ARKANSAS TECH UNIVERSITY

2016-2021 Strategic Plan

Year Four Report

Strategic Plan Goal Oversight Grid

Operational Goal	Oversight	Designation
1.1	Barbara Johnson	Met Ongoing
1.2	Linda Birkner	Met Ongoing
1.3	Linda Birkner/Barbara Johnson	Ongoing
1.4	Linda Birkner	Ongoing
1.5	Blake Bedsole/President's Office	Ongoing
1.6	Linda Birkner (EA Policies)	Met Ongoing
1.7	Linda Birkner	Met Ongoing
1.8	Keegan Nichols	Met Ongoing
1.9	Barbara Johnson	Met Ongoing
1.10	Barbara Johnson	Met
2.1	Barbara Johnson /Bruce Sikes	Met Ongoing
2.2	Barbara Johnson /Bruce Sikes	Met
2.3	Barbara Johnson	Ongoing
2.4	Barbara Johnson /Blake Bedsole/Keegan Nichols/Linda Birkner	Ongoing
2.5	Barbara Johnson	Met
2.6	Bruce Sikes/ Barbara Johnson	Ongoing
2.7	Bruce Sikes/ Barbara Johnson	Ongoing

Operational Goal	Oversight	Designation
2.8	Barbara Johnson /Keegan Nichols	Met
2.9	Keegan Nichols/ Barbara Johnson/ Bruce Sikes	Met
3.1	Linda Birkner/Blake Bedsole/Barbara Johnson	Met Ongoing
3.2	Jason Geiken	Met Ongoing
3.3	Linda Birkner/Bruce Sikes	Met Ongoing
3.4	Linda Birkner	Met
3.5	Linda Birkner/Bruce Sikes/ Barbara Johnson /Blake Bedsole	Met
3.6	Mary Gunter/Blake Bedsole	Met Ongoing
3.7	Linda Birkner/Keegan Nichols/Barbara Johnson/ Bruce Sikes	Met
4.1	Blake Bedsole	Met
4.2	Barbara Johnson/Bruce Sikes	Met Ongoing
4.3	Barbara Johnson	Ongoing
4.4	Mary Gunter	Met Ongoing
4.5	Blake Bedsole/Keegan Nichols	Met Ongoing

Significant progress in completing the individual Action Items associated with the four Goals of the Strategic Plan show that 26% of items are **Ongoing**, 45% are mostly **Met but Ongoing**, and 29% are fully **Met**.

Colleagues:

When we were collaborating during the 2015-16 academic year to develop a new institutional strategic plan, none of us could have imagined the circumstances under which Arkansas Tech University would conclude year four of that plan.

And yet, even while grappling with a global pandemic and its dramatic effects on the operation of our institution, the faculty and staff of ATU persisted and completed a successful year filled with meaningful and far-reaching achievements for the benefit of our students.

Exceptional progress continues toward achieving the shared vision for Arkansas Tech University that we established during the 2015-16 strategic planning process.
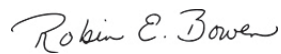
Below is a sampling of just a few of our achievements during year four of our strategic plan:

- growth in first-time freshman four-year graduation rate
- significant increase in certificate, proficiency and technical awards
- committee for shared governance formed
- diversity and inclusion plan published
- revised code of academic integrity finalized
- purchased and developed 404 N. El Paso Ave. property for academic use
- debuted new associate degree in banking services
- hosted inaugural "Tech for Tech" economic development and workforce event
- selected as co-designer campus for Ask Every Student civic engagement initiative
- completed and released new brand identity
- earned National Council of Workforce Education recognition for non-credit training
- doubled external grant awards as compared to previous year
- began renovation of former Hull Building swimming pool area for student union

This report includes further details of the progress we made during the past year. More information is available at www.atu.edu/strategicplanning.

It was a year that further demonstrated the will of the ATU community to facilitate student access and student success regardless of our circumstances. I've never been more proud of our university, our faculty, our staff, our students and everyone who supports our mission and vision.

Sincerely,

Robin E. Bowen

Dr. Robin E. Bowen
President

Year 4: Progress Report on *One University*, the Arkansas Tech University 2016-2021 Strategic Plan
Presented by the Executive Council of Arkansas Tech University
August 2020

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)

Goal: Met Ongoing

Significant progress has been made in the annual increase of the graduation rates though more progress needs to occur. First Time Freshmen 4-year graduation rates increased significantly on the Russellville campus. Increases in technical certificates, associate's degrees, bachelor's, and master's degrees. Programs from both the Division of Academic Affairs and the Division of Student Affairs are contributing to the increases.

- First-time freshman 4-year graduation rate increased to 43.73%.
- Ozark Campus over 5-year period has increased its graduation rate 13.3%.
- The Every Student Counts Retention Committee met on a monthly basis, tracking and monitoring the implementation of the objectives within the Every Student Counts Retention Plan for the 2019-2020 academic year.[1]
  - The Every Student Counts Retention Committee mobilized campus staff, graduate assistants, and student employees to provide intentional outreach to all ATU students on a weekly basis during virtual instruction during the COVID-19 pandemic during the Spring 2020 semester.[2]
- Through the APEX Center[5]:
  - Academic Coaching certification completed for all professional advisors.
  - Certified four staff (three graduate assistants and the director) to serve as academic coaches.
  - Certified 25+ student tutors to tutor in various subjects.
  - Provided online tutoring for 50+ Arkansas Tech classes.
- Through the Academic Advising Center[5]:
  - Educated students on degree plans and how long it will take to graduate, i.e., Eight-Semester Guaranteed Degree Completion Program;
  - Ensured Degree Maps align with course catalog and Degree Works;
  - Ongoing, met for 2020-2021 Catalog February 2020; and
  - Academic Early Warning (AEW) initiative had a positive impact on those contacted by a professional advisor (73.3%).
- Through the Norman Career Center[5]:
  - Created strong relationships with all stakeholders (faculty/employers/students) to increase work experience opportunities, both full-time and internship, for students and alumni on and off campus.
- Numbers of degrees awarded each year has increased.[3]

Russellville Graduation Rates by Academic Year Reported[3]									
	AY11	**AY12**	**AY13**	**AY14**	**AY15**	**AY16***	**AY17**	**AY18**	**AY19**	**AY20**
1st Year Retention Rate	67.54%	66.42%	69.10%	67.19%	70.83%	68.52%	71.36%	70.33%	69.31%	n/a
First-time freshmen 4-year rate	23.33%	27.42%	27.93%	21.38%*	26.68%	28.77%	27.89%	37.74%	43.73%	n/a
First-time freshman 6-year rate	42.90%	41.49%	41.01%	45.55%	46.93%	37.83%*	40.41%	43.01%	41.44%	n/a
National 6-year Graduation Rate**	54.20%	54.80%	55.10%	55.60%	55.20%	54.70%	55.40%	57.00%	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%	56.73%	n/a
3-Year Graduation Rate	42.19%	30.55%	26.89%	32.38%	31.36%	34.20%	40.00%	37.19%	44.66%	n/a
National Graduation Rate Avg. ***	21.90%	21.30%	21.10%	21.80%	23.60%	25.30%	26.60%	28.60%	n/a	

	* Financial Aid policies changes took effect ** IPEDS public 4-year and above *** IPEDS public 2-year ==This data changes year to year due to students obtaining a higher degree. These charts follow federal methodology with the exception of the first credential earned rather than the highest credential earned.== n/a not available

