generate a common Course and Program Development Policy (cross reference 2.1).[3]
- Futures committee appointed consisting of representative from Russellville, Ozark, ATCC campuses and community to begin work on a long-range plan.[4]
- Ozark Campus Banking and Logistics degrees approved by ADHE and Board of Trustees.[5]

Quality Matters Online Standards for Course/Program Development		
	2017-18	*2018-19*
Affiliated Individuals	24	108
Trained Individuals	20	36
Peer Reviewers	7	9
Master Reviewers	2	5
Facilitators	0	1
Courses Submitted for Review	0	3
Closed Submitted Reviews	0	2
Courses Reviewed by Internal Reviewers	16	31
QM Teaching Online Certificates	0	2

Sources:
1. Faculty Advisory Committee minutes, outcome data

2. *Quality Matters Taskforce committee minutes & coordinator data*
3. *Course and Program Development Policy – 5.1.19*
4. *Office of the President internal documents*
5. *Board of Trustees minutes.*

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, & 4C)

PLAN/POLICY	
YES	X
NO	

Goal: Met

This goal has been met with development of a strategy. Progress continues on schedule with program review of all academic and co-curricular programs and general education curricula. The following specific items have been completed:

- 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.[1, 3]

Academic Program Review (APR)				
	2016-17	2017-18	2018-19	2019-20*
Internal	n/a	18	12	6
ADHE	1	4	7	10
Specialized	3	--	1	34**

*red *denotes planned/scheduled reviews*
**Multiple programs within CAEP (education), AACSB (business), ABET (engineering)*

- 64% of Gen Ed courses reported data for AY 2018-19, increased from 60% in AY 2017-18.[2]
- Four administrative units performed CAS (Council for Advancement of Standards) Program Review.[4]
- Division of Student Affairs created a plan for Program Review beginning in 2019-2020 to involve 5 programs/department/units per year.[5]
- Division of Student Affairs has also created a Cross-Functional Framework plan to address complex, emerging, evolving, and ongoing issues through the involvement of multi-disciplinary teams.[6]

Goal/Objective	Progress Measures

Sources:
1. *ADHE documentation*
2. *CPGE ARGOS data*
3. *Program review documentation held in OAIE Weave system*
4. *Review Schedule https://www.atu.edu/assessment/Inst_Effectivness.php*
5. *Year 1 – 5 - Participating Departments & CAS Standard Functional Areas Schedule – Student Affairs*
6. *CAS Cross-Functional Frameworks, Years 1-3 – Student Affairs*

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

(Addresses HLC Core & Subcomponents – 1A2-4, 2A, 3A, 3B, 3C, 3D, 4A, 4B, & 4C)

Goal: Ongoing

Continuing progress is being made in the provision of viable stackable degree opportunities.

- Submitted letters of notification for undergraduate certificates in Spanish for Medical Interpretation and Teaching English for Speakers of Other Languages.[1,2]
- Stackable poster developed.[2]
- Expanded PLA policy passed by Dean's Council.[3]
- Revised Professional Studies degree approved.[4]
- Ozark Campus completed the following transition pathways during 2018-19:
  - AAS in Banking with transitions to BAS
  - Non-credit pathway with Tyson to credit developed in Automation AAS
  - Created Automation/Machining/Robotics CPs chunking credentials
  - Implemented pilot program to utilize MSSC credential into Automation and Logistics
  - Logistics Management - BAS in Logistics Management 2+2 (100% online)
  - Implemented TC in Paramedic leading to AAS
- Signed MOUs with SouthArk CC and NorthArk CC.[5]

Sources:
1. *ADHE data*
2. *Stackable degrees poster - Academic Affairs - Ozark*
3. *Dean's Council minutes*
4. *Curriculum Committee minutes*
5. *OSPUI Repository*

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 – 1A2-4, 2A, 3A, 3B, 3C, 3D, 4A, 4B, & 4C)

