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ARKANSAS TECH
UNIVERSITY

2016-2021 Strategic Plan Year Five Report

Strategic Plan Goal Oversight Grid

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

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 2021

Colleagues:

As Arkansas Tech University nears the end of its current strategic plan, the success of the initiative is reflected in the fact that we continue to strive for and attain continuous improvement in support of our mission.

The 2020-21 academic year marked the fifth year of our strategic plan implementation. Below are just a few of the highlights in the strategic plan progress from the past 12 months:

- reaffirmed institutional accreditation through the Higher Learning Commission
- growth in first-time freshman four-year graduation rate on Russellville campus
- growth in three-year graduation rate on Ozark campus
- successful launch of academic coaching pilot program
- successful debut for summer bridge experience to boost mathematics skills
- completed a strategic and proactive restructuring process
- established a need-based scholarship fund
- disbursed \$7 million in Higher Education Emergency Relief Fund monies to students
- earned approval to begin offering an Associate of Science degree in manufacturing
- raised \$10.5 million in new gifts and pledges through the ATU Foundation
- opened the new Hull Building Student Union
- further developed collaboration with local leaders on a collective impact model for economic development in the Arkansas River Valley

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

The 2021-22 academic year will be a stretch year in our strategic planning process. We will continue making progress on the goals from the plan we developed together in 2015-16 and begin establishing priorities for the strategic plan that will serve as our guide in the years to come.

These are challenging and exciting times in higher education. Arkansas Tech possesses the determination, compassion and innovation necessary to meet its challenges and take advantage of its opportunities. I cannot wait to see what we achieve together during 2021-22 and beyond.

Sincerely,



Dr. Robin E. Bowen, President

Year 5: Progress Report on *One University*, the Arkansas Tech University 2016-2021 Strategic Plan
Presented by the Executive Council of Arkansas Tech University

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. We will continue to focus on retention for the 2021-22 academic year.

- Pilot academic coaching initiative implemented fall 2020 with students with an ACT 17 composite. Sixty (60) students and 43 faculty/staff participated with 40 enrolling for spring 2021 semester. With 67% continuation rate for the spring semester as compared to a 60% overall retention rate for all students with an ACT with a 17 composite or less.
- Pilot Summer Bridge Experience implemented to facilitate students completion of co-requisite math courses and orientation course. 90% of students successfully completed the course (only 3 received a grade of C while others earned a grade of A or B).
- ReUp partnership with Academic Affairs and Enrollment Management resulted in 73% of students who were recovered by ReUp persisting from fall 2020 to spring 2021.
- The Every Student Counts Retention Committee met on a monthly basis, discussing key issues influencing student persistence and retention, resulting in increased awareness of campus resources to go back to functional units to share with students; collaborative opportunities to strengthen the student experiences in financial education and wellness; new data analysis on student retention by type of involvement.
- Funds from Advancement have been utilized to assist students with debt.

Through the Academic Advising Center:

- 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; and
- Academic Early Warning (AEW) initiative had a positive impact on those contacted by a professional advisor (72.5%).

Graduation Rate Tracking

	AY12	AY13	AY14	AY15	AY16	AY17	AY18	AY19*	AY20	AY21
Russellville Campus										
1st Year Retention Rate	67.54%	66.42%	69.10%	67.19%	70.83%	68.52%	71.36%	70.37%	69.31%	66.90%
4-Year Graduation Rate	22.96%	27.11%	27.52%	21.31%	26.54%	28.36%	27.53%	37.20%	42.96%	46.80%
6-Year Graduation Rate	42.82%	41.10%	40.57%	45.23%	46.53%	37.54%	40.21%	42.40%	40.51%	45.11%
National 6-Year Graduation Rate**	54.20%	54.80%	55.10%	55.60%	55.20%	54.70%	55.40%	57.00%	57.90%	na
Total Number of Graduates	1,527	1,674	1,779	1,822	1,893	1,825	2,237	2,338	2,562	na
Ozark Campus										
1st Year Retention Rate	48.86%	58.61%	50%	59.11%	57.56%	54.55%	56.52%	57.08%	56.73%	56.85%
3-Year Graduation Rate	40.10%	28.36%	23.86%	29.10%	29.66%	27.51%	32.68%	28.93%	33.99%	38.05%
National 3-Year Graduation Rate***	21.90%	21.30%	21.10%	21.80%	23.60%	25.30%	26.60%	28.70%	29.90%	na
Total Number of Graduates	550	937	565	846	1,047	1,018	948	1,702	1,510	na

* Financial Aid policies changes took affect.

** IPEDS public 4-year and above

*** IPEDS public 2-year

Data is listed by the year it became available, not by the year of the freshmen class.

For example, in AY19 the retention is based on the fall of 2019 while the 4-year graduation rate is based on the fall 2015 class.

This report is intended for Strategic Plan tracking purposes

Data in this report may not match previous versions of this same report due to a variety of reasons such as reclassification of programs.

Last update made on: 7/6/2021

Next update available:

Retention and Graduation Rates 10/31/2021

Number of Graduates 9/30/2021

Sources:

1. ESC Committee Minutes
2. IPEDS Data. www.nces.gov/ipeds
3. Institutional Research & Effectiveness (IR&E) data

Goal/Objective

Progress Measures

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)

Goal: Met Ongoing

Progress on establishing and achieving employee compensation targets increased by 3.1% over the five years. For the period of 2020-21 it remained relatively unchanged due to the decline in enrollment and revenue. This item progressed, however it slowed due to funding restrictions at the university and the pandemic.