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

Arkansas Tech University
Number of Credentials Awarded

	Academic Year					
	2015	2016	2017	2018	2019	2020
Degree Level						
Basic Certificate						160
Certificate of Proficiency	273	563	570	454	1009	647
Technical Certificate	254	208	181	158	252	297
Associate	430	417	484	940	1054	1238
Baccalaureate Degree	1408	1411	1313	1307	1360	1366
Post-baccalaureate Certificate				22	33	19
Masters Degree	296	340	284	289	294	321
Post-Masters Certificate or Specialist	7	1	3	1	17	10
Doctoral Degree - Research/Scholarship			8	14	21	14
Total	2668	2940	2843	3185	4040	4072

Sources:

1. *2019-2020 Every Student Counts Retention Plan Report*
2. *Division of Student Affairs – 2018-2019 Retention Plan – Final Reports for Objectives*
3. *IPEDS Data.* www.nces.gov/ipeds
4. *Institutional Research & Effectiveness (IR&E) data*
5. *Division of Academic Affairs documentation*

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

Progress on establishing and achieving employee compensation targets. Remained relatively unchanged due to the decline in enrollment and revenue.

The following table shows the changes that have taken place since FY2015.

Percentage of the CUPA Median											
	FY2015		FY2016		FY2017		FY2018		FY2019		FY2020
	N	%	N	%	N	%	N	%	N	%	N	%
Russellville Campus											
Classified Staff	325	82.9%	313	81.5%	304	81.5%	290	80.0%	288	82.0%	250	83.9%

merit and years of service at Arkansas Tech.

(Addresses HLC Core & Subcomponents – 5A1, 5A2, 5C)

Goal: Met Ongoing

Unclassified Staff	183	91.9%	202	93.7%	213	95.7%	217	95.9%	233	96.9%	231	95.4%
Faculty	284	90.8%	287	91.5%	306	93.4%	299	92.4%	304	92.7%	289	92.2%
Professor									77	93.8%	79	93.0%
Associate Professor									82	93.4%	71	92.3%
Assistant Professor									102	91.2%	96	90.2%
Instructor									43	93.3%	43	95.3%
Unclass/Fac Total	467	91.2%	489	92.4%	519	94.3%	516	93.9%	537	94.6%	520	93.6%
Total	**792**	**87.8%**	**802**	**88.2%**	**823**	**89.6%**	**806**	**88.9%**	**825**	**90.2%**	**770**	**90.5%**
Ozark Campus												
Classified Staff	23	81.5%	22	75.3%	24	75.3%	23	84.5%	18	83.1%	21	71.7%
Unclassified Staff	25	73.3%	24	77.3%	27	78.6%	24	71.9%	25	75.1%	24	70.8%
Faculty*	58	70.5%	57	68.1%	60	70.2%	58	95.1%	63	94.3%	59	97.2%
Unclass/Fac Total	83	71.4%	81	70.8%	87	72.8%	82	88.3%	88	88.8%	83	89.6%
Total	**106**	**73.6%**	**103**	**71.8%**	**111**	**73.3%**	**105**	**87.5%**	**106**	**87.8%**	**104**	**86.0%**
Total for both campuses	**898**	**86.1%**	**905**	**86.3%**	**934**	**87.7%**	**911**	**88.7%**	**931**	**89.9%**	**874**	**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 3-31-2020

- A Salary Committee presented a report for consideration. It was recommended that comparisons go into effect with FY2021.[2] A decision to retain the current comparative group through the life of the plan was made.
- Employee compensation showed little change as the university budget experienced declining revenue, declining student enrollment, and the on-set of expenses from the pandemic.[1,3]
- Cross reference with 1.3/1.4

Source:

1. *Administration and Finance documentation*
2. *Salary Committee report provided to Executive Council*
3. *CUPA salary structure for non-classified staff and faculty for Ozark Campus*

Goal/Objective	Progress Measures

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

Goal: Ongoing

This goal and action item was not addressed during year four.

- Cross reference with 1.2/1.4

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, 5A2 & 5B1)

Goal: Ongoing

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	Fall 2019
Faculty to student ratio	19:1	18.6:1	18.8:1	17.8:1	17.6 to 1
Percentage of classes < 20	41.1%	44.3%	45%	49.4%	47.7%

- Personnel requests for the Biennium Session remained at the same total number of positions (1670) appropriated, compared to previous legislative sessions. However, personnel changes within the classifications were made and approved.[2]
- For 2020-21, 307 faculty lines are budgeted. This includes 22 department heads and 285 full-time faculty.[3, 5]
- For 2020-21, Ozark faculty lines budgeted total 57 (Ozark campus =40.5, ATCC total 16. 5) including 20 department heads between ATCC and Ozark.[5]
- Options were offered University wide for volunteer furloughs and reduced contracts at 75% to begin July 1, 2020.[6]

Source:
1. *ATU Common Data Set*
2. *legislative personnel requests located in the Department of Administration and Finance*
3. *faculty budget records located in Academic Affairs-Russellville*
4. *faculty budget records located in Academic Affairs-Ozark*

5. *Arkansas Tech University Budget Book*
6. *Human Resource Documents*

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: Ongoing

Institutional Research and Effectiveness Office continued to research and provide information and analysis on data requests University wide.

- IR&E hosted several ARGOS workshops to help disseminate information.[1]
- Improvements to OneTech Analytics Included on-demand EM funnel reports and SSCH reports.[1]
- IR&E/EM collaborated on multi-year enrollment and revenue projections.[1]
- Implementation of Othot modeling platform.[1]
- Supported the work of the Institutional Efficiency Committee and the Budget Advisory Committee (Task Group B).[2]

Source:
1. *IR&E Internal Documents*
2. *Executive Council Agenda*

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.

- For FY19-20 we awarded $571,000 to scholarships. Total number of students receiving a scholarship was 456 and of those, 70% of the scholarship recipients had financial need according to their FAFSA results.[1]
- For FY20-21 we've received 2,780 applications and as of today (7/14/20), we've awarded $320,000.[1]
- Scholarship policy was adjusted to include need-based aid.[2]
- IME Beccas and LULAC Scholarships[3]

University Scholarship Budget[1]					
	FY16	FY17	FY18	FY19	FY20
Scholarship Budget	$11,572,929	$11,572,929	$11,697,769	$12,709,664 ( )	$18,245,451 (▲7%)

Goal/Objective	Progress Measures

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

Pell-eligible students retaining scholarships** (# of students)	(Fall16 – 291Ss)	70.8% (Fall17 – 206Ss)	72.8%	74.8%	76.8%

PLAN/POLICY	
YES	
NO	X

Goal: Met Ongoing

Foundation Scholarships[2]					
	FY16	FY17	FY18	FY19	FY20
Scholarship funding raised during AY*		$11,728,254	$13,142,348	$15,484,073	$17,779,737
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. *Enrollment Management internal documents*
2. *2019-2020 Foundation Scholarship Awards spreadsheet*
3. *LULAC Scholarship Awards*

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

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. Despite transitions within the Human Resource division, progress has been made.
- Director served as team member of the University COVID-19 Task Force.[1]
- Director of Human Resources, in consultation with University counsel, recommended policies associated with the pandemic event, and implemented federally mandated policies.[1, 2]
- Developed online options to serve employees during pandemic. Many of these will be available after the pandemic event ends.[1]
- Established a list of priority items for the new Director of Human Resources to address.[1]
- Conducted a search and hired a new Director of Human Resources.[2]
- Planned and conducted first online Quarterly New Employee event.[1]
- FY 21 Human Resources budget includes the Assistant Director of Human Resources and a Safety Coordinator.[1,2]
- Implemented changes to the Human Resources web page.[1]

propose responses in support of enhanced job performance and high morale.