Goal: Ongoing

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

- Scheduled 2018-19 Ozark Workforce Ed instructor as Agri-Horticulture Instructor at Russellville Campus (Position was shared from Ozark to Russellville- Discontinued due to budget constraints.)[1]
- The Office of Disability Services is providing job shadowing and training opportunity at Russellville campus for the new disability services coordinator at Ozark.[2]
- Appointed an energy manager that provides instruction at both campuses funded by Russellville and Ozark campuses.[3]

Sources:
1. *Instructor Agri-Horticulture to Russellville from Ozark memo*
2. *Job shadowing with Office of Disability Services (Ozark) memo*
3. *Office of the President internal documents*

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, 2B, 2D, & 2E)

PLAN/POLICY	
YES	X
NO	

This goal has been met. 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 violations.[1]
- New Academic Integrity Policy approved by Executive Council, Faculty Senate, and Student Government Association with recommendation to BOT in August, 2019 for implementation in fall 2019.[2]
- Incoming 2019-20 Student Government Association board will participate in investigation of a modified Honor Code as part of Taskforce "B" activity. Student leaders added to membership for International Center for Academic Integrity.[4]
- University-wide Ethics Policy was developed and approved through the Board of Trustees in AY 2018-19. Policy available on website.[5]

Sources:
1. *HC Taskforce A meeting minutes, policy documents*
2. *Faculty Senate minutes*

Goal: Met

3. Student Government Association minutes
4. Membership application to International Center for Academic Integrity
5. ATU Ethics Policy https://www.atu.edu/standingcommittees/ethics.php

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

(Addresses HLC Core & Subcomponents – 3B, 3C1, 3C7, 3D, 4B, & 4C)

PLAN/POLICY	
YES	X
NO	

Goal: Met

This goal has been met and will continue 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.

- Division of Student Affairs established a curriculum model.[1]
- SA created educational priority, learning goals, and learning outcomes for GAs and RAs.[1]
- Inauguration of Mary B. Gunter Emerging Leaders LLC (est. 2018) in collaboration with the College of Education and Leadership Tech.[2]
- The Office of Student Transition (Campus Life) completed a strategic plan and implemented new programming and outreach efforts in a support orientation program during new student advising (TECH*Advise*), a new fall orientation program (TECH*Connect*), a FirstGEN taskforce lead program, and a commuter student program.[2, 3, 4, 6, 7]
- LLC success in areas of increased student participation, process timeline, and creation of a Civic Engagement LLC.[10]
- Student Affairs collaborated with Academic Affairs to develop a robust "Every Student Counts" retention plan and conference to be implemented in 2019-2020.[10]
- The Office of Disability Services provided training regarding accommodations for students with disabilities to faculty in the New Faculty Academy. (see attached responses).[11]
- The Department of Campus Life collaborated with departments within Academic Affairs to provide a variety of programs and experiences within the On Track Co-Curricular Experience.[12]
- Continuation of the ALEAP accreditation process to include all team members of the Department of Public Safety on the Russellville and Ozark Campuses to begin training of personnel on updated policies and procedures. Completion scheduled for fall 2019.[1]

- Inaugural FirstGen Institute held June 13-14, 2019 with 52 first generation high school student participants.[14]

Sources:
1. *2018-19 Strategic Plan*
2. *2018-19 Strategic Plan – Campus Life – MBG Leadership LLC*
3. *2018-19 Strategic Plan – TECH Advise program*
4. *2018-19 Strategic Plan – TECHConnect program*
5. *2018-19 Strategic Plan – Civic Engagement LLC*
6. *Campus Life – Carnegie Classification*
7. *Campus Life – Commuter Student Program*
8. *Campus Life – FirstGEN Program*
9. *Campus Life – Orientation Program*
10. *Every Student Counts Plan*
11. *LLC Recruitment Strategy*
12. *New Faculty Academy Survey Results 2018-19*
13. *Campus Life – On Track Partnerships with Academic Affairs*
14. *ArkansasTechNews.com* *https://www.arkansastechnews.com/program-to-assist-first-generation-students/*

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, 5B, & 5C)