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

		Percentage of the CUPA Median													
		FY2015		FY2016		FY2017		FY2018		FY2019		FY2020		FY2021	
		N	%	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%	226	85.3%
	Unclassified Staff	183	91.9%	202	93.7%	213	95.7%	217	95.9%	233	96.9%	231	95.4%	223	95.5%
	Faculty	284	90.8%	287	91.5%	306	93.4%	299	92.4%	304	92.7%	289	92.2%	290	90.8%
	Professor									77	93.8%	79	93.0%	83	91.3%
	Assoc. Prof.									82	93.4%	71	92.3%	78	89.7%
	Asst. Prof									102	91.2%	96	90.2%	86	89.4%
	Instructor									43	93.3%	43	95.3%	43	94.4%
	Unclass/Fac Total	467	91.2%	489	92.4%	519	94.3%	516	93.9%	537	94.6%	520	93.6%	513	92.8%
	Total	792	87.8%	802	88.2%	823	89.6%	806	88.9%	825	90.2%	770	90.5%	739	90.5%
Ozark Campus															
	Classified Staff	23	81.5%	22	75.3%	24	75.3%	23	84.5%	18	83.1%	21	71.7%	31	71.2%
	Unclassified Staff	25	73.3%	24	77.3%	27	78.6%	24	71.9%	25	75.1%	24	70.8%	39	73.5%
	Faculty*	58	70.5%	57	68.1%	60	70.2%	58	95.1%	63	94.3%	59	97.2%	58	94.8%
	Unclass/Fac Total	83	71.4%	81	70.8%	87	72.8%	82	88.3%	88	88.8%	83	89.6%	97	86.2%
	Total	106	73.6%	103	71.8%	111	73.3%	105	87.5%	106	87.8%	104	86.0%	128	82.6%
Both Campuses															
	Classified Staff	348	82.8%	335	81.1%	328	81.0%	313	80.4%	306	82.1%	271	82.9%	257	83.6%
	Unclassified Staff	208	89.7%	226	92.0%	240	93.8%	241	93.5%	258	94.8%	255	93.1%	262	92.2%
	Faculty	342	87.4%	344	87.6%	366	89.6%	357	92.8%	367	93.0%	348	93.1%	348	91.5%
	Unclass/Fac Total	550	88.2%	570	89.3%	606	91.3%	598	93.1%	625	93.7%	603	93.1%	610	91.8%
	Total	898	86.1%	905	86.3%	934	87.7%	911	88.7%	931	89.9%	874	89.9%	867	89.4%

* Arkansas community college data was used as a comparison group as of FY2018

** Athletics has their own comparison group as of FY2018

N=counts of employees may not match official historical reports

- 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
- A mandatory increase for classified employees was factored into the five-year budget plan.
- Starting in fiscal year 2023 a 1% annual salary increase was included in the five-year budget projection.
- Cross reference with 1.3/1.4

Source:

1. Administration and Finance documentation five-year budget model.
2. ACT 110

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	X
NO	

Goal: Met

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

- Cross reference with 1.2/1.4
- Through the restructuring process staffing levels were reviewed in all divisions. Position elimination decisions were made strategically and not uniformly across all units.
- As future resources become available positions will be added in the areas with the highest priority needs.
- The university prepared a staffing-level plan during the restructuring period.
- Through the restructuring process positions were realigned to create operational efficiencies.
- The policy on voluntary furloughs was extended indefinitely.
- The policy on reduced contracts were extended indefinitely and modified to allow any full-time equivalent workload upon agreement by the employee and supervisor.
- An incentive retirement plan was offered with 34 faculty and staff enrolling.
- A phased retirement plan for faculty with reduced workloads and salary was implemented.

Sources:

1. 2021-22 Restructured Division of Student Affairs Organizational Chart
2. HR Documents, i.e. voluntary furlough, reduced contract, early retirement, and phased retirement.

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 continued to decreased while the percentage of courses with a class size of <20 has increased significantly.¹

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Student to Faculty ratio	19:1	18.6:1	18.8:1	17.8:1	17.6 to 1	16.4 to 1
Percentage of classes < 20	41.1%	44.3%	45%	49.4%	47.7%	54.9%

Sources:

1. ATU Common Data Set
2. legislative personnel requests located in the Department of Administration and Finance
3. Arkansas Tech University Budget Book
4. Voluntary Furlough and Reduced Time Extension Approval; Notice of Intent to Reduce Hours, Notice of Intent to Voluntary Furlough, Voluntary Employee Retirement Agreement

Goal 1, Item 5: Enhance the University's

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

Goal/Objective

Progress Measures

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)

1. Implemented a web based interactive charting/reporting dashboard tool for use with both enrollment and SSCH data that would allow constituents immediate access to a wide variety of information in a user friendly method.
2. Hosted a series of internal workshops related to the ARGOS reporting system aimed at Deans, Department Heads, and Program Directors to demonstrate all current tools available to them and how they may be used in support of decision making.
3. Worked with Faculty Senate and Academic Affairs to create a definitive ATU policy and Procedure guide used in the implementation of the faculty/course evaluations that students complete at the end of a class.
4. Fully documented the installation of the new ADHE official database and converted all reporting to the new formats. Linked the IR website reporting to the new ADHE database.
5. Created a robust and broad retention and graduation rate report that can look at any of a number of student demographics and calculate all standard retention and graduation rate information by any available demographic or student characteristic.

Source:

1. IR&E Internal Documents

Goal: Met/Ongoing

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

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

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

- Established a \$1,000,000 need-based scholarship fund for awarding in FY 2022.
- Distributed more than \$7 million in HEERF funds to students.
- Ozark Campus increased its scholarship fund support by 300%.
- Currently transitioning foundation scholarship awarding to financial aid.