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

Goal: Met Ongoing

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	X
NO	

Goal: Met Ongoing

Sources:
1. *Human Resources internal documents (emergency leave policy, remote work policy, return to work policies, Intent to Reduce Hours, Intent to Voluntarily Furlough, new director priorities)*
2. *Executive Council Agendas: 4.8.20, 5.6.20, 5.20.20, 5.27.20, 6.3.20, 6.17.20*

Progress on the development and implementation of a diversity and inclusion plan was completed.

- The creation of the campus-wide diversity and inclusion plan was completed in October 2019.[1, 7]
- Department of Diversity & Inclusion developed and implemented a retention plan for underrepresented students.[2, 7]
- The Divisions of Student Affairs, Enrollment Management, and Academic Affairs collaborated to host the annual First-Generation Institute in a virtual environment in June 2020 with 26 rising high school seniors who will be first-generation college students participating.[3, 7]
- The Division of Student Affairs wrote the application for Arkansas Tech University's selection as a First-gen Forward Advisory Institution for 2020-2021 through the Center for First-Generation Student Success.[3]
- The Division of Student Affairs wrote the application for Arkansas Tech University's selection as a First Scholars Institution for 2020-2021 through the Center for First-Generation Student Success.[3]
- The Division of Student Affairs led the effort for Arkansas Tech University's selection as a Military Friendly School for 2020-2021 through Victory Media.[3]
- Student Affairs Wellness Committee published a mental health resource website with a section for "Minority and Diversity Mental Health"[4]
- The Department of Diversity & Inclusion provided intentional outreach and support to 1,900 under-represented students during virtual instruction during the COVID-19 pandemic during the Spring 2020 semester.[5]
- Counselor partnered with DDI to participate in the Early Arrival Program for students from under-represented populations, focusing on mental health.[6]

Sources:
1. *Strategic Plan for Inclusive Excellence*
2. *Retention Plan for Underrepresented Students*
3. *ArkansasTechNews.com article*

4. *Minority and Diversity Mental Health resource website*
5. *2020 Division of Student Affairs Annual Report*
6. *Diversity committee charge and .ppt presentation*
7. *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)

Goal: Met Ongoing

Significant progress is being made on the promotion of high impact practices at ATU.
- The ATU University Honors program gained operation of the Green and Gold Cupboard which is open to all current faculty, staff, and students.[1]
- Increased the number of project based, interdisciplinary (IPBL) courses. Example: ATU students created a plan to attract and engage ATU students to downtown area.[2]
- 11 Electrical Engineering students were selected to compete in the 2020 VEX U Robotics World Championship, Louisville, KY (April 2020).[3]
- ATU serves 115 Arkansas high schools through its traditional and Virtual Arkansas concurrent offerings.[4]
- Undergraduate Research has allowed undergraduates to partner with faculty through grant proposal to research dissemination.[5]

Undergraduate Research Grants

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Grants Funded	13	16	18	18	10	13
Undergraduate Students Involved	29	32	32	27	17	18
Total $ Amt Funded	$31,570	$32,970	$33,200	$28,638	$24,181	$27,250
Total $ Avail	$34,000	$35,000	$35,000	$30,001	$30,000	$28,215

- The Department of Residence Life partnered with academic colleges and departments to host 6 living-learning communities (LLC) during 2019-2020, including the Engineering LLC (with the College of Engineering & Applied Sciences), the Resorts & Recreation LLC (with the Department of Parks, Recreation, & Hospitality Administration), the Civic Engagement LLC (with the Office of Civic Engagement), the University Honors LLC (with the University Honors Program), the La Casa LLC (with the Department of English & World Languages), and the Dr. Mary B. Gunter Emerging Leaders LLC (with the Office of Student Leadership and the College of Education).[6]
- The Department of Residence Life cultivated 3 new living-learning communities during the 2019-2020 year to be offered during 2020-2021, including the DIVE LLC (with the Department of Diversity & Inclusion), the First to Shine LLC

- for first-generation students (with the Office of Student Transition), and the Stack Gaming LLC (with the Department of Campus Life and the Esports Club).[7]
- The Department of Diversity & Inclusion and the Department of International Student Services partnered to host an informational session for underrepresented students to increase the interest in studying abroad as a high-impact practice.[8]
- The Department of Diversity & Inclusion hosted a Minorities in the Professional World and Going to Graduate School virtual panel for graduating underrepresented students to support capstone experiences as a high-impact practice.[8]
- The Department of Residence Life hired undergraduate students as Marketing Interns, providing them experiences with marketing, brand management and communication, and social media management.[9]
- Title IX and Unplanned Pregnancy Prevention information was included in curriculum incorporated into CSP 1013 and TECH 1001 academic courses per Arkansas Act 563 and Act 943. 1,742 students enrolled in CSP 1013 or TECH 1001 in fall 2019 and spring 2020 and received educational material as part of the academic courses.[10]
- Arkansas Tech University Athletics Awards in Community Service.[11]
- 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. *Concurrent program documentation*
5. *Center for Undergraduate Research documentation*
6. *Residence Life webpage*
7. *LLC Year 3 Updates documentation*
8. *Retention Plan for Underrepresented Students*
9. *Residence Life Marketing Intern Job Description*
10. *Fight On 1001 Syllabus*
11. *ArkansasNews.Com articles on Athletics Community Service*

Goal/Objective	Progress Measures

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,	**The establishment of the Office of Sponsored Programs and University Initiatives has been completed and ongoing work will be monitored.**
	 • Major grants awarded in past year include:
	  ▪ TRiO Programs (USDE, $1,295,088) – Russellville campus[1]
	  ▪ Adult Education, $567,425.00 – Ozark campus[2]
	  ▪ Career Pathways Initiative, $264,055.00 – Ozark campus[2]
	  ▪ TAP Grant, $143,000.00 – Ozark campus[2]
	  ▪ Carl Perkins, $122,719.00 – Ozark campus[2]

professional development and community engagement opportunities, and scholarly activities.

(Addresses HLC Core & Subcomponents – 2D, 2E1, 2E2, & 3C5)

Goal: Met

- INBRE Pilot and Summer Funding (NIH/UAMS, $119,660) – Russellville campus[1]
- AR Department of Education (ADE, $113,291) – Russellville campus[1]
- NASA/AR Space Grant Consortium (NASA, $68,000) – Russellville campus[1]
- AR Department of Transportation (ARDOT, $63,648) – Russellville campus[1]

- Professional Development Grants awarded to 32 individuals for a total award of $45,408 and Faculty Research Grants awarded to 4 faculty for a total of $6,926. One student interdisciplinary research grant awarded for $10,000. There were 13 awards for $27,185 allocated for undergraduate research and the Interdisciplinary Research Council distributed $27,390 to 6 individuals.[3]

- Review of pre-award and compliance by National Council of University Research Administrators (NCURA) to ensure best practices utilized.[3]

- Initiated formal kick-off meetings for the PI/Program Director(s) with their Deans and the pre-award and post-award staff.[3]

SPUI Activity/Improvements[3]					
	FY16	FY17	FY18	FY 19	FY 20
Submissions	52	65	85	75	73
Awards($ Projected)	$9,204,099	$12,630,019	$10,510,492	5,152,543	$17,538,279
Awards (count of projects)	51	67	62	60	62
Awards ($ Actual)	$5,418,084	$5,625,741	$4,639,934	$5,019,853	$11,353,094

Note: Includes new grants/continuation and renewal grants at the end of the five year period.

