Academic Affairs Institutional Effectiveness Report

12/19/2025

SUBMITTED BY: Shadow Robinson, Provost and Vice Chancellor for Academic Affairs

Narrative:

As we summarize the accomplishments of the past year in light of the strategic plan, I wish to begin by highlighting the work done on the Centers of Excellence to date. As a reminder these Centers of Excellence have been identified as particular areas of focus for targeted development and investment over the 5-year period of the current UAFS strategic plan. Accomplishments in the associated areas will be among the most important developments within the Academic Affairs Unit.

These areas are:

Center for Economic Development: which will be discussed separately by AVC Kendall Ross

Studio Art/Graphic Design

Health

Advanced Manufacturing

Data Science & Analytics

Studio Art & Graphic Design:

Among the most exciting developments over the past year has been seeing the cranes and construction taking place as the Windgate extension comes into focus. Be looking out for the opportunity to see the new space coming in the next year as this vision developed by the faculty in art & design becomes our reality.

Health:

The 25-26 academic year saw the first graduates of the recently launched 2-year nursing program, putting healthcare professionals into our community at the moment of greatest need.

Additional conversations throughout the region have also highlighted how important the social health of our community is if the University is to achieve its mission of powering the economic growth of the River Valley. The region is home to over 1200 non-profit organizations with many dedicated to addressing various barriers to social well-being, connecting individuals to essential resources, such as housing, healthcare, and education. The recently announced 7.5 million gift to the university will strengthen the university's ability to meet these needs through the new Center for non-profits located at the Bakery district as well as through substantial funding to the social work department.

Advanced Manufacturing:

Members of the department and college have successfully launched the first ever 4-year engineering program entirely offered by UAFS. Working in partnership with the CED, the college and department received $5.7 million HIRED grant funds from the state of Arkansas in support of the efforts to support advanced manufacturing across the River Valley. The Fall of 2025 saw the first ever students enrolling in the program, and our 25-26 recruitment cycle will represent the first ever full admissions cycle to bring new students into the program.

Over the coming year we will look to bring on a department chair and a faculty member as we begin to offer a broader range of courses as students move through the program.

Data Analytics and Data Science:

A key part of the future of the manufacturing and health care industries will be the ability to analyze the massive volumes of data and utilize insights contained within that data to drive decision-making. A focus on data analytics/science will play a central role in ensuring that the two largest industries in our community (Healthcare and Manufacturing) both have the talent needed to maximize the value of their data to remain regionally and globally competitive as UAFS helps power the economic growth in these key industries in the River Valley.

Our campus has already engaged with leaders in manufacturing, healthcare, and banking as we discuss the needs their industries will have in the next 5 years in the data and AI space. In the spring, a search to locate the next leader for the Computer Science department will allow us to select a leader who can drive this effort forward and ensure that we meet these needs now and in the future.

Managing Leadership Transitions:

As a part of any strategic plan implementation, the campus must be prepared to engage with and sustain its efforts through the expected and unexpected transitions in leadership. These transitions may delay some efforts as they have done for UAFS over the past year, though they have allowed us to continue to highlight the strategic direction of the university in the selection of new leaders.

This spring we will be looking to bring on a new Dean of CBI, department chairs for business, engineering, computer science, and mathematics, as well as a new Director for the Honors program and Director of Assessment and Academic Effectiveness.

Accreditation and HLC:

The 2024-2025 academic year saw our successful completion of the HLC reaffirmation process. Our next step in our ongoing continual improve cycle is an interim report to HLC in May of 2027 relating to assessment. Work began on this in Fall of 2025 with accelerating steps coming in the spring of 2026.

Concurrent credit:

The offering of concurrent credit continues to be a substantial portion of the student semester credit hour production of the University with Fall 2025 concurrent students represented approximately 21% of the institution's headcount, and slightly above 13% of the institutions credit hour production. Needs identified in the coming year include support for faculty travel to the sites where they observe our concurrent partners in the classroom, and more faculty and travel support to help us work toward securing NACEP accreditation.

Section I. Institutional Effectiveness Report for Academic Year 2024-2025

(This should cover fall, spring, and summer of the previous year)

Enter text here that provides a summary of the accomplishments and challenges of the division as they relate to the strategic plan. Remember, this is a report that covers what occurred in the previous academic year.