University Scholarship Budget ⁴						
	FY16	FY17	FY18	FY19	FY20	FY21
Scholarship Budget	\$11,572,929	\$11,572,929	\$11,697,769	\$12,709,664 ()	\$18,245,451 (↑7%)	\$19,393,107
Pell-eligible students retaining scholarships**4 (# of students)	(Fall16 – 291Ss)	70.8% (Fall17 – 206Ss)	72.8%	74.8%	76.8%	74.1%

Goal/Objective

Progress Measures

PLAN/POLICY	
YES	x
NO	

Goal: Met Ongoing

Foundation Scholarships						
	FY16	FY17	FY18	FY19	FY20	FY21
Scholarship funding raised during AY*		\$11,728,254	\$13,142,348	\$15,484,073	\$17,773,737	\$21,251,315
Scholarship funding available to award	\$374,894	\$415,327	\$511,340	\$548,637	\$637,776	\$726,311

*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:

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

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

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.
- Director of Human Resources, in consultation with University counsel, recommended policies associated with the pandemic event, and implemented federally mandated policies.
- Developed online options to serve employees during pandemic. Many of these will be available after the pandemic event ends.
- Implemented changes to the Human Resources web page.
- Cross Referenced with 1.2
- Director of Human Resources served as chair of Equity and Diversity Committee.
- New position additions are routinely advertised in publications marketed to diverse communities.
- Development of the Remote Work and Background Check Policies.

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. <https://www.atu.edu/pandemicrecovery/>
3. New Hire Welcome Agenda

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

Progress was made on the implementation of the diversity and inclusion plan.

- Identified and implemented mandatory diversity training for new employees.
- Identified and converted three restrooms to gender neutral family restrooms.
- Created CETL diversity badging training for new faculty along with providing materials and resources to help with including diversity in teaching.
- Expanded the Diversity Committee to include members from other representative groups.
- Met with student groups and adjusted diversity training based on their input.
- Reviewed and selected a diversity and inclusion training module for all staff.
- The Strategic Plan for Inclusive Excellence was implemented by subgroups of the Equity & Diversity Committee.
- The Department of Diversity & Inclusion implement the retention plan for underrepresented students.
- The Division of Student Affairs hosted in-person and virtual First-Generation Institutes for rising high school seniors who will be first-generation college students with 28 students participating.
- The Division of Student Affairs fulfilled the institution's first year of the two-year commitment as a First-gen Forward Advisory Institution through the Center for First-Generation Student Success.
- The Division of Student Affairs fulfilled the institution's first year of the two-year commitment as a First Scholars Institution through the Center for First-Generation Student Success.
- The Division of Student Affairs led the effort Arkansas Tech University's selection as a Military Friendly School for 2021-2022 through Victory Media.
- The Department of Diversity & Inclusion and the Department of Student Wellness collaborated to host an outreach campaign highlighting COVID-19 treatment and vaccination in persons of color aimed at reducing health inequities for racial and ethnic minorities.
- An antibias and discrimination campaign was designed and implemented by the COVID-19 Taskforce and the Office of University Marketing & Communication as a part of the pandemic education.

Sources:

1. *Equity and Diversity Committee Minutes – September 2020*
2. *DDI Retention Plan for Underrepresented Students 2020-21*
3. *arkansasTechNews.com article ATU First Gen Institute: "Believe in Your Passions"*
4. *First-Gen Forward Advisory Institution Meeting — May 2021*
5. *First-Scholars Cohort Two Networking Meeting — June 2021*
6. *arkansasTechNews.com article ATU Named 2021-22 Military Friendly School*
7. *"Covid In Black. Part II: Facts Over Fear" Outreach Campaign / Panelist Discussion*
8. *atu.edu/pandemicrecovery/antibias.php webpage for Addressing COVID-19 Bias and Discrimination*
9. *Equity and Diversity Committee Report: Gender-Neutral Bathrooms Information*

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.

Undergraduate Research Grants

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Grants Funded	13	16	18	18	10	13	7
Undergraduate Students Involved	29	32	32	27	17	18	7
Total \$ Amt Funded	\$31,570	\$32,970	\$33,200	\$28,638	\$24,181	\$27,250	\$13,402
Total \$ Avail	\$34,000	\$35,000	\$35,000	\$30,001	\$30,000	\$28,215	\$13,675

1. The Department of Residence Life partnered with academic colleges and departments to host 9 living-learning communities (LLC) during 2020-2021, 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), the Dr. Mary B. Gunter Emerging Leaders LLC (with the Office of Student Leadership and the College of Education), 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).
2. The Department of Residence Life cultivated 2 near living-learning communities during the 2020-2021 year to be offered during 2021-2022, including the Global Village LLC (with the Department of International Student Services and the Office of Study Abroad) and the Career Connection LLC (with the Office of Norman Career Services).
3. ATU served 2,968 Arkansas high school students through its traditional and Virtual Arkansas concurrent offerings.
4. Undergraduate Research Grant Program has allowed 7 undergraduates students to partner with faculty through grant proposal to research dissemination this year.
5. The institution has added 14 agreements signed with international universities and organizations since the fall of 2019 and the number of students studying abroad to a high of 82 in 2018-19. Significant decrease thereafter due to COVID.
6. Rockline Career Accelerator Program at ATCC established 5 student interns.

Sources:

1. atu.edu/reslife/llcs/llc-home.php webpage for Living Learning Communities at ATU

Goal 1, Item 10: Establish an Office of Grants

The establishment of the Office of Sponsored Programs and University Initiatives has been completed and ongoing work will be monitored.

Goal/Objective

Progress Measures

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)

- Combined post-award sponsored program operations with the Office of Sponsored Programs to create a more seamless contract and grant process.
- Major grants awarded in past year include:
 - Arkansas Governor's School (ADE, \$1,920,000) – Russellville campus¹
 - ESOL Institute (ADE, \$264,810) – Russellville campus²
 - Online Teaching Academy (ADE, \$215,868) – Russellville campus¹
 - Computer Science and Computing Educator Academy (ADE, \$258,998) – Russellville campus¹
 - Uncovering Sites of Isolated Star Formation in the Galactic Center with SOFIA (Universities Space Research Association, \$111,700) – Russellville campus¹
- Professional Development Grants awarded to 34 individuals for a total award of \$8,720
- Review of post-award and compliance by National Council of University Research Administrators (NCURA) to ensure best practices utilized.³
- Student Support Services Grant to serve First Generation Students on the Ozark Campus for \$3 million.