Source:
1. *OSPUI internal documents-award letters*
2. *Ozark Office of the Chancellor – award letters*
3. *OSPUI internal documents - operations*

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.

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*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: Met Ongoing

Progress has been made in the collaborations between Faculty Senate and the Executive Council.

- A Shared Governance Committee was established with faculty and administrative representatives appointed by Faculty Senate and the President.[1]
- A speaker representing AAUP (American Association of University Professors) spoke at Faculty Professional Development Day in January 2020.[1]
- Members of the committee led open forums with faculty on shared governance in February-March 2020.[1]

Sources:
1. *Academic Affairs Website: atu.edu/academics/*

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*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 – 3C7, 3D, & 4C)

PLAN/POLICY	
YES	X
NO	

Goal: Met

The establishment of the Student Success Center was completed in AY2017-18. **The following work continued:**

- Units meet quarterly to discuss programs, initiatives, and best practices in student success and opportunities for collaboration.[1,2]
- AAC, Career Services, and APEX Center share student records and case notes in Banner.[1]
- AAC continues to work on Probation/Suspension Program to increase the retention of probation and suspension students. Encouraging students to utilize APEX Center and career counselors.[1]
- AAC encourages all undeclared students to attend a one-on-one career counseling session (gives business card).[1]
- AAC Mid-term Counseling Program (MTC) counsels first semester freshmen who have less than a 2.0 GPA at mid-term, and refers them to APEX Center.[1]
- Career Services PCA (Peer Career Advisors) set up a table in the lobby of AAC during current student registration each semester to show students resources, and to escort students to the CS office for an exploring majors conversation.[1]

- Career Services conducted mid-semester classroom visits to discuss major exploration discussion.[1]
- AAC intervention and retention programming strongly encourages utilization of Student Success Center resources.[1]
- The Every Student Counts Retention Committee met on a monthly basis, tracking and monitoring the implementation of the objectives within the Every Student Counts Retention Plan for the 2019-2020 academic year.[3]
- The Ozark Campus faculty and staff have completed the Student Success Plan.[4]
- Cross reference – 2.9

Sources:
1. *Academic Affairs internal documents (agendas, notes, minutes)*
2. *Student Affairs internal documents (agendas, notes, minutes)*
3. *2019-2020 Every Student Counts Retention Plan Report (SA)*
4. *Ozark Campus Student Success Plan located in WEAVE*

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	
NO	X

Goal: Ongoing

Progress continues in renewed graduate education as evidenced by the following initiatives:
- 323 graduate degrees awarded in AY 2020.[1]
- 323 graduates in 2019-20 (63 A&H, 21 Business, 184 Education, 35 EAS, 20 NHS)[1*]
  - *Includes Anticipated Summer 2020 Graduates
- The Graduate College implemented a new application management system (AMS), Liaison's Centralized Application Service (CAS). CAS is part of a worldwide network, so prospective applicants have the ability to apply to any university in the network with a single application. It also has a very user-friendly, robust AMS that allows the tracking of applicants from initial interest to matriculation.[2]
- In Fall 2019, orientation for graduate students was conducted in a virtual format.[2]
- To encourage more ATU undergraduate students to transition to ATU graduate programs, the Graduate College developed a policy for accelerated BS + MS programs.[2]
- Cross reference - 3.1

Sources:
1. *Graduate College Graduation Headcount by AY data from IR.*
2. *Graduate College documentation*

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 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

Continued progress has been made in the collaborations to benefit a renewed online initiative

- Developed asynchronous short-course to address ADA/Accessibility/Section 502 Removal of "eTech" constraints to maximize use of eTech certified courses.[1]
- Revised eTech Certification Course[1]
- Online Quality Control Working Groups (Spring 2020)[2]
- All online programs at the undergraduate and graduate level can be found in one location on the website.[4]

Quality Matters Online Standards for Course/Program Development[3]			
	2017-18	*2018-19*	*2019-20*
Affiliated Individuals	24	108	108
Trained Individuals	20	36	36
Peer Reviewers	7	9	8
Master Reviewers	2	5	5
Facilitators	0	1	1
Courses Submitted for Review	0	3	3
Closed Submitted Reviews	0	2	2
Courses Reviewed by Internal Reviewers	16	31	40
QM Teaching Online Certificates	0	2	2

- Continued annual $100,000 commitment to high-quality course certification (approximately 33 courses – new courses and existing course rebuilds)[4]
- Non-contract instructional designer support to individual members of the faculty[4]
- Cross Reference - 2.6

Sources:
1. *College of eTech documentation*
2. *Online Quality Committee minutes*
3. *Quality Matters Taskforce committee minutes & coordinator data*
4. *Course and Program Development Policy – 5.1.19*

Goal/Objective	Progress Measures

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 for review. Progress continues on schedule with program review of all academic and co-curricular programs and general education curricula.

- Review of General Education curriculum by external reviewers.[1, 2]
- Updated academic program review schedule available on website on the office of OAIE.[2]
- Guidance document approved to formalize curriculum review for currency.[3]
- 4 administrative units completed CAS (Council for Advancement of Standards) Program Review.[3]
- The Tech for TECH event summary is an example of addressing current and future workforce trends.[4]

Academic Program Review (APR)[2]				
	2016-17	2017-18	2018-19	2019-20
Internal	n/a	18	14	0
ADHE	1	4	7	7
Specialized	3	--	1	34**

**Multiple programs within CAEP (education), AACSB (business), ABET (engineering2

- The Division of Student Affairs completed the first year of the five-year cycle[5]
- The Division of Student Affairs has begun the second year of the five-year cycle, beginning the year-long process to conduct complete program reviews (self-assessments and external reviews) for 5 functional areas during 2020-2021(see 5-year schedule)[6]

Sources:
1. *ADHE documentation*
2. *Program review documentation held in OAIE Weave and Website*
3. *Review Schedule https://www.atu.edu/assessment/Inst_Effectivness.php*
4. *Tech for TECH agenda*
5. *Division of Student Affairs CAS Program Review 5-Year Schedule; Final Reports*
6. *Division of Student Affairs CAS Program Review 5-Year Schedule; 2020-2021 Division Kickoff PowerPoint*

Goal 2, Item 6: *To provide viable* **stackable degree** *opportunities within and between campuses which do not*

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

- Fall 2019 Ozark Campus initiated AAS in Banking Operations[1]

Goal/Objective	Progress Measures

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

- Ozark Campus developed Prior Learning Assessment for Tyson noncredit training program.[2,3]
- Meetings conducted with Russellville High School, Arkansas Department of Education, Secretary of Commerce, Arkansas Public School Resource Center, and the Arkansas Governor's Office to discuss the model.
- Proposal submitted to the Governor's Office for consideration. Currently on hold.[4]
- Initial Rockefeller meeting held to identify the need for Career Coaches to support stackable degree model. 2nd meeting postponed due to COVID-19.[5, 6]