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
Faculty will participate in university recruitment events.	1.1	Imaging Sciences faculty will participate in the Mane Event, Den Day, and Majors Expo.	All faculty participated in a UAFS recruitment event representing the Imaging Sciences department. Our department was represented at each event with significant number of prospective students indicating interest in both programs.	Faculty continue to be enthusiastic about engaging in recruitment events and actively interacting with prospective students and their families. These events provide valuable opportunities to promote the Imaging Sciences programs and share information about career pathways in radiography and related fields.
Maintain military-friendly status	1.2.1	Representatives from the Army National Guard of Fort Smith will come to speak to the Allied Health EMT students about medics in the military. Students and the adjunct faculty will participate in a hemorrhage simulation as a collaborative event on campus. Instructors will be supportive of those students enrolled in ROTC or the National Guard as well as other branches of the military and allow them to be excused for attendance and do makeups.	In Fall 2024, students were visited by medics in the military and discussion was made about using EMT skills and certification in the military. WATC students were exposed to military opportunities during Majors Expo 2024 and Den Day on April 12th, 2024, and October 7, 2024, as well as at the ICAN career expo on October 15-16, 2024, at the PEAK Innovation Center.	Students were receptive to discussion. There were a few students who indicated they were interested in joining the military but had no commitment at the time.
Create a pathway to offer an evening option/ more flexible hours for student	1.2.5	Create a pathway to offer an evening option/ more flexible hours for student.	In Spring 2025, a substantive change was submitted to CCNE to add the evening and weekend track to the BSN program.	A total of 25 students are enrolled in the track. Collaborate with the recruiter and marketing team to enhance the visibility of the track on the UAFS nursing webpage and across the internet.
Coordinate with the Babb Career Center to host mixers with local healthcare facilities, providing employment opportunities for surgical technology students. Additionally, integrate other activities into the SUR1526	1.7.1	100% of the students will attend each Babb Center activity held during the didactic portion of the program. Those who want to pursue a certificate will be given ample opportunities outside the program.	All students (100%) attended each curricular-embedded Babb Center activity. Two students completed extra activities with the Babb Center to earn the gold certificate, which was presented to them during a separate ceremony.	Students were exceptional candidates for surgical technology employment at healthcare facilities both locally and within the state. Eight students who applied for positions as surgical technologists gained employment either before commencement or directly after. Two students have yet to secure employment.

and SUR1546 curriculum to help students achieve either the gold or silver Babb Center certificate.				
Hire new Student Success Librarian	2	Librarian will be hired	Librarian is hired, in addition to two other new hires: collection development librarian and technical services assistant	
Begin implementing Dewey/LC conversion of library materials	2	Dewey/LC conversion will be underway	Dewey/LC conversion is underway	
Assess possibilities for reconfiguration of study space	2	Development of specifics re: possibilities for reconfiguration of space, such as cubicles in 128/129	We've purchased two new study pods that are seeing steady use.	
Psychology Symposium	2.1.1; 2.1.3	PSYC majors go through several aspects of the research process, starting in their sophomore year in the Research Methods course. During this course, students write a full APA style research proposal. During their junior year they go through IRB approval, carry out their research, and present it at the annual Psychology Symposium in Fall 2024. Two students who were unable to present, prepared and presented their research at the UAFS Research Symposium in Spring 2025	Students have experience with the research process from beginning to end, which is a core requirement for graduate school acceptance. Research is also a core component of the discipline. Thus, students have that hands-on experience throughout their sophomore, junior, and senior years.	Continue to have this opportunity for our students, who may otherwise not have this type of experience in the field.
Launch advanced manufacturing engineering program in fall 2025	2.1.2	Approval of curriculum in spring 2025. Enroll 20-25 new students in program once approved in spring 2025.	New degree received formal approval in late April 2025. Six majors declared Fall 2025.	Additional effort to market new program.
Improve retention/graduation in 2+2 engineering programs and business/industry programs overall	2.1.2	Revise 2+2 MOU and develop intentional transition plan for engineering in fall 2024. Update AS engineering curriculum.	UAFS/UARK MOU updated in Summer 2025. Effort initiated to better track program outcomes.	Continued effort to track program outcomes with regular reporting. Further update to AS Engineering curriculum to be submitted in Spring 2026.