Goal: Met

SPUI Activity/Improvements ³						
	FY16	FY17	FY18	FY 19	FY 20	FY21
Submissions	52	65	85	75	73	74
Awards(\$ Projected)	\$9,204,099	\$12,630,019	\$10,510,492	5,152,543	\$17,538,279	\$14,426,574
Awards (count of projects)	51	67	62	60	62	55
Awards (\$ Actual)	\$5,418,084	\$5,625,741	\$4,639,934	\$5,019,853	\$11,353,094	\$5,539,415

Note: Include 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.

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	x
NO	

Goal: Met Ongoing

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

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

- Definition of Shared Governance was finalized by the Shared Governance Committee with approval of the Faculty Senate and Executive Council.
- Shared Governance Standing Committee was proposed as a standing committee with approval of the Faculty Senate and Executive Council.
- Plan was approved for Faculty Senate participation at Executive Council meetings quarterly.
- Faculty Senate presented a report to the Board of Trustee meeting with plans to present annually.

Sources:

- <https://www.atu.edu/sharedgovernance/resources.php>

The establishment of the Student Success Center was completed in AY2017-18.

- The Every Student Counts Retention Committee met on a monthly basis, discussing key issues influencing student persistence and retention.
- Plans were established to move to a one stop shop model as a result of the restructuring process in FY22.
- Ozark campus developed and initiated online orientation.

Sources:

1. ESC Committee Minutes – October 2020

Goal/Objective

Progress Measures

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

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*

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

- 278 graduate degrees awarded in AY 2021.¹
- Three programs have been approved for the accelerated BS+MS programs²
- BFF – Creative Writing to MA in English; BA English to MA English; BA History to MA History
- Cross reference - 3.1

Sources:

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

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

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

**No update for Quality Matters due to the pandemic in FY21*

Goal/Objective

Progress Measures

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

- The Health & Wellness Center offered telehealth and telemental health services for online students to promote their success and plans to continue offering these services in 2021-2022.
- The Office of University Testing & Disability Services offers the Accuplacer entrance exam remotely and will continue to offer this as students have need.
- The Department of Student Conduct shifted preliminary conferences and Student Affairs Conduct Board hearings to a virtual format in order to continue administration of the Student Code of Conduct.
- Faculty were required to complete a basic course to teach online as well as one additional professional development training to validate online instructional credentials to assist with the transition to online learning during the pandemic.
- A faculty and OIS combined team are collaborating on faculty training, classroom aide training, and classroom technology requirements for the first two HyFlex pilot courses to be delivered in fall 2021.
- Instructional design team completed the review of 25 formally reviewed online courses developed by faculty.
- An Online Quality Review Committee prepared rubrics for department heads to use in evaluating faculty teaching online, as well as for faculty use to self-review virtual courses and utilized by Departmental Promotion and Tenure Committees to review online course development and delivery. In addition, funds were allocated for department heads to attend a training for how to evaluate faculty teaching online courses.
- The Online Learning Advisory Board (OLAB) continues to meet to review online instructional initiatives in a joint collaborative effort including faculty from both campuses and staff representatives.
- A faculty committee reviewed courses submitted by colleagues for the selection of the recipient of the 4th Online Innovation Award, recognizing excellence in online course design and development.
- ADHE approved 8 current programs to be offered in an online modality.

Sources:

1. atu.edu/hwc/tele-mental_health.php. Webpage for Telehealth and Telemental Health Services
2. atu.edu/testing/Accuplacer_Test_Policy.php webpage for Accuplacer Testing Policy
3. atu.edu/academic-integrity webpage for Student Code of Conduct Policy Article V: Section D and the code of Academic Integrity
4. Residence Life Educational Lesson Plan Template

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 Ongoing

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.
- Updated academic program review schedule available on website on the office of OAIE.
- One administrative unit completed CAS (Council for Advancement of Standards) Program Review, two administrative units partially completed.
- Team sent to AAC&U to create plan for assessment of Hight Impact Practices.

Academic Program Review (APR) ²					
	2016-17	2017-18	2018-19	2019-20	2020-21
Internal	n/a	18	14	0	0
ADHE	1	4	7	7	5***
Specialized	3	--	1	34**	4***

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

***These numbers include the Russellville and Ozark Campuses program reviews.

- Through the restructuring process 8 academic programs were eliminated and 12 were identified to be monitored for continued viability over a two-year period.
- The Division of Student Affairs completed the second year of the five-year cycle for administrative units completing CAS (Council for Advancement of Standards) program reviews, including self- and external assessments for the areas of Fraternity/Sorority Life, Testing Services, Campus Police & Public Safety, Multicultural Student Programs, and Campus Recreation Programs.
- Strong HLC 10 year reaffirmation with 17 of the 18 criteria fully met and the 18th criteria was met with concerns and is actively being addressed. The HLC interim report will be submitted in the fall of 2022.

Sources:

- AAC&U HIP Institute Acceptance Letter
- Program review documentation held in OAIE Weave and Website
- Review Schedule and updated instructions https://www.atu.edu/assessment/inst_Effectiveness.php

Goal/Objective

Progress Measures

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.