Sources:
1. *Curriculum Committee minutes*
2. *Prior Learning Crosswalk Ozark Campus WEAVE /*
3. *Ozark Campus catalog: https://www.atu.edu/catalog/ozark/index.php*
4. *Arkansas Tech University's Proposal to the Governor*
5. *Rockefeller meeting email*
6. *ATCC Career Coaches Proposal*

*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

Discussion continues on the development of collaborative academic programs between the Russellville and Ozark campuses.
- Ozark dedicated office space for ASBTC Office in TAS Building.[1]

Sources:
1. *Ozark Campus Technology and Administrative Support Building Room #130.*

Goal 2, Item 8: In collaboration between Academic Affairs and Student Services,

This goal has been met. Ongoing work will be monitored.
- A total of 35 violations of the code were reported during the 2019-20 academic year. All

*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	

Goal: Met

the violations were 1st time reports (no multiple offenses have yet occurred). The tables show the breakdown of those 35 violations by class level, college where the violation occurred, type of violations and the sanctions that were assigned by the faculty member involved.[1]

- Tracking Academic Misconduct. Continued collaboration between AA and SA to track violations of the Academic Integrity Policy using Maxient software.[2]
- During the 2019-20 academic year the revised Code of Academic Integrity with a new centralized reporting structure went into effect. Faculty members were able to report violations through an online report only available through the OneTech faculty tab.[2]

Class Level	
Freshman	13
Sophomore	5
Junior	3
Senior	11
Graduate	1
Not Indicated	2
TOTALS	35

College	
AH	10
NHS	23
EAP	2
ED	--
BA	--
eT	--
	35

Type of Violation	
Cheating	24
Collusion	2
Plagiarism	9
Impersonation	--
	35

Sanctions	
O on Assignment	27
F for Class	1
Reduced Grade	6
Referral to Acad Appeals	-
No Penalty Assigned	1
TOTALS	35

Violation #	
1st Recorded Offense	35
2nd Recorded Offense	--
3rd Recorded Offense	--
	35

Sources:

- *Academic Integrity Violations from Maxient data (Assessment)*

- *Honor Code Taskforce Minutes*

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.

- The Every Student Counts Retention Committee, co-chaired by the Assistant Vice President for Student Success (in the Division of Academic Affairs) and the Dean of Student Engagement (in the Division of Student Affairs) met on a monthly basis, tracking and monitoring the implementation of the objectives within the Every Student Counts Retention Plan for the 2019-2020 academic year.[1]
- The Department of International Student Services collaborated with the Division of Academic Affairs to author and lead Arkansas Tech University's designation and implementation as one of 10 institutions to pilot the Global Civic Literacy Program through the American Association of State Colleges and Universities.[2]
- The Department of Campus Life collaborated with the Academic Advising Center to collaborate on moving the *TECHAdvise* advising, enrollment, and orientation program into a virtual format during the COVID-19 pandemic.[3]
- The Department of Campus Life collaborated with multiple campus partners, including academic colleges and departments and support offices, in the design and implementation of a reimagined *TECHConnect* fall orientation program in August 2019 that provided opportunities for incoming first-year students to build connections and discover one's self.[4]
- The Department of International Student Services and the Department of Campus Life collaborated with multiple campus partners, including the Division of Academic Affairs, the Academic Advising Center, and the Alumni Association, in the design and implementation of a reimagined *TECHConnect* International Student Orientation program in August 2019 that infused new programming to support international students' social integration and academic transition.[5]
- The Department of Campus Life collaborated with multiple campus partners to implement the First Four program, providing targeted programming and communication to support new student transition during the first four weeks of courses during the Fall 2019 semester.[6]
- The Department of Residence Life and the Department of Campus Life partnered with the appropriate academic entities to design and implement a pilot early onboarding/pre-arrival experience during August 2019 for incoming first-year students in the Civic Engagement LLC and the Dr. Mary B. Gunter Emerging Leaders LLC.[7]
- The Division of Student Affairs piloted a division co-curriculum model within three co-

curricular areas: the Department of Residence Life, the Department of Public Safety, and the Office of Fraternity & Sorority Life.[8]

- The Department of Campus Life partnered with multiple campus partners to design and implement programming in the On Track tracks.[9]
- The Office of Civic Engagement led the institution's efforts for Arkansas Tech University to be selected as an Ask Every Student Co-designer campus through the National Students Learn, Student Vote Coalition to prepare for electoral engagement with college students for the 2020 presidential election.[10]
- The Department of Campus Life partnered with campus partners to deliver student engagement programming in a virtual environment during the COVID-19 pandemic during the Spring 2020 semester.[11]
- Partnered with Behavioral Sciences Criminal Justice Program to offer programming to students for training in emergency response. Partnered with Emergency Management to offer courses to students in emergency planning and tabletop exercises.[12]
- Collaboration for the implementation of the First 4 program.[13]
- Ozark Campus developed Student Orientation program[14]
- Ozark Campus developed Student Success Plan[15]

Sources:
1. *2019-2020 Every Student Counts Retention Plan Report*
2. *Global Civic Literacy Program selection e-mail*
3. *Office of Student Transition webpage; (TECHAdvise Updates)*
4. *TECHConnect Fall 2019 schedules*
5. *TECHConnect International Fall 2019 schedules*
6. *Campus Life webpage*
7. *Campus Life schedules for Civic Engagement LLC and Dr. Mary B. Gunter Emerging Leaders LLC programs*
8. *Pilot co-curricular lesson plans, SA Division*
9. *Campus Life – On Track Partnerships with Academic Affairs*
10. *Ask Every Student Co-designer campus notification*
11. *Campus Life virtual engagement page*
12. *DEM/Behavioral Science Criminal Justice Emergency Response Tabletop Exercises*
13. *First 4 Weeks 1 - 4*
14. *Ozark Campus Student Orientation Plan*
15. *Ozark Campus Student Success Plan*

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: Met Ongoing

This goal has been met with progress ongoing towards optimizing university revenue.
- Recommended an operating budget for FY 21 totaling $169M. The Russellville campus tuition and fees budget was based on 179,993 SSCHs.[1, 2, 3]
- Pricing strategies were not implemented.[2]
- No increase in tuition.[2]
- Hosted consultants from RNL and received report on optimizing graduate recruitment and revenue. [4]

Sources:
1. *Arkansas Tech University Operating Budget*
2. *Board Agenda*
3. *Budget Committee meetings*
4. *Report from RNL*

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

The Advancement function at ATU has been redesigned. The growth in giving continues. Notable achievements include:
- Received the VOCA grant to assist victims of crime in the State of Arkansas.[1]
- Number of donors through June 30, 2020: 2577[1, 3]
- Comprehensive Campaign Gifts, Pledges and Planned Gifts progress to date through June 30, 2020[2]
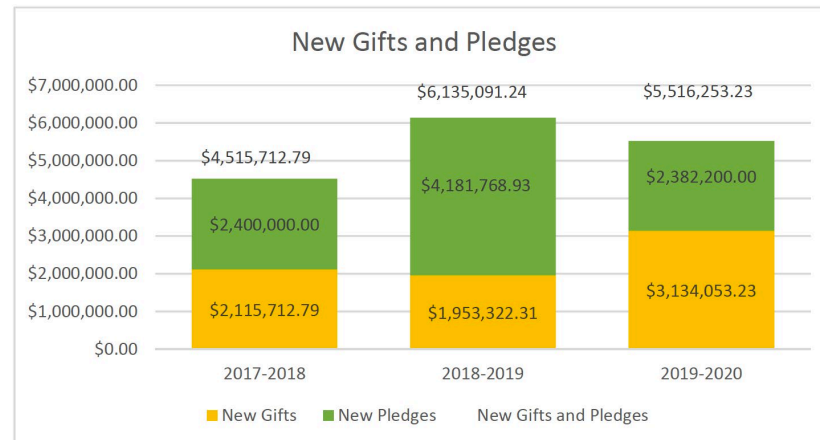
Arkansas Tech University
Comprehensive Campaign
6/30/2020