Goal: Ongoing

This goal has been met with progress ongoing towards optimizing university revenue.
- Recommended operating budget for FY2020 with increases in tuition and fees totaling $173m. Russellville campus FY 2020 budget based upon approximately 198,500 SSCH.[1,2,3]
- Charged differential tuition for high-cost programs: Mechanical Engineering, Music, Nursing.[3]
- In FY2019, Board of Trustees approved fees that were designated as mandatory and non-mandatory.[3]
- To improve student retention and success by improving student and parent financial literacy. This app was developed to include links to the National Student Loan Database, the students balance at Arkansas Tech, ADHE, FAFSA, Money Basics, OneTech, Student Aid, and Scholarships at ATU and will be accessible to both current students and students hoping to become part of the Tech family. (Leadership Tech Project)[4,5]

Sources:
1. FY2020 Budget
2. Budget Advisory Committee
3. Board of Trustees Minutes (5.17.19)
4. Financial Literacy Charter
5. Business and Financial Affairs internal documents

Goal 3, Item 2: *Redesign the university's advancement function* *to enhance giving and increase grant awards.*
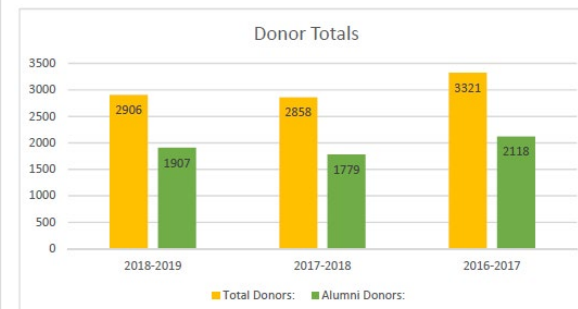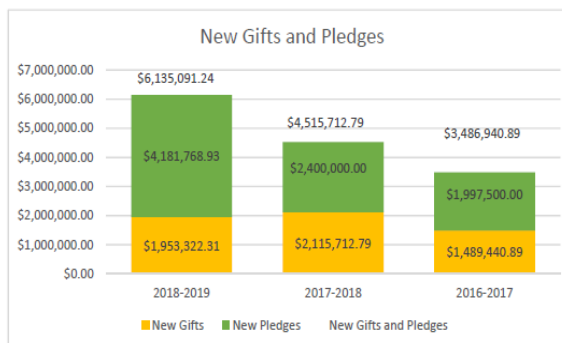
(Addresses HLC Core & Subcomponents – 1A3, 5C1, 5C4, 5C5)

Goal: Met Ongoing

Continued progress is being made in the redesign of the Advancement function at ATU. Continued growth in giving is projected to continue.
- Hired campaign consultant, identified campaign chairs, and set campaign priorities.[1]

New Gifts and Pledges

Donor Totals

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

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

PLAN/POLICY	
YES	
NO	X

Goal: Ongoing

Significant progress has been made in the development of a transparent budgeting process. The Executive Council and Budget Advisory Committee convened throughout FY19 and the results are as follows:

- Budget Advisory Committee met regularly and includes the following subcommittees: Cost containment, Communications, Revenue, and Fees.[1]
- Accomplished a review of fees to determine appropriateness.[1]
- Addressed new student fees for the Student Recreation Center and Union.[1]
- Reviewed and agreed with strategic plan funding categories and priorites.[1]
- Received updates on FY19 enrollment and budget shortfalls and university-wide plans to address issues.[2]

Sources:
1. Budget Advisory Committee minutes, website, and budget plan documents, etc.
2. FY20 ATU Budget

Goal 3, Item 4: Develop a campus facility master plan *as a basis of a coherent, multi-year approach to facility and*

The goal of developing a campus facility master plan is met with progress on the items identified in the newly adopted Campus Facility Master Plan. Since the creation of the plan during the 2016-17 academic year, significant achievement in its implementation has been made.

Goal/Objective	Progress Measures

infrastructure needs. This master plan should be reviewed annually.