- Developed a proposal for funding the Non Formula entity Arkansas Tech Institute to model communications between education and industry supporting career paths for traditional and non-traditional students.¹ (Cross Ref. 4.2)
- Developed a partnership and MOU establishing a CDL truck driving academy beginning in the summer of 2021.² (Cross Ref. 4.4)
- Held initial conversation to develop a stackable industrial electrician apprenticeship through a 3rd party partnership at ATCC. (Cross Ref. 4.4)
- Developed and hosted noncredit CNA courses through Fort Smith, Van Buren, and Franklin County Adult Education programming.³ (Cross Ref. 4.2)
- Initiated conversations and the development of a MOU establishing degree granting articulation with Northwest Technical Institute.⁴ (Cross Ref. 4.4)
- Business and Industry programming will host Machining Boot Camp for current incumbent workers June 2021.⁵ (Cross Ref. 4.4)
- CAO initiated conversation to stack AAS Logistics and BS Agriculture.
- Met with North Arkansas College to review relationship and discuss articulation agreements for students to transfer to ATU.
- Met with Forge Institute to discuss opportunities for partnership with Ozark and Russellville Campuses.
- Created list of industry credentials currently embedded in coursework than that can be offered independently or as micro-credentials.
- Finalized umbrella MOU and 7 2+2 degree -granting articulations with North Arkansas College (awaiting new president to take office at NAC)
- Finalized MOU establishing 8 degree-granting articulation with UA Community College Morrilton.
- Finalized MOU establishing degree-granting articulation with Baptist Health College.
- ADHE approval of new off-campus instruction center at Black River Technical College for BS Emergency Administration and Management and BA Criminal Justice and Criminology.
- VPAA and CAO Ozark collaborated to facilitate discussions to stack AAS Health Informatics and BS Health Information.
- VPAA and CAO Ozark collaborated to facilitate discussion to stack AAS Computer Information Technology and BS Information Technology.
- Approval by ADHE to offer AS in Manufacturing in Mechanical Engineering for students to obtain an additional credential as they pursue bachelor's degree.

- Approval by ADHE of a certificate of proficiency in technical and professional communication.
- ADHE approved associates in business online to allow online students to receive credential as they pursue bachelor's degree.
- Communication with the University of the Ozarks for sharing faculty and other resources.

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. Arkansas Tech Appropriation document
6. MOU with CDL Truck Driving Academy and Arkansas Tech University – Ozark.
7. Schedule of CNA Non Credit course offerings in 2020-2021
8. MOU with Northwest Technical Institute and Arkansas Tech University – Ozark
9. Machining Boot Camp brochure and roster.

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)

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
- Collaborative opportunities to enhance programming of students at both campuses is ongoing. Specifically, worked to eliminate duplicate course titles to minimize student confusion.
- Ozark Campus will support General Education of part-time employees as referenced by the 2020-21 Budget Book.

Sources:

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

Goal: Ongoing

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	

Goal: Met

This goal has been met. Ongoing work will be monitored.

- The Division of Student Affairs and the Division of Academic Affairs collaborated to create an Academic Integrity Violation Notification letter that better explains due process to students who have allegedly violated the policy. Additionally, the collaboration also resulted in a sanctioning option, when applicable, for violations of the Academic Integrity Policy in which students complete an online module on the topic of Academic Integrity.
- In 2020-21 a total of 45 violations the Code of Academic Integrity were reported. This is a 25% increase from the previous year. This is consistent with the implementation of a new academic integrity code. All violations were 1st time reports. The tables show the breakdown of those 45 violations by class level, college in which the violation occurred, type of violation and the sanctions that were assigned by the faculty member involved.
- Ongoing collaboration between AA and SA continues for the tracking of Academic Integrity Policy violations through use of the Maxient software.
- The Graduate College has adopted the Academic Integrity Policy with slight modifications to the reporting structure. The Graduate College will begin reporting any graduate level violations through Maxient and the online AI violation reporting link in 2021-22.

Class Level	
Freshman	10
Sophomore	5
Junior	10
Senior	9
Graduate	
Not Indicated	11

TOTALS 45

College	
AH	20
NHS	16
EAP	7
ED	2
BA	--
eT	--

45

Type of Violation	
Cheating	19
Collusion	1
Plagiarism	25
Impersonation	--

45

Sanctions	
O on Assignment	18
F for Class	2
Reduced Grade	9
Referral to Acad Appeals	2
No Penalty Assigned	14

TOTALS 45

Violation #	
1st Recorded Offense	45
2nd Recorded Offense	
3rd Recorded Offense	

45

Sources:

- Academic Integrity Violation Notification Template and Academic Integrity Violation Sanction

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 Department of Residence Life developed virtual programs and connections for students in the residence halls.
- The Department of Residence Life partnered with the Office of Facilities Management and the Department of Student Wellness to develop health and safety protocols and COVID-19 procedures.
- The Department of Residence Life launched ATU Live! a weekly live talk show to highlight campus departments, programs, processes, and important dates for students.
- The Department of Student Conduct collaborated with the TECH 1001/CSP 1013 program to develop and incorporate curriculum that educates students on the policies they are obligated to follow, in an effort to reduce the number of Student Code of Conduct violations by incoming first-year students.
- The Department of Campus Life collaborated with the Campus Voter Engagement Coalition to fulfill our commitment as a 2020-2021 Ask Every Student Campus through Students Learn, Students Vote Coalition.
- The Department of Campus Life received a \$5,000 Ask Every Student campus grant through the Students Learn, Students Vote Coalition to support voter registration and education initiatives in partnership with the Campus Voter Engagement Coalition.
- The Department of Campus Life and the Campus Voter Engagement Coalition authored the university's successful application to be designated a Voter-Friendly Campus for 2021-2022.

- The Department of Campus Life collaborated with the Academic Advising Center to collaborate on hosting TECHAdvise sessions virtually during Spring 2021.
- The Department of Campus Life collaborated with multiple campus partners, including academic colleges, departments, and support offices, in the design and implementation of the TECHConnect fall orientation program in August 2020 that provided opportunities for incoming first-year students to build connections and discover one's self in a socially-distanced and safe way through hybrid programs amidst the COVID-19 global pandemic.
- The Office of Student Transition coordinated a new pre-orientation program in Summer 2020, amidst the COVID-19 global pandemic, with various campus offices and units to connect incoming students to campus services through the new TECH Talks program.
- The Office of Student Transition and the Office of Veterans Services collaborated to provide new programming to support commuter students or commuter student-veterans during October 2020.
- The Department of Campus Life collaborated with multiple campus partners to implement the First Four program, providing targeted safe and socially-distanced programming and communication to support new student transition during the first four weeks of courses during the Fall 2020 semester.
- Collaborated with Student Affairs, Enrollment Management, Ozark, Administration and Finance to develop a plan for addressing student retention and completion through Title III grant submission.