Campaign Pillars	Gifts	Pledges	Planned Gifts	Progress To Date	Projected Goal	% Raised
Scholarships	$5,531,118.76	$684,225.00	$3,087,624.57	$9,302,968.33	$7,500,000.00	124.04%
Stu Union/Rec Center	$51,000.00	$407,000.00	$1,000,000.00	$1,458,000.00	$15,000,000.00	9.72%
Student Success	$54,499.73	$11,600.00	$0.00	$66,099.73	$7,500,000.00	0.88%
Excellence	$7,866,367.70	$793,169.25	$900,000.00	$9,559,536.95	$5,000,000.00	191.19%
Innovation	$0.00	$0.00	$0.00	$0.00	$5,000,000.00	0.00%
Total	**$13,502,986.19**	**$1,895,994.25**	**$4,987,624.57**	**$20,386,605.01**	**$40,000,000.00**	**50.97%**

- New gifts and pledges through June 2020: $5,516,253.23[1, 3] (see table below)
- Mr. Jason Geiken selected as Vice President of Advancement[5]

ATU Foundation

June 30th 2020

	2017-2018	2018-2019	2019-2020
New Gifts and Pledges	$4,515,712.79	$6,135,091.24	$5,516,253.23
New Gifts	$2,115,712.79	$1,953,322.31	$3,134,053.23
New Pledges	$2,400,000.00	$4,181,768.93	$2,382,200.00
Total Gifts Received	$3,454,266.72	$2,602,930.44	$5,259,011.18
AF Restricted	$1,447,960.01	$1,028,054.86	$1,126,418.85
AF Unrestricted	$253,910.42	$86,931.24	$310,551.25
Capital	$201,000.00	$136,000.00	$73,500.00
Endowed Gifts	$1,551,396.29	$1,351,944.34	$3,748,541.08
Total Donors:	2858	2906	2577
Alumni Donors:	1779	1907	1676

New Gifts and Pledges

	2017-2018	2018-2019	2019-2020
New Pledges	$2,400,000.00	$4,181,768.93	$2,382,200.00
New Gifts	$2,115,712.79	$1,953,322.31	$3,134,053.23
New Gifts and Pledges	$4,515,712.79	$6,135,091.24	$5,516,253.23

New Gifts ■ New Pledges ■ New Gifts and Pledges

Sources:
1. *Office of Advancement internal documentation*
2. *Comprehensive Campaign data through 6.30.20*
3. *June 2020 ATU Foundation Giving pdf (in Weave)*

Goal/Objective	Progress Measures

4. *Steering Committee Meeting Information*
5. *ArkansasTechNews.com article "Geiken selected as next VP for Advancement at ATU"*

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	X
NO	

Goal: Met Ongoing

Progress has been made and continues to support the transparent budgeting process.
- Ozark Campus utilizes annual budget calendar and budget worksheets for departmental and programmatic planning.[1]
- A budget calendar (Russellville campus) was established in FY20.[2]
- The Budget Advisory web page was established to provide budget transparency to the campus community.[2]
- The Institutional Efficiencies Committee was established and co-chaired by the VP of Administration and Finance and the VP of Academic Affairs.[2]
- Faculty and Staff were surveyed to gain knowledge of possible budget saving solutions and/or new revenue streams.[2]
- Task Force B was established to vet possible solutions for COVID-related budget Shortfalls.[3]
- Cross Reference 3.6 – Budget Advisory Committee Communication.

Sources:
1. *Ozark campus budget calendar*
2. *Budget Advisory Committee minutes, website, and budget plan documents, etc.*
3. *Task Force B*

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)

PLAN/POLICY	
YES	X
NO	

Goal: Met

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. Achievement for this reporting period includes[1]:
- Purchased the 404 North El Paso property which will provide office swing space and a temporary location for the Hospitality staff members.
- Pursued sale of LPCC property.
- Sold the 4th Street Offices and Theatre Storage.
- Sold South Hall property.
- Started the remodeling of the Hull Pool Area. Anticipated completion October 2020.
- Started Phase I of the Williamson Hall reconstruction.
- Hired architect and developed plans for the remodeling of Hughes Hall for Administration and Finance offices. (This project was placed on hold due to COVID-19)
- Started architectural planning for the new Student Union and Recreation Center. The programming and schematic design phases were completed. (This project was placed on

hold due to COVID-19)

- Progress continues on the Navigation/Wayfinding project. Engineers completed the wayfinding plan. University officials continue to work with the City of Russellville and ARDOT on the navigation piece, which includes a new entrance and storm water and entrance improvements at O Street. The Board approved up to 2.8 million for the campus component of the project.
- FY21 Budget includes $117,953 infrastructure reserve.
- Cross Reference 3.7

Sources:
1. *Administration and Finance internal documents on campus master plan progress in Weave for goal 3.4.*

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, 5C1, 5C5, & 5B1)

Progress has been made in the development of a facilities and technology capital financial plan.

- The Facilities Foundation Board finalized release agreements to convert University Commons housing to ATU housing.[1]
- University Commons property was transferred to ATU Housing.[1]
- Plan developed and in progress for improving technology infrastructure.[2]

Source:
1. *Release agreements*
2. *Technology Strategic Plan update/Various OIS internal budget documents and memos*

PLAN/POLICY	
YES	X
NO	

Goal: Met

Goal 3, Item 6: Develop and implement *effective strategies of disseminating*

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

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

- 18 student e-Newsletters were disseminated during AY 2019-20 and opened 51,640 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 18,359 times.[1]
- Efforts to gain earned media publicizing Arkansas Tech University yielded the following results from July 1, 2019, through June 30, 2020.[2]

Television (Ch. 4, 7, 11, and 16), AR Democrat Gazette and arkansasonline.com, Harrison Daily Times, Southwest Times Record and Log Cabin Democrat Stories feat. ATU	*The Courier articles feat. ATU*	*ArkansasTechNews.com articles*
264	341	784

- The 23 faculty and staff e-Newsletters that were disseminated during FY 2019-20 were opened by ATU employees 12,659 times. Faculty and staff clicked on links for more information on campus events, success stories, community service opportunities, community service events and academic calendar information 13,459 times.[3]
- In the wake of the coronavirus (COVID-19) pandemic, a communications initiative to keep the university community informed of the rapidly evolving circumstances was developed. From March 7-June 19, 2020, 25 pandemic-specific e-mail communications directed to ATU faculty, staff and students were opened 92,233 times. Open rates for faculty and staff e-mail communications concerning the pandemic were routinely 70 percent or higher, as compared to an average open rate of approximately 50 percent for non-pandemic mass e-mails to faculty and staff.[3]
- The budget advisory committee revised its sub-committee structure to include a communications sub-committee, which took responsibility for collecting, finalizing and disseminating minutes of each meeting.[4]
- Communications about budget planning were expanded to enhance transparency. From March 16-June 19, 2020, nine mass e-mail communications concerning the budgeting process were disseminated to faculty and staff. These communications provided updates on the how and why of building ATU's 2020-21 fiscal year budget within the context of the COVID-19 pandemic.[4]
- A communications working group, representative of faculty and staff as well as all campuses of ATU, was convened during the 2019-20 academic year. The working group defined the key aspects of internal communication for faculty and staff at ATU, developed

and executed a survey of ATU faculty and staff and provided a report to the university community. The report included survey results and recommendations based upon those results.[5]