		Hire 3rd advising coordinator for college in spring 2025.	Initial update to AS Engineering curriculum completed in Spring 2025.	
Improve enrollment in Bachelor of Science in Organizational Leadership program	2.1.2	Complete curriculum revision of WFL by spring 2025. Examine transfer partnerships in fall 2024 for opportunities to improve marketing/advising.	Draft curriculum proposal to refresh Workforce Leadership AAS near complete. BSOL transfer opportunities highlighted as part of UAFS Road Shows and new MOU with Campus.	Curriculum change to be submitted by Spring 2026. Continued effort to market transfer opportunities and develop teaching partnership with UACCB.
Provide robust concurrent offerings and manage delivery to assure quality experience for high school students enrolled in college courses	2.1.2, 2.1.4	Enrolled approximately 1300 concurrent students in WATC and Smart Start classes in fall 2024 Range of classes offered has continued to expand and demand for Concurrent credit has increased	17,843 SSCH generated, 131 CP's, 55 TC's, and 5 AAS degrees earned in WATC and Smart Start	Working with 22 school districts to deliver WATC and Smart Start classes to approximately 1300 students during school year.
Implemented Career Coach grant and placed two coaches with Fort Smith Public Schools	2.1.2, 2.1.4	Hire two career coaches and embed in Fort Smith high schools to support students and promote pre-educator pathways	Two individuals hired and embedded in fall 2024 - Northside coach is continuing, Southside coach moved on and we have hired another to take the place.	Worked well with FSPS personnel to place these two in the high schools to support concurrent activity and promote college pathways.
Increase engagement of business/industry students through college programming	2.1.3	Implement Business Leader Network with attendance of 10-15 students per event. 10-12 ArcBest alumni speakers. Launch CBI student advisory board by spring 2025. Re-introduce First Bank Collegiate Ambassador Board	Attendance at Business Leader Network events fell short of goal attendance. Exceeded goal for ArcBest alumni speakers. Launch of CBI student advisory board delayed. Successfully collected applications for re-launch of	Faculty-led committee working to determine best portfolio of student engagement experiences moving forward. Programming planned for 25-26: ArcBest alumni speakers, FBC CAB, Beta Gamma Sigma

		(applications in spring 2025). Explore re-introduction of business student organizations – Beta Alpha Psi, Beta Gamma Sigma, and Collegiate FBLA (spring ’25)	FBC Collegiate Ambassador Board in Fall 2025. Faculty-led committee surveyed students to determine interest in engagement opportunities.	
Revision of Secondary Ed programs in keeping with Arkansas Learns Act	2.1.4	All approvals will be received on campus by January 2025 for review and approval by UA System and ADHE for inclusion in 2025-2026 Catalog. Impacted programs include Biology with TL; Math with TL; English with TL; History with TL; and BME	All program revisions were completed and approved by ADHE and DESE in time for the start of the 2025-2026 academic year.	Program faculty and professional advisors in CAS have been collaborating with the School of Education to transition students to new curricula as needed and graduate those on the previous curricula as quickly as possible.
ADHE Program Self-Study and Program Review	2.1.4	Completed program reviews for BA History and History with TL; BS Biology and Biology with TL; BA English and English with TL; BS Math and Math with TL will be submitted to ADHE by June 1, 2025	All eight completed program reviews were submitted to ADHE on time.	Programs are now using the findings and recommendations of the reviewers and UAFS administration to develop action plans.
Ensure that all certificate programs in college have PLOs and AOL plan	2.1.4	PLOs drafted for all certificates by spring 2025. AOL plans in next AY.	Business CP PLOs drafted. AOL plan in progress. Other PLOs not yet complete.	Continued effort to complete this work.
Complete HLC reaccreditation process	2.1.4	Submitted report in 1/25 and completed site visit in 2/25.	Successful reaffirmation of accreditation. Interim report regarding assessment participation and General Education assessment due May 2027	Connected College and department leadership more directly to participation in the CALO process to broaden participation

Recruit, retain, and develop departmental leaders and faculty	2.2.2	- Search for and hire department heads for Math, Physical Sciences, and Biological Sciences - Search and hire full-time faculty in Graphic Design, English, Mathematics, Geoscience, and Music - Establish regular on-campus professional development training for department leaders and faculty	- Department heads for Math, Physical Sciences, and Biological Sciences were successful - New faculty in Graphic Design, Creative Writing, Mathematics, and Music were hired. With the consultation of Geoscience faculty and department leaders, a Visiting Assistant Professor was hired to meet student needs while a search for a permanent faculty member will launch in 2025-2026	- The new leaders for Physical and Biological Sciences have made substantial strides in fostering collegiality, productivity, and accountability. The new leader of Math left the position at midsemester. The dean has stepped in to serve as Interim Head and is focused on developing and infrastructure that will allow the next head to succeed at the departmental level. - New faculty members have arrived and are being mentored at the departmental and college levels - CAS Leadership have become