Sources:

1. *Residence Life Lesson Plan Template*
2. *ATU Department of Residence Life Recovery Plan Overview*
3. *atu.edu/reslife/atulive.php webpage for ATU Live!*
4. *Presentation: Student Conduct Curriculum for CSP 1013 and Tech 1001*
5. *2020-21 "Ask Every Student" campus designation*
6. *Award letter from Ask Every Student Steering Committee for \$5,000 grant awarded to Campus Life*
7. *arkansastechnews.com/atu-honored-for-student-civic-engagement-programs article for 2021-22 Voter-Friendly Campus designation*
8. *TechAdvise Detailed Spring 2021 Schedule*
9. *TECHConnect Fall 2020 Schedule*
10. *TECHTalks Summer 2020 Schedule*
11. *Fall 2020 "First 4" Schedule —Week 1*

Goal/Objective

Progress Measures

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.

- Underutilized academic programs were identified for elimination. Another set of programs will be reviewed for their long-term viability.
- Concurrent scholarship award amounts were altered with minimal expected impact on enrollment.
- Preliminary Sightline study that addressed pricing discounts and scholarships.

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

The Advancement function at ATU has been redesigned. The growth in giving continues. Notable achievements include:

- Development officers were assigned as liaisons to Deans and assigned to cover out-of-state major markets (Dallas, Kansas City, Southern California, etc.)
- Continued preparation for comprehensive campaign entirely focused on student access and support. Approximately \$11 million raised in the 2020-2021 fiscal year.
- Plan to continue growth of the ATU Foundation endowment. The 2020-2021 fiscal year saw a growth of the fund to nearly \$50 million.

Arkansas Tech University

Comprehensive Campaign

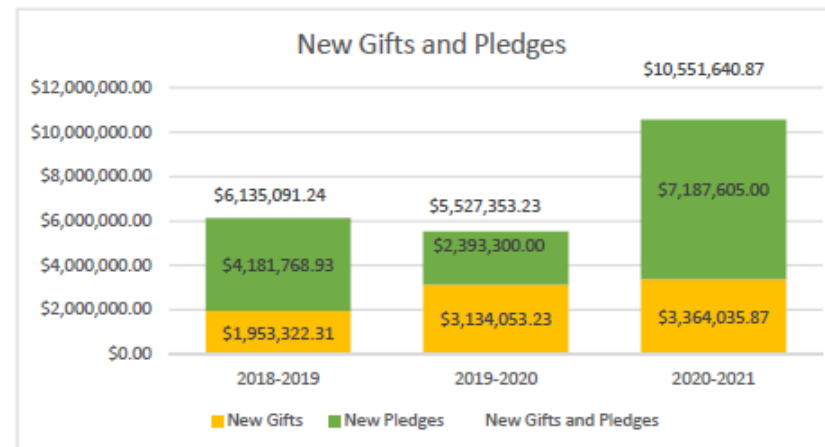
6/30/2021

Campaign Pillars	Gifts	Pledges	Planned Gifts	Progress To Date	Projected Goal	% Raised
Scholarships	\$8,375,952.53	\$477,395.00	\$7,237,624.57	\$16,090,972.10	\$20,000,000.00	80.45%
Stu Union/Rec Center	\$330,989.56	\$205,510.52	\$1,000,000.00	\$1,536,500.08	\$7,500,000.00	20.49%
Student Success	\$56,299.73	\$0.00	\$0.00	\$56,299.73	\$2,500,000.00	2.25%
Innovation & Excellence	\$8,570,920.96	\$812,415.84	\$3,150,000.00	\$12,533,336.80	\$10,000,000.00	125.33%
Total	\$17,334,162.78	\$1,495,321.36	\$11,387,624.57	\$30,217,108.71	\$40,000,000.00	75.54%

ATU Foundation

June 30th 2021

	2018-2019	2019-2020	2020-2021
New Gifts and Pledges	\$6,135,091.24	\$5,527,353.23	\$10,551,640.87
New Gifts	\$1,953,322.31	\$3,134,053.23	\$3,364,035.87
New Pledges	\$4,181,768.93	\$2,393,300.00	\$7,187,605.00
Total Gifts Received	\$2,602,930.44	\$5,259,011.18	\$3,831,060.35
AF Restricted	\$1,028,054.86	\$1,126,493.85	\$1,183,561.86
AF Unrestricted	\$86,931.24	\$310,476.25	\$32,591.53
Capital	\$136,000.00	\$73,500.00	\$61,000.00
Endowed Gifts	\$1,351,944.34	\$3,748,541.08	\$2,553,906.96
Total Donors:	2906	2577	2819
Alumni Donors:	1907	1676	1552

**Sources:**

1. www.arkansastechnews.com/grant-funds-to-create-new-learning-opportunities
2. www.arkansastechnews.com/3-9-million-in-grants-to-benefit-atu-student-support
3. www.arkansastechnews.com/at-ozark-no-1-in-state-for-perkins-act-funding

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)

Progress has been made and continues to support the transparent budgeting process.

- Met with and conducted multiple presentations with several campus groups to keep them informed and solicit their input on the five-year restructuring plan and budget model.
- In May of 2021 the Board of Trustees reviewed and approved the restructuring plan and adopted the five year budget model.

Sources:

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

PLAN/POLICY	
YES	X
NO	

Goal: Met

Goal/Objective

Progress Measures

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 includes¹:

- The Arkansas Tech Student Union at Hull Hall opened in November 2020.
- Agreement between ArDot, the university, and the city.
- Demolished the structure at 1008 N. El Paso Ave., the apartment attached to the carport located behind the 901-903 N. El Paso Ave. duplex, the structure at 1122 N. El Paso Ave. and re-paved the parking lot at that address. Williamson construction continued
- New eSports lab in Paine Hall
- Jones Hall Renovation
- New trees added to the north side of campus.