(Addresses HLC Core & Subcomponents – 5A1 &5C)

PLAN/POLICY	
YES	X
NO	

Goal: Met

- Board approved to discontinue operations at LPCC per capital master plan recommendation.[1]
- Plans for Hull Pool Area renovated to temporary student union space.[1]
- In FY19, Capital Master Plan Task Force convened regarding facilities, housing, and signage plans.
- Purchased Sod Farm per capital master plan.[2]
- Progress made to date on the capital master plan include architect selection for the Student Recreation/Union project.[2]
- Progress made to date on capital master plan includes selection of Navigation/Wayfinding engineers/architects, working with ARDOT, and City of Russellville on storm water project and new entrance way.[2, 3]
- Installed fume hoods, implemented Energy Phase I.[2]
- Renovation space included Corley Cyber Lab, Public Works converted into Public Safety Space, Witherspoon.[2]
- Razed Critz Hall. [4]
- FY2020 Budget included a Student Recreation/Union fee staggered based upon student classifications $6.25 per SSCH for freshmen up to $1 per SSCH for seniors/graduate students.[5]

Sources:
1. *Board of Trustees minutes*
2. *Electronic version of Campus Master Plan*
   https://www.atu.edu/masterplanning/docs/ATU%20Campus%20Master%20Plan_Final_MPonly.pdf
3. *Wayfinding report*
   https://www.atu.edu/masterplanning/docs/ATU%20@ayfinding%20and%20Signage%20Report%20-%20March%202018.pdf
4. *ATU Press Release https://www.arkansastechnews.com/demolition-of-critz-hall-begins/ .*
5. *ATU Series 18 061419 – Schedule of Student Tuition and Fee Charges*

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

Significant 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 an approved comprehensive plan.

- A plan was facilitated to payoff housing bonds for the University Commons, Inc. and convert them to Student Housing Auxiliary. Payoff of bonds June 2019, with

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, 5C1, 5C5, & 5B1)

PLAN/POLICY	
YES	X
NO	

Goal: Met

conversion to campus housing on July 2019.[1]

- Continued rollover of OIS year to year funds[2, 3]
- A farm operation reserve fund was established and approved by the Board of Trustees for the repair, renovation, and construction fund in the plant fund based upon unspent operating funds.[1, 3]
- A draft of the Technology Capital Plan was presented to the Division of Administration and Finance.[4]

Source:
1. *Arkansas Tech Facilities Development Foundation University Commons Transfer to ATU*
2. *Board of Trustees meeting minutes*
3. *Vice President of Administration and Finance notes*
4. *Technology Capital Plan documents*

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*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, & 5C3)

PLAN/POLICY	
YES	X
NO	

Goal: Met Ongoing

Progress has been made on the implementation of strategies to disseminate information more broadly across all levels of the university.

- An assessment plan was created and implemented to monitor perception of university communication. [1]
- Several communications methods were developed and implemented including the ATU Now app, an Employee Appreciation luncheon, random employee lunches with the Executive Council, Executive Council Retreat with direct reports (11/1/18), President's Communication Committee, Service Excellence/Obstacles web reporting feature, Staff Scoop Newsletter, and a Student Complaint Log. [2]
- University featuring strongly in local media in AY 2018-19, and website articles were also disseminated to both internal and external audiences as appropriate. Additional media relations work resulted in a variety of other social network, radio, and print media.[2]

Television (Ch. 4, 7, 11, and 16) and AR Democrat Gazette Stories feat. ATU	*The Courier articles feat. ATU*	*ArkansasTechNews.com articles*
79	227	858

- 17 student e-Newsletters were disseminated during AY 2018-19 and opened 56,747 times by ATU students. Students clicked on links for more information on campus events, success stories, community service opportunities, community service events, and academic calendar information 10,605 times.[2]
- The 24 faculty and staff e-Newsletters that were disseminated during FY 2018-19 were opened by ATU employees 14,782 times.[2]
- MARCOMM created a new social media team approach resulting in a 200% increase in social media engagement from March 2019.[3]
- Peer mentor training was developed and implementing using Blackboard modules for any department or program to utilize on the Russellville and Ozark campuses. Training will equip and empower students to inspire and guide new students. The training will support the efforts of the faculty and staff who are developing the fledgling peer mentoring program, as well as existing student support/peer helpers on campus. (Leadership Tech Project)[4]