			- CAS Leadership meetings were expanded to weekly occurrences with a focus on providing appropriate training and other professional development during the additional meetings.	more adept and navigating financial, purchasing, budgetary, and other institutional processes. New types of Interdepartmental collaboration have developed across the College
Enhance teaching effectiveness through CTL	2.2.2/2.2.4	- Launch of Teaching for Impact Series as part of CTL	- Started of approximately monthly workshop series in spring 2025, 25 attendees across 2 workshops	- Continuing series into the 25-26 AY
Developed RACI matrix to clarify and document roles in UAGS grant framework	2.3.2	- Completed role definition between ORSP and Business offices	- All personnel working on grants understood roles and responsibilities	- Better communication and working relationship across grant management efforts

Successful launch of associate degree in nursing,	2.3.4	First cohort of ADN students begin fall 2024	First cohort expected to graduate in 25-26 year	Continue to monitor demand in healthcare and determine best deployment of resources to support community needs
Secured University of Arkansas system approval to start Advanced Manufacturing Engineering	2.3.4	First admissions into the program begin in preparation for Fall 2025	6 students entered in Fall 2025 as Ad Manf Engineering	Continue to work with admissions and advisory board to grow enrollment
Support faculty engagement with the CED and with business/industry	3.1	Business/industry faculty/staff/student engagement in events throughout AY25. Business/industry faculty/staff/student engagement in First Friday breakfast and/or other relevant networking events.	Invitation/opportunity to attend provided throughout year with limited participation.	Continued invitation/opportunity to attend.
The Dental Hygiene Advisory Board will meet bi-annually to provide input on curriculum and community needs.	3.1.1	The Dental Hygiene Advisory council will meet in late August/Early September and January	Advisory Council Meetings were held on 9-26-24 and 1-21-25.	Council members explored ways to recruit quality applicants, increase student retention and serve as an ongoing networking resource.
Sustain engagement of business and advanced manufacturing advisory boards; increase engagement of other advisory boards in the college	3.5	Host advisory council meetings once per semester. Increase and diversify membership by spring '25.	Hosted advisory council meetings in fall and spring semesters. During spring industry advisory meetings, ratified bylaws and selected officers.	Continue engagement as per strategic plan
Continue working through implementation of new SIS, Workday Student	4.1.4, 4.2.1	-Worked on implementing the new SIS and input appropriate policies to drive processing of	Completed implementation in summer 2025 and went live in fall 2025. Schedule input for fall completed in	This is an ongoing project and one that is still in progress. Schedule entry for spring 2026 now complete

		information and records of student records -Entry of fall 2025 schedule under direction of Project 1 with eye toward accuracy and suitability for AHEIS reporting -Development of faculty load report to assist in monitoring load for faculty	late fall 2024, with many changes and improvements made along the way Faculty load piece is not complete, but we have made some progress – next steps with P1 and awaiting results	
Work with HR to refine the HCM pieces of WD related to faculty load and faculty appointments and instructor eligibility	4.1.1	Resolve issues related to faculty appointment and eligibility as well as make sure that faculty pull into AHEIS reporting correctly	Added faculty appoints to all faculty and added instructor eligibility so they could be added to courses Reviewed audit reporting of faculty appointments and setup to troubleshoot issues with EHEIS reporting for instructor file	This has been a challenge as information has evolved over time so we are continually cleaning up things that were set up earlier without fully understanding how Student would be affected and how data would pull into AHEIS reports
New enrollment predication model in IR to support budget planning	4.1.1	To more accurately predict continuing student enrollment to feed into budgetary projections	Successfully addressed need for tuition revenue projections given expected enrollment parameters	Challenge will be enrollment pattern changes resulting from both changes to course offering schedule, financial aid model, and increased FTFT enrollment in fall 2025
Successful completion of Financial Value Transparency reporting	4.1.1	Successfully meet new federal reporting requirements	Completed on time	

Instructional Support to assist with integration of Bb and Workday	4.1.4, 4.2.1	Fall 2025 course feed from WD to Bb and functionality as designed	Testing of the integration took place over the summer 2025 and worked closely with IT staff to make the transition	Integration was successful and cutover for fall 2025 was very tight in terms of timeframe but courses were ready and available for faculty before the semester started.
Windgate Expansion Project	4.1.3; 2.1.2	Final contract will be executed, and Construction will begin in December 2024 with an anticipated full completion by May 2026.	Construction in progress.	South vestibule redesign completed in November 2025. Initial expansion to be completed by Feb. 2026. Final completion anticipated July 1, 2026.