- Student Complaint Log. Continued maintenance and review of the *Faculty/Staff General Student Complaint Resolution Log. C*ontinued efforts (including OneTech announcements and visits to departmental and divisional meetings) to inform employees about the procedure.[6]

Source:
1. *Documentation on newsletter expansion*
2. *ATU Press releases and memoranda*
3. *MARCOMM internal data*
4. *Budget Advisory Committee minutes*
5. *Communication Working Group Report*
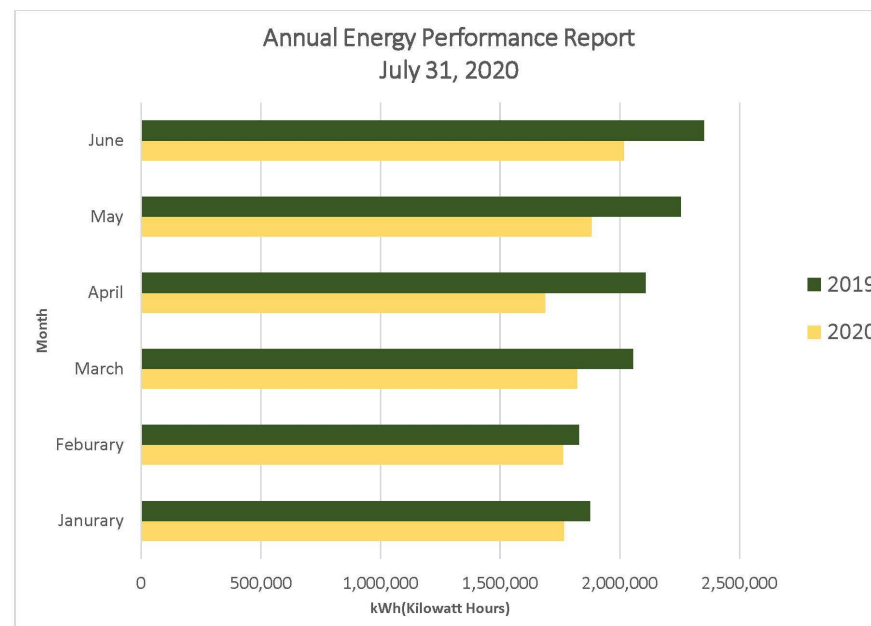6. *Student Complaint Log*

*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

Environmental sustainability initiatives have been developed at Arkansas Tech University.

Annual Energy Performance Report
July 31, 2020

- Completed University LED lighting retrofit, both indoor and outdoor.[1]
- Russellville Campus received a $424,630 lighting rebate.[1]
- Upgraded six buildings to digital HVAC controls.[1]
- Completed Fume hood retrofit and controls upgrade.[1]
- Completed cafeteria exhaust hood conversion to VAV. [1]
- Initiated building studies on HVAC schedules and implemented schedules across campus.[2]
- Savings project of $35,000 with OG&E - Ozark Campus energy sustainability / savings project with OG and E utility.[3]
- Cross Reference 3.4

Source:
1. *Division of Administration and Finance and Human Resources records*
2. *Energy Policy v 2.6 document*
3. *Ozark utility savings announcement: ATUNews.com: ozark-receives-over-35000-in-energy-savings-from-oge*

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

A new brand identity has been created directed towards increasing the University's visibility.

- Deliverable of the new visual/brand identity as of April 2020.[1]

Sources:
1. *Brand identity standards are live at (https://www.atu.edu/marcomm/brandidentity.php) .*

***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: Met Ongoing

Progress towards improvement of student/alumni career readiness continues.

- Ozark Campus Career / Grad Fair held.[1]
- Ozark Campus Student Resume Workshops.[2]
- Ozark Campus initiated non-credit CNA training in partnership with Fort Smith and Franklin County Adult Education.[3]
- Career Center statistics include: [4]
  - 13 Job Fairs held with 1,717 students attending, 385 organizations and 728 recruiters in attendance
  - 1,568 appointments scheduled, 100% of appointments completed.
  - 74% of student visits are for resume assistance, 7% for assistance with interviewing, and 8% for assistance with major/career options.
  - Handshake program accessed by 4,408 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 Human Resources.
  - Created Elevate tutorial for faculty to use in modules or package.
- Implemented a Career Services Faculty Advisory Taskforce Board with the College of Engineering & Applied Sciences.[4]
- Collaborated with Student Affairs to mandate Freshman Orientation attendance at the On-Campus, Part-time, & Academic College Fair.[5]
  - Increased record attendance of 717 students at fair.

- Partnered with Registered Student Organizations to provide real world experiences in emergency services to students at local large scale events. Events include historical flooding incident, Fall Festival at The Depot, and Russellville Christmas Parade.[6]

Sources:
1. *Ozark career fair 2020 Vendors that Attended*
2. *PowerPoint Ozark Campus Resume Workshop*
3. *Non-Credit CNA Training Calendar*
4. *Career Fair planning documents, lists of participant non-profit organizations, and attendance data*
5. *Academic Affairs documentation*
6. *Student Affairs documentation*

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 progress, the following initiatives detail the actions that were taken in the 2019-20 year.[1]
- Continued to offer expanded opportunities in study abroad for ATU students through February 2020.[2]

Number of Undergraduate and Graduate Students Studying Abroad[5]				
	16-17	17-18	18-19	19-20
Total number of global study opportunities, short and long term	13	15	18	19
Short-term opportunities (1-4 weeks) Japan, Costa Rica, Galapagos Islands, France, Austria, Germany, Spain, England ('18-'19)	5	6	8	8
Number of students studying abroad on short term programs	47	50	70	0
Semester- to year-long Global Programs (long-term), incl. NSE	7	8	10	11
Number of students studying abroad long-term	4	4	12	
Number of countries	8	10	9 (incl. USA)	11(inc. USA)

Study abroad Partnerships/exchanges developed		5	2-3(?)	
Total number of students studying abroad	51	54	82	8*

*Anticipated 86 total participants but the pandemic resulted in the cancellation of all study abroad trips scheduled March- June 2020.[2]

- The Department of International Student Services collaborated with the Division of Academic Affairs to author and led Arkansas Tech University's designation and implementation as one of 10 institutions to pilot the Global Civic Literacy Program through the American Association of State Colleges and Universities.[3]
- The Department of International Student Services revitalized the Global Connect International Student Support and Friendship Program, creating a series of workshops to educate students with the World 101 materials through the Global Civic Literacy Program to create a community of similar global interests between American and international students.[3]
- The Department of International Student Services collaborated with the Russellville community to support international students during TECH*Connect* international student orientation in August 2019 and through the COVID-19 pandemic during Spring 2020.[4]