Source:
1. *Documentation on newsletter expansion*
2. *ATU Press releases and memoranda*
3. *MARCOMM internal data*
4. *Peer Mentoring Charter; Link to Blackboard Modules*

Goal/Objective	Progress Measures

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

(Addresses HLC Core & Subcomponents – 1B1, 1B3, 1C, & 5C5)

PLAN/POLICY	
YES	X
NO	

Goal: Met

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

- An Energy Manager was hired to implement energy training and awareness.[1]
- The Energy Manager completed a draft University Energy policy and it is in progress.[2]
- Approximately 90% of the Energy Phase 1 projects are complete to include LED lighting, fume hoods and HAV.[3]
- Early results of the energy project determined an approximately 10% kilowatt savings.[4]

Annual Energy Performance Report
June 12, 2019
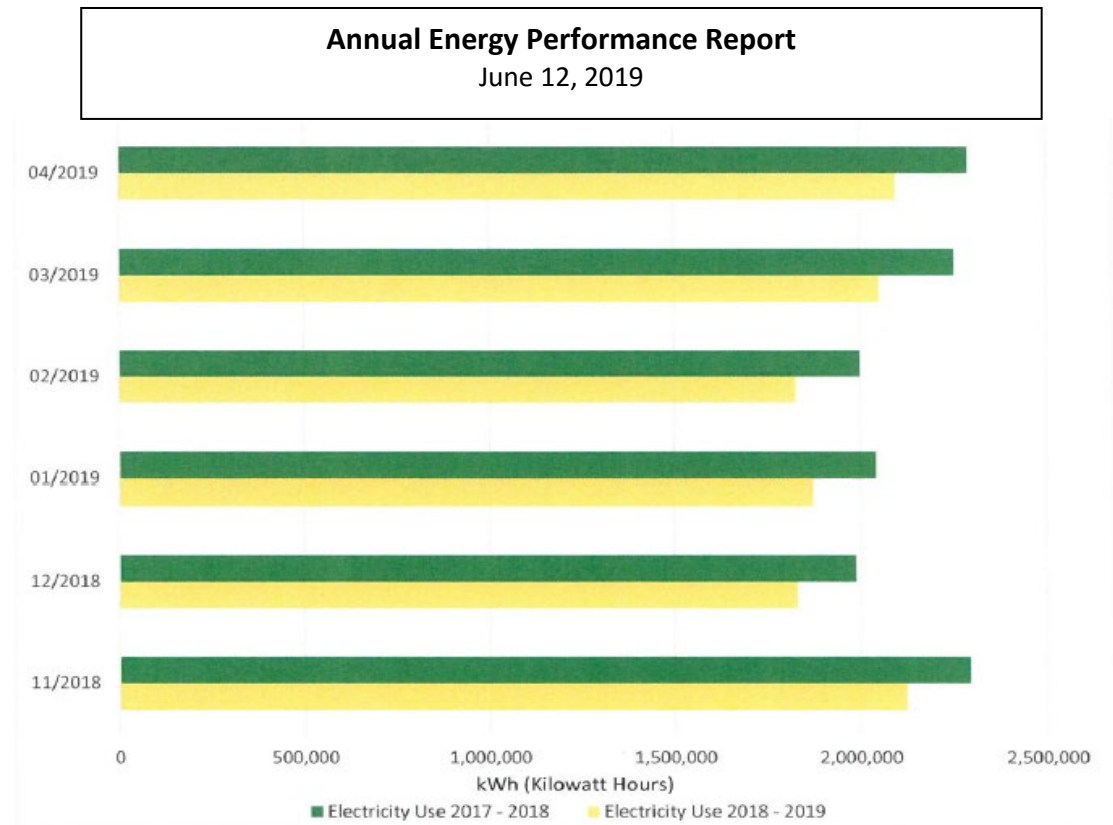
- The University Recycling Committee and Pepsi Grant worked together to purchase recycling bins for each residence room in M Street.[5]
- Two large recycling bins were added outside of M Street and University Commons

residence halls.[6]