Section II. Institutional Effectiveness **Plan** for the Academic Year 2025-2026 (should cover current year)

This section represents the plan of the division for the current year.

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
The School of Education will increase recruitment efforts with the goal of increasing enrollment in all areas of our program.	1.1	The SOE will continue to advance its recruitment efforts by continuation of the departmental subcommittee for marketing the Elementary, Middle Level, Secondary, K-12, Master's, and Early Childhood programs in local high schools and surrounding communities. We will monitor our recruitment efforts by including recruitment as part of our data tracking system. As part of its charge, the recruitment subcommittee will revise and implement the existing recruitment plan to ensure sustained outreach and engagement aligned with strategic enrollment goals.
The School of Education will support students as the program transitions to a yearlong residency for all students.	2.1.2	SOE faculty will collaborate to support students as they transition to a yearlong residency. Q & A support sessions will be provided to ensure students are given resources and guidance.
Position internship placements.	1.3.3	The Director of Field Education will implement a paid internship each semester in the BSW office through the UAFS work-study program.
Position paid internship opportunities.	1.7.3	The Director of Field Education will maintain relationships with at least two agencies offering paid internships and actively secure one new paid internship opportunities annually. The director will also educate students and DCFS about the Title IV-E grant, which provides stipends for students committing to one year of post-placement work at DCFS.
Launch the first BSW Alumni Pannel.	1.7	The BSW program will host the first BSW Alumni Panel in fall 2025 to enhance focus on career coaching.

Host AR Academic Partnership in Child Welfare Interdisciplinary Meetings.	2.2.4	The BSW program will organize and host two interdisciplinary child welfare meetings each semester, totaling four per year, to raise awareness about child welfare issues in the region and enhance the integration of child welfare content within the university curriculum.
Faculty will collaborate to develop a certificate that aligns with the program degree.	1.3.1	Curriculum proposal submitted to the Graduate Offices/Graduate Council for a 12-credit-hour certificate.
Faculty will ensure that the students who complete the first twelve credit hours in the program will receive a graduate certificate	1.3.1	Awaiting final approval from ADHE to offer the graduate certificate.
Hire a new Simulation Lab Coordinator to oversee all activities of simulation practice	1.3.1	The Simulation Lab Coordinator will play a vital role in advancing experiential learning and fostering clinical readiness among PN students, as evidenced by improved didactic exam scores from 2025-2026 and the overall NCLEX-PN pass rate. The position will also provide PN instructors with the opportunity to prepare for didactic studies for students, reducing prep time in the simulation lab. First-to-Go programs shorten the time from enrollment to licensure and employment as an LPN. This means students can begin practicing and earning a salary sooner than many of their peers.
Senior students will participate in sealant days at the Healthy Connections Federally Qualified Health Center in Mena Arkansas.	2.1.3	100% of students in the senior class will participate in one of two sealant days at the Healthy Connections Federally Qualified Health Center in Mena Arkansas
Senior Dental Hygiene Students and Occupational Therapy Students (from ACHE) will participate in an interprofessional workshop related to providing oral care for older adults	2.1.3	75% of UAFS Senior Dental Hygiene Students will participate.
Enhance curriculum and clinical training through integration of technology.	2.1.3	Attain telehealth modules for simulation to prepare students for the increasing prevalence of remote healthcare.
Offer faculty development on responsible use of AI to enhance teaching methods and student engagement.	2.24	Support faculty lunch and learns as well as attendance to professional development offerings on the use of AI in nursing education.
Expand clinical/healthcare partnerships.	3.2	Current DEU with Mercy Hospital on one unit, working to expand to an additional unit for the evening/weekend cohort.
Complete and Pass Department Bylaws, including annual and promotional criteria	2.2.1-2	Complete drafts submitted to Dean by May 2026
Restructuring of college org chart to better foster collaboration and cost effectiveness	4.2.4-5	Budget savings due to reorganization and increased communication across college leadership which will include department leaders, gallery director, and CAS Advising Center Director