Sources:

- arkansastechnews.com/new-atu-student-union-provides-beacon-of-light/ article New ATU Student Union Provides “Beacon of Light”
- Board of Trustee Loan approval, May 2020

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)

PLAN/POLICY	
YES	X
NO	

Goal: Met

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

- Secondary authentication (DUO) for cyber security.
- Fundraising continues for the recreation center
- Opening of the Student Union in the Hull building.
- Board of Trustee approval of the HVAC system for the Witherspoon, Crabaugh, and Dean buildings.
- Facility maintenance and technology lines added to the five-year budget plan.
- Purchase of supplemental technology for students during the pandemic.

Source:

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

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

- Continued efforts occurred during the pandemic (including the appointment of new compliance designees and virtual updates) to inform employees about the Student Complaint Log procedure.
- More than 415 news releases telling the story of Arkansas Tech were disseminated to internal and external audiences from July 1, 2020, through June 30, 2021.
- Contributed to more than 400 story placements in The Courier and more than 230 story placements in regional/statewide media outlets (KATV Channel 7, KARK Channel 4/KLRT Fox 16, KTHV Channel 11, KFSM Channel 5, KNWA Channel 24, KHBS/KHOG Channels 40/29, the Arkansas Democrat-Gazette, Harrison Daily Times, Southwest Times Record, Log Cabin Democrat, River Valley Now, etc.) during the 2020-21 fiscal year.
- 18 student e-Newsletters were disseminated during AY 2020-21 and opened 51,739 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 14,666 times.
- The 25 faculty and staff e-Newsletters that were disseminated during FY 2020-21 were opened by ATU employees 15,158 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 14,445 times.
- There were 41 State of the University updates from Dr. Bowen to faculty and staff during FY 2020-21. They were opened by ATU employees 27,417 times, an average of 669 opens per communication and a 61 percent average open rate.
- Research and groundwork were conducted toward the goal of developing a new university calendar of events.
- President's Communication Committee
- Board of Trustees approved at the May 2021 meeting to talk to a facilitator.
- More than 415 news releases telling the story of Arkansas Tech were disseminated to internal and external audiences from July 1, 2020, through June 30, 2021.
- Contributed to more than 400 story placements in The Courier and more than 230 story placements in regional/statewide media outlets (KATV Channel 7, KARK Channel 4/KLRT Fox 16, KTHV Channel 11, KFSM Channel 5, KNWA Channel 24, KHBS/KHOG Channels 40/29, the Arkansas Democrat-Gazette, Harrison Daily Times, Southwest Times Record, Log Cabin Democrat, River Valley Now, etc.) during the 2020-21 fiscal year.
- 18 student e-Newsletters were disseminated during AY 2020-21 and opened 51,739 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 14,666 times.

- The 25 faculty and staff e-Newsletters that were disseminated during FY 2020-21 were opened by ATU employees 15,158 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 14,445 times.
- There were 41 State of the University updates from Dr. Bowen to faculty and staff during FY 2020-21. They were opened by ATU employees 27,417 times, an average of 669 opens per communication and a 61 percent average open rate.
- Research and groundwork were conducted toward the goal of developing a new university calendar of events.
- The President's Communication Committee conducted 12 meetings during FY 2020-21 as a means of disseminating timely information across all departments, colleges, divisions and campuses.
- The Budget Advisory Committee conducted seven meetings during FY 2020-21 in support of distributed leadership, communication and input from across the university during the process that led to the formulation of the FY 2021-22 budget.

Source:

- Faculty/Staff General Student Complaint Resolution Log Procedure document

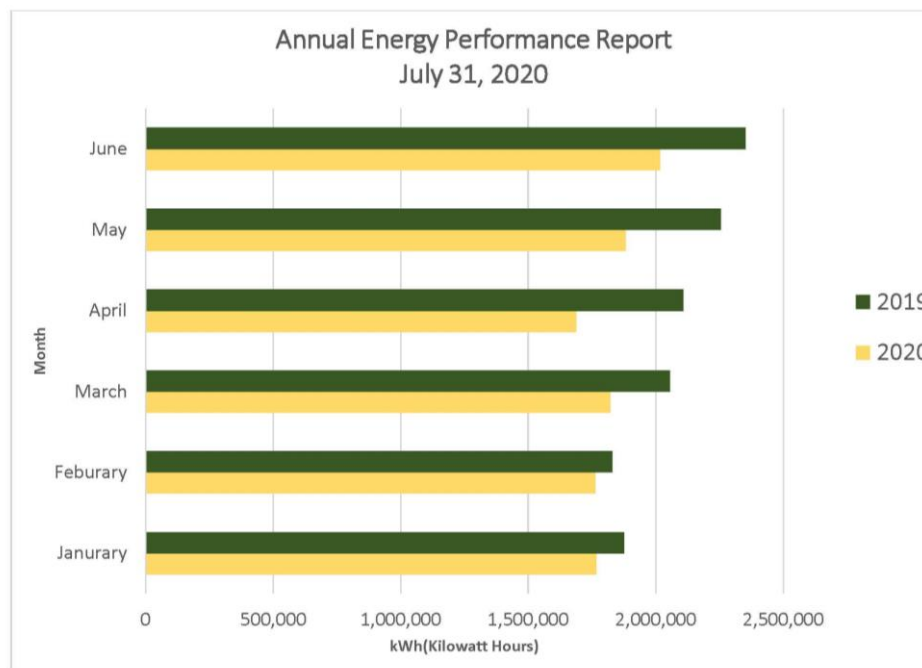
Goal 3, Item 7: *The university will develop environmental sustainability initiatives.*

(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 Study for 2020-21 will be completed by December 21, 2021*

- Developed a campus energy policy to create utility savings.
- Signed a solar energy commitment with Entergy to use 3KW of electricity from a solar farm that they are developing.
- Introduced a new web page (www.atu.edu/energymanagement) with information and resources that help facilitate energy management at Arkansas Tech University.