Sources:
1. *IOC Meeting Minutes*
2. *Study Abroad program documentation, scholarship details and participation information.*
3. *Global Civic Literacy Program selection e-mail*
4. *TECHConnect International Student Orientation schedule*

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.
- ATU Campuses maintains membership and activity in nine Chambers of Commerce.[1, 2]
- Appointed an ATU Executive Council member to serve on the City Casino Citizens Advisory Council[3]
- Continued Work with ARDOT and City of Russellville on Hwy 7 storm water drain, widening Hwy7, entrance to ATU.[3]
- Finalized the purchase of the property at 404 N. El Paso. This property has been repurposed to house the university's Hospitality, Parks and Recreation department following the loss of the Williamson Building on campus.[3]

Goal/Objective	Progress Measures

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

Goal: Met Ongoing

- Worked with the planning commission and the city to update the City of Russellville Zoning Code to clarify sub zones within the El Paso/University Zone and make corrections within that zone. These updates to the El Paso Zone were passed by the City Council in January 2020.[3]
- Worked with the City Planner, Tech Legal Counsel and City Legal Counsel on the St. Leo's property development and issues of parking.[3]
- Met with the City Planner and city engineer on the projection for Prairie Creek Project (trails) and right-away needs along El Paso that are inclusive of property owned by Arkansas Tech University.[3]
- The March to Main was conducted for a second time to demonstrate the commitment of the City and the University to the potential of El Paso being a connecting corridor to town.[4]
- Counseling Services partnered with local businesses and organizations to provide requested training, i.e. Time Management for Physicians training offered at St. Mary's Regional Hospital and Millard Henry Clinic, QPR Suicide Prevention Training offered to Chaplains of Arkansas. (SA)[4]
- Prior to Pre-COVID19, The Salter Group were to break ground on El Paso in June 2020.[5]
- Met with Russellville Realtor Chris Olsen and Bradford Gaines, Director of New Developments, with Colliers International, to explore the possibility of mixed-use partnership for establishments along El Paso such as Zazas, US Pizza and/or retail shops along with apartments. Explored partnership use arrangement with Investor 70%/Tech30% type of land use agreement. This investor has a similar project near the ASU campus in Jonesboro.[6]
- Ozark Campus Industry Training program in partnership with Green Bay Packaging Inc. recognized nationally as a Non Credit Exemplary Program by the National Council of Workforce Education in 2019 – 2020.[7]
- ATCC developed an internship/partnership with Rockline Industries.[8]

Sources:
1. *Listing of chamber membership, Russellville Office of the President*
2. *Listing of chamber memberships, Ozark Office of the Chancellor*
3. *City Council minutes, January 2020,* *https://www.russellvillearkansas.org/AgendaCenter/ViewFile/Minutes/_01162020-622*
4. *Town & Gown Committee meeting minutes*
5. *Experience El Paso – Russellville Downtown Master Plan Update*
6. *Email: Bradford Gaines of Colliers International*
7. *ArkansasTechNews.com article: Rockline Industries, Inc.*

Goal/Objective	Progress Measures

8. *National Council of Workforce Education Program Award*

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 Office of Civic Engagement began the process to renew Arkansas Tech University's designation as a Voter-Friendly Campus.[1]
- The Office of Civic Engagement led the institution's efforts for Arkansas Tech University to be selected as an Ask Every Student Co-designer campus through the National Students Learn, Student Vote Coalition to prepare for electoral engagement with college students for the 2020 presidential election.[2]
- The Division of Student Affairs leads the monthly Town & Gown Committee meetings, which include representation from the Russellville Area Chamber of Commerce, the Russellville Mayor's Office, and the Russellville Tourism & Visitors Center.[3]
- The Office of Civic Engagement hosted the annual March to Main event in September 2019 in conjunction with the Russellville Area Chamber of Commerce's annual Paint the Town Green & Gold event.[4]
- The Office of Civic Engagement hosted the annual Green & Gold Give Back Service Day in November 2019.[4]
- The Department of Campus Life collaborated with the Russellville Area Chamber of Commerce and the Russellville Tourism & Visitors Center to connect with 725 parents and family members on Move-In Day during TECH*Connect* fall orientation in August 2019.[4]
- The Department of Campus Life collaborated with the Russellville Area Chamber of Commerce and Main Street Russellville to provide a downtown Russellville tour during TECH*Connect* fall orientation in August 2019.[4]
- The Department of Campus Life collaborated with 37 non-profit organizations and businesses to participate in the Involvement Fair during TECH*Connect* fall orientation in August 2019.[4]
- The Office of Fraternity & Sorority Life partnered with the Salvation Army to coordinate the Angel Tree adoption program on campus during November-December 2019.[4]
- The Office of Civic Engagement partnered with the Winthrop Rockefeller Institute to engage 10 students in the Civic Engagement LLC in the Beyond Civility training program.[4]
- The Department of Campus Life hosted a Spiritual Connections event during TECH*Connect* fall orientation in August 2019 that provided the opportunity for incoming students to get connected with local religious and spiritual entities in the Russellville community.[4]
- The Office of Civic Engagement collaborated with non-profit organizations in the River Valley area to engage students in service through 11 action days.[4]

- The Department of Campus Life collaborated with the Alumni Association and community partners to pilot two summer send-off events for incoming students and their parents and family members in July 2019 in two different geographic locations in Arkansas.[5]
- The Office of Veterans Services hosted a flag-raising ceremony in November 2019 for the campus and community to celebrate Veterans Day.[6]
- The Division of Student Affairs hosted a luncheon in September 2019 with campus ministry leaders within the Russellville community to show appreciation and steward partnerships.[7]
- The Division of Student Affairs collaborated with the Russellville Area Chamber of Commerce to design the Civic Leadership Academy to implement during 2020-2021 to engage ATU junior-level students in learning about and engaging in civic leadership and learning experiences.[8]
- Techoween, hosted the surrounding community for Halloween.[9]
- Collaboration with the Alumni Association to pilot two summer send-off event in different geographic locations (evidence attached is the virtual flyer that was distributed in Summer 2019).[10]
- Veterans Services flag-raising ceremony in November 2019 for campus and community to celebrate Veterans Day (evidence attached are the flyers that were distributed in November 2019).[11]
- Partnered with area agencies to host training courses for emergency services which include: emergency vehicles operation course, police bicycle certification course, Child Abduction Response Team (CART) bi-annual meeting, Arkansas State Police Patrol Division monthly meeting, and Sheriff's quarterly meeting.[12]
- Member of Arkansas Higher Education Working Group for the COVID-19 Recovery Task Force.[12]

Sources

1. *Voter-Friendly Campus statement of interest submission*
2. *Ask Every Student Codesigner campus notification*
3. *Town & Gown Committee meeting minutes*
4. *2019-2020 Town & Gown Initiatives Report*
5. *Department of Campus Life webpage*
6. *ArkansasTechNews.com story: "A Day to Honor All Veterans*
7. *2019-2020 Every Student Counts Retention Plan Report*
8. *Civic Leadership Academy proposal*
9. *ArkansasTechNews.com story: Tech-O-Ween 2019 Scheduled for Thursday Night*

10. *Veterans 2019 – community invite – Flag Raising Ceremony*
11. *Veterans 2019 – community invite – Football Game*
12. *COVID-19 Taskforce Agendas (7.7. 20; 7.13.20; 77.21.20; 7.28.20; 8.4.20; 8.11.20*

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