Increased development of college/departmental/disciplinary advisory boards	3.1.1	Continuance of pre-existing advisory board activities and initiation of additional advisory groups, including a Dean's Student Advisory Council
Identify and hire well qualified faculty, staff, and departmental leaders	2.2.2; 4.2.2	Successful hire of: - Program Assistant to Music - Gallery Director - Art Studio Technician - Assistant Professor of Rhetoric - Assistant Professor of US History - Department Head of Computer Science and Endowed Chair - Assistant Professor of Geoscience - Assistant Professor of Biology - Assistant Professor of Spanish/TSL - Assistant Professor or Instructor of Math - Assistant Professor of Physics
Increase extramural funding proposal submissions in support of faculty-mentored student research	2.3.1-2	Increased submissions to SURF, INBRE, and other extramural funding sources with increased success rates.
Develop a comprehensive grants management handbook that details the complete UAFS grant lifecycle, incorporating proposal development guidance, how to understand an RFP, and institutional resources. (1.1)	2.3.2: Develop systems to support grant writing and implementation	Handbook draft completed and reviewed by end of AY. Handbook approved and published and accessible to campus community Summer 2026.
The Mini-Conference will be held again in the spring	2.2 Strategy 4: This conference offers professional development for UAFS faculty and staff.	After-Event Survey

	4.1 Strategy 2: Offers the opportunity for faculty and staff to invest in themselves to support student success. 4.2 Strategy 2: This allows the University to invest in UAFS faculty and staff's ongoing professional development without the need for travel.	
Establish strategic communication channels to effectively disseminate procedures, workflows and relevant grant information to the campus community. (1.2)	2.3.2: Develop systems to support grant writing and implementation	Complete ORSP webpage with AVC - Marketing to be finished by Summer 2026. Establish continued communication with deans and department heads for appropriate announcements.
Strategically invest in improving CAS technological and facilities infrastructure to better support student success	4.1.3-4; 4.2.1;	Departments will use a common funding request form and process to utilize CAS technology and facility fees in their teaching and research spaces. Department leaders will collaborate with each other for shared funding requests and to provide input on the funding priorities across the college.
Collaborate with UAFS Foundation to identify strategic needs associated with Data Science	2.3.4; 3.1-2	Listening tours will occur with local industry to better define data science and its interdisciplinary role on campus. A new department leader will also be hired to assist in the development of relevant curricula and other programming.
Increase internal and external communication practices across the college	4.2.3; 4.2.5;	- Monthly newsletter from dean to be shared with all faculty and staff - Increased collaboration with Marketing and Communication to highlight activities and achievements of college

		- Increased engagement of faculty, staff, and students in community activities and events
ADHE Program Self-Study and Program Review	2.1.4	Completed program reviews for the BA in Media Communications; BS in Computer Science; and Certificates of Proficiency in Cybersystems and Data Analytics
Curricular Review, Revision, and Expansion with a particular focus on Credit for Prior Learning, transferability, and student success outcomes	2.1.4	CP in Book Arts will be approved by ADHE; BS in Criminal Justice updated and coordinated for Adult Degree Completion using CPL; Review of math and composition outcomes in relation to placement scores and other metrics; reducing barriers to student progress in terms of course scheduling, pre-requisites, contact hours, etc. across STEM coursework
Promote growth of advanced manufacturing engineering program	2.1.2	Grow program enrollment to 20-25 students by Fall 2026.
Improve enrollment in Bachelor of Science in Organizational Leadership program	2.1.2	Complete curriculum revision of WFL by spring 2026. Once approved, work with Admissions, CED and Office of Prior Learning Credit to identify opportunities to promote program to new audiences.
Ensure that all certificate programs in college have PLOs and AOL plan	2.1.4	PLOs drafted for all certificates by spring 2026. AOL plans in next AY.
Increase availability of high impact experiences for business/industry students	2.1.3	Continued support for Robotics and Autonomous Vehicle Challenge teams. At least 3 teams will participate in 2025 Lion's Lair/Governor's Cup with business faculty mentoring. At least 5 faculty will engage students in research.
Increase engagement of business/industry students through college programming	2.1.3	Continued opportunity to host ArcBest alumni speakers (expand speakers to disciplines outside business).