- Student Affairs worked with ROTC on cardboard only recycling.[7]

Source:

1. *Division of Administration and Finance and Human Resources records*
2. *Energy Policy v 2.6 document*
3. *Board of Trustees meeting minutes and supporting documentation*
4. *Kilowatt graph as of 2019 document*
5. *Memorandum – Residence Life Department*
6. *Memorandum – Residence Life Department*
7. *Memorandum – Division of Student Affairs*

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, & 2B)

Goal: Met Ongoing

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**.**

- President Robin Bowen continues to highlight the mission and vision of the university in campus-wide and community conversations and presentations. In fall 2018, the faculty were invited to participate in highlighting and focusing activity led by the President during AY2018-19 Orientation Week.[1]
- The university engaged and completed the initial phase of a re-branding study with the dissemination of a Reputation Study to campus constituencies and a workshop on incorporating the new identity into messaging.[2]

Sources:
1. *Review documents, minutes, etc.*
2. *Carnegie Dartlet Reputation Study*

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 – 1C1, 3B2, 3B3 & 4A6)

Goal: Ongoing

Progress towards improvement of student/alumni career readiness continues.
- The Career Center hired a new director in 2018-19.[1]
- Career Center statistics include: [2]
  - 11 Job Fairs held with 1864 students attending, 436 registered employers
  - 986 appointments scheduled during AY 2018-19, 92% of appointments completed.
  - 60% of student visits are for resume assistance, 18% for assistance with Handshake program, and 10% for assistance with major/career options.
  - Handshake program accessed by 4,229 unique logins.
  - Registered employers from the following industries: Internet & software, K-12 Education, Government-Local, State & Federal, Healthcare, Sports & Leisure, Other & Higher Education, Non-Profit, Manufacturing, and Social Assistance.
- Ozark Campus provided 32 noncredit workforce training courses serving 509

students.[3]

Sources:
1. *Human Resources and Academic Affairs documentation*
2. *Career Fair planning documents, lists of participant non-profit organizations, and attendance data*
3. *Industry Training Fiscal Year 2018-2019 – Ozark Campus*

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

(Addresses HLC Core & Subcomponents – 1C & 3B3)

PLAN/POLICY	
YES	
NO	X

Goal: Ongoing

Some progress has been made in the development of a comprehensive plan for internationalization. While a comprehensive plan for internationalization and global education is still in the works, the following initiatives detail the actions that were taken in the 2018-19 year.

- The International Outreach Committee was established and identified key stakeholders.[1]
- IOC charge and resources shared during initial meeting of committee.[1]
- Continued to offer expanded opportunities in study abroad for ATU students. See the table in Goal 1, Action Item 9 for numbers.[2]
- Cross-referenced with Goal 1.9

Number of Undergraduate and Graduate Students Studying Abroad[5]			
	16-17	17-18	18-19*
Total number of global study opportunities, short and long term	13	15	18
Short-term opportunities (1-4 weeks) Japan, Costa Rica, Galapagos Islands, France, Austria, Germany, Spain, England ('18-'19)	5	6	8
Number of students studying abroad on short term programs	47	50	70
Semester- to year-long Global Programs (long-term), incl. NSE	7	8	10
Number of students studying abroad long-term	4	4	12
Number of countries	8	10	9 (incl. USA)

Study abroad Partnerships/exchanges developed		5	2-3(?)
Total number of students studying abroad	51	54	82

Projected experiences and participants

- The first Tech student, Audrey Berkau, Game and Interactive Media Design major, went with the National Student Exchange (NSE) to Southern New Hampshire University in Spring 2019.[5]
- This was also the first year that ATU students participated in the Austrian-American Educational Cooperation Association's (AAECA) STARS program in Austria. Seven ATU student teachers were immersed in a different culture, language, and way of life. They worked alongside Austrian teachers in the schools and interacted with students from various countries. The STARS program has brought Study Abroad at ATU to a new level.[5]
- Tech also had its first French Immersion study abroad program in Cannes, France.[5]
- Part of the Jazz ensemble accompanied a trip to Germany and Austria. The Jazz musicians performed in public twice and were able to interact with both German and Austrian music students at Justus Liebig University in Giessen, Germany (JLU) and the Music and Arts University of the City of Vienna (MUK).[5]

Sources:
1. *IOC Meeting Minutes*
2. *Study Abroad program documentation, scholarship details and participation information.*

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***.**

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.