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: www.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.

- Purchased an on-demand print portal that will allow members of the university to create print materials that are on-brand and can be customized to meet specific needs.
- Hosted multiple brand trainings across campus including: trainings geared toward faculty and staff, university recruiters, graduate assistants, graduate program directors, and brand ambassadors.

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.

- Developed a proposal for funding the Non Formula entity Arkansas Tech Institute to model communications between education and industry supporting career paths for traditional and non-traditional students. (Cross Ref. 2.6)
- Developed and hosted noncredit CNA courses through Fort Smith, Van Buren, and Franklin County Adult Education programming. (Cross Ref. 2.6)
- Developed a plan to start to implement an alumni mentoring program in partnership with the Norman Career Center.
- Using the Inspire Program as a model, Arkansas Tech partnered with the Russellville Alliance to facilitate career workforce development.

Sources:

1. www.arkansastechnews.com/rockline-industries-inc-and-arkansas-tech-career-center-announce-partnership

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

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

Some progress has been made in the development of a comprehensive plan for internationalization.

- The Office of Study Abroad, the Department of History, and the Department of International Student services hosted a Global Civic Literacy virtual workshop about integrating the Council on Foreign Relations Word 101 resources into curricular and co-curricular programs.
- The Global Village living-learning community has been established to launch in 2021-2022.

Goal/Objective

Progress Measures

PLAN/POLICY	
YES	
NO	X

Goal: Ongoing

- No study abroad opportunities were offered during 2020-21 due to the pandemic.
- 8 Cultural faculty exchanges with international universities were facilitated throughout academic year.
- International Outreach Committee finalized the Internationalization and Global Education Plan.
- Cross Reference 1.9

Sources:

1. arkansastechnews.com/faculty-staff-workshop-about-world101-set-for-april-7/ article *Faculty, Staff Workshop About World101 Set for April 7*
2. atu.edu/reslife/lcs/lc-global-village.php webpage for Global Village LLC

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

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

Goal: Met Ongoing

Significant progress has been made in partnering with community, industry and regional and state governments.

- Initiated a project in conjunction with the City or Russellville to run fiber optic cable from the main part of the Russellville campus to the recently acquired property at 404 North El Paso Avenue.
- Developed MOU to establish a CDL truck driving academy beginning in the summer of 2021. (Cross Ref. 2.6)
- Held initial conversation to develop a stackable industrial electrician apprenticeship through a 3rd party partnership at ATCC. (Cross Ref. 2.6)
- Initiated conversations and the development of a MOU establishing degree granting articulation with Northwest Technical Institute. (Cross Ref. 2.6)
- Business and Industry programming will host Machining Boot Camp for current incumbent workers summer 2021. (Cross Ref. 2.6)
- Discussions with the County Judge continues regarding leasing property to allow for a potential emergency services site.
- Developed alternative sentence program with the district judge serving the Johnson county area.
- Extensive easement granted to City Corp for a refurbished water line.
- Cross Reference 4.2

Sources:

- Listing of chamber membership, Russellville Office of the President
- Listing of chamber memberships, Ozark Office of the Chancellor

Goal/Objective

Progress Measures

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

- City Council minutes, January 2020, <https://www.russellvillearkansas.org/AgendaCenter/ViewFile/Minutes/01162020-622>
- Town & Gown Committee meeting minutes
- ArkansasTechNews.com article: Rockline Industries, Inc.
- National Council of Workforce Education Program Award

Significant progress has been made in the growth of partnerships with city, regional, and state governments.

- The Health & Wellness Center partnered with the Arkansas Department of Health, UAMS, ADHE, and higher education professionals across Arkansas to collaborate in leading universities through the pandemic and promoting practices to maintain campus health and safety.
- The Office of Fraternity & Sorority Life partnered with the Salvation Army to coordinate the Angel Tree adoption program on campus during November 2020.
- The Office of Fraternity & Sorority Life partnered with River Valley Food 4 Kid to host Greeks Give Back in April 2021, collecting over 35,000 individual food items.
- The Division of Student Affairs authored the university's successful application for renewal as a Voter-Friendly Campus designated institution through the Campus Vote Project for 2021-2022.
- The Department of Campus Life hosted the annual Green & Gold Give Back program in November 2020 with 111 students providing socially-distanced and safe service at 20 sites across the Russellville community amidst the COVID-19 global pandemic.
- 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, Main Street Russellville, and the Russellville Tourism & Visitors Center.
- The Division of Student Affairs partnered with the Mayor of Russellville to reactivate the Student Mayoral Advisory Board.
- Extended the River Valley Child Advocacy Center lease for two years.
- Awarded the contract for the Arkansas Governor's School for another three-year period.
- Partnered with the Arkansas Department of Health for contact tracing and vaccine clinics.

Sources

1. *UAMS Contact Tracing Call Center for Higher Education Meeting Agenda — December 2020*
2. *arkansastechnews.com/atu-to-support-2020-salvation-army-angel-tree/ article ATU to Support 2020 Salvation Army Angel Tree*
3. *arkansastechnews.com/atu-students-make-overwhelming-food-donation/ article ATU Students Make “Overwhelming” Food Donation*
4. *arkansastechnews.com/atu-honored-for-student-civic-engagement-programs article for 2021-22 Voter-Friendly Campus designation*
5. *arkansastechnews.com/green-and-gold-give-back-persists-through-pandemic/ article Green and Gold Give Back Persists Through Pandemic*
6. *Town & Gown Committee Minutes — April 2021*
7. *arkansastechnews.com/atu-student-mayoral-advisory-board-begins-4th-year/ article ATU Student Mayoral Advisory Board Begins 4th Year*

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