- International labor market data firm, EMSI, completed an impact study that Arkansas Tech University has on the state and region. Ozark Campus impact on the Western River Valley economy was also examined.[1]
- ATU Campuses maintains membership and activity in nine Chambers of Commerce.[2,3]
- ATU represented on the River Valley branding study committee for the promotion of Russellville for economic development. "Live where others vacation" one result

Goal/Objective	Progress Measures

(Addresses HLC Core & Subcomponents – 1B & 1C)

Goal: Met Ongoing

for this year.[4]

- Partnered with the Russellville Chamber of Commerce Leadership class who worked with the University in efforts to mobilize/energize El Paso Ave. with the installment of two solar benches.[5]
- Ms. Chelsea Lairamore, Ozark Campus Coordinator for Student Leadership was selected to participate in Russellville Regional Leadership Academy Class 33; Ms. Chelsea Martin, ATCC, selected to Leadership Russellville; Mr. Richard Harris, Leadership Crawford County; and Dr. Keegan Nichols, to Leadership Arkansas.[3,6]
- Ozark Campus completed 1st semester at off-site paramedic location in Ft. Smith (approved by HLC).[7]
- Ozark Campus implemented Banking Services Accelerator program with Bank of the Ozarks. The program will begin in Fall 2019.[8]
- ATU worked to support DOMUS with efforts with Corp of Engineer project/permit for the construction of apartments adjacent to TECH campus.[9,10]
- Working with ARDOT and Russellville City Council on Hwy 7 storm water drain, widening Hwy7, entrance to ATU.[9,10]
- Received legislative updates from Director of Government Relations to include[10]:
  - Legislative session pertaining to budget resulted in additional funding of $100k for program, plus $216k productivity funding.
  - Received support from local senators and representatives to address equity funding among HIED.
  - Statewide legislative financial impact action also resulted in changes in procurement regulations, unfunded mandates for minimum wage increases, classified pay plan, and career service bonuses for staff.
- Student Affairs hosted the El Paso Involvement Fair, Business Expo for Russellville Chamber of Commerce, local high school graduation.[11]

Sources:
1. *ArkansasTEchNews.com press release and reports* https://www.arkansastechnews.com/study-atu-impact-on-state-is-526-5-million/
2. *Listing of chamber membership, Russellville Office of the President*
3. *Listing of chamber memberships, Ozark Office of the Chancellor*
4. *Social media for "Live where others vacation"*
5. *ArkansasTechNews.com from June 5, 2019 on "Solar-Powered Benches …"*

6. *Various press releases for area Leadership programs*
7. *HLC Multi-location Visit Report & Approval – CLLATU and FSEMS combined*
8. *Bank of the Ozarks Announces New Program press release*
9. *Campus Master Plan*
10. *Board of Trustees minutes (5/31/19)*
11. *Various Student Affairs internal documents*

***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 – 1B & 1C)

Goal: Met Ongoing

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.

- The Office of Civic Engagement (Campus Life) acquired the voter designation.[1]
- The Town and Gown Committee continued partnerships with Party Smart, March 2 Main, Scooters, Paint the Town Green and Gold, Flood Relief, and advertise the city.[2]
- The Public Safety Office was relocated to from 15089 North Boulder to 716 North El Paso Ave.[2]
- Created an annual publication which lists employee involvement with the community and the region to distribute the publication to appropriate stakeholders. The directory is designed to showcase the leadership and involvement the faculty and staff of ATU has in the community.[3]

Sources:
1. *Campus Life Voter Friendly Campus designation documentation.*
2. *ArkansasTechNews.com press releases*
3. *Community Leadership Charter – Leadership Tech Project*

For questions or comments regarding this document, please contact:

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