		Support successful relaunch of First Bank Collegiate Ambassador Board and Beta Gamma Sigma
Recruit new department heads for Business and Engineering.	2.2.2	Completion of searches by end of AY26.
Recruit new Dean for CBI, new leader for assessment, and new director for Honors Program	2.2.2	Completion by 7/1/26
Support and develop new Faculty Community through CTL	2.2.2	Complete initial year of new faculty programming, taking in feedback to improve for future cycles.
Sustain faculty scholarship and professional development	2.2.1 & 2.2.4	At least one welding faculty will complete AWS certification by end of AY26. Support business/industry travel to professional conferences throughout AY26.
Support faculty engagement with the CED and with business/industry	3.1	Business/industry faculty/staff/student engagement in events throughout AY26. Business/industry faculty/staff/student engagement in First Friday breakfast and/or other relevant networking events.
Sustain engagement of business and advanced manufacturing advisory boards	3.5	Host advisory council meetings once per semester.
Complete the adoption of new course evaluation software Explorance blue	2	Successful launch of explorance blue in fall of 2025 following launch of WD student
Absorb ADHE reporting into IR office	4.1	Will improve reporting accuracy and ensure IR office as single source of truth for all reporting requirements
-Continue to refine schedule entry process so others can be trained to make entry -Develop protocols for schedule entry and permissions for college personnel to be involved	4.1.4, 4.2.1	Schedule entry instructions/guidelines will be developed and shared and training will be conducted in spring when Fall 2026 schedule input is developed.

Implement changes in processes resulting from ACCESS bill related to concurrent pricing and billing	4.1.1?	Should see increase in billing from concurrent credit courses in Smart Start program,
Implement Class for Teams in Bb to assist faculty with synchronous class sessions (to replace Collaborate)	2.2.4, 4.1.4	New tool to replace Collaborate that will facilitate synchronous session in Bb with an improved classroom experience.
Increase availability of associate degree pathways to concurrent students beyond FSPS and WATC.	2.1.2, 2.1.4	Should see an increase in the number of concurrent students with secondary major declared in WD to track progress towards associate degree (ASMSA, Greenwood would be initial target districts)
Hire a second FTE to support the IR office	4.1.1	Should see increased ability to get data into the hands of decision makers on a faster return cycle
Begin implementation of RFID materials conversion	2	RFID materials conversion will be underway
Continue to grow attendance for outreach/collaborative events, including Long Night Against Procrastination	1	We will gauge attendance at library events
Continue internship agreements with local schools as opportunities arise	3	We will continue to work with interns in the event that the opportunity arises
Evaluate further options for repository software	4	We will consider Hyku for adoption
Assess options for Blackboard integration (instructional tutorials)	2	We will have begun assessing specifics in this area, including possible outreach

Section III. Short-term Resource Requests for FY 26

This section will provide the opportunity for the division to express **short-term** resource needs that are one-time or on-going expenses

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of budget request for FY27
Hire department head for Business	2.2.2	$168,750 salary and benefits*		$168,750
Hire department head for Engineering	2.2.2	$150,000 salary and benefits*		$150,000
Hire new dean for college	2.2.2	$193,750 salary and benefits*		$193,750
Request one full-time Advanced Manufacturing Engineering faculty to support launch of new program	2.2.2	$93,750 salary and benefits		$93,750
Request one full-time Electronics faculty to accommodate growth in program	2.2.2	$37,500 salary and benefits**		$37,500
Costs associated with NACEP accreditation effort for concurrent programming	2.1.2, 2.1.4	$810 for annual accreditation and membership in NACEP	$10,000 travel for group to annual conference $10,000 for stipends to some faculty to assist with preparation of report $2800 for initial accreditation ($800 for fees, remainder for travel of team?)	$ 23,610 as outlined here
Rethink the way we pay stipends for concurrent lead faculty and revise	2.1.2, 2.1.4	Not sure what this will take over what we have been paying as more		$35,000

duties to assure quality of concurrent offerings are maintained in keeping with the NACEP standards.		work needs to be done to analyze spending. 24/25 we spent about $24,000 in faculty stipends and I would guess we will spend more than that this year. So, if we said to budget $35,000 ongoing		
Department Heads 1. Computer Science 2. Math	2.2.2	1. 125k + benefits 2. $108k + benefits		$233,000 + benefits Covered through existing position budgets. CS also supported with Endowed Professorship Funds
Faculty & Staff 1. Gallery Director 2. Music-Theatre: Admin/Prog Coor 3. US History – Assist Prof 4. Rhetoric – Assist Prof 5. Geoscience – Assist Prof 6. Physics – Assist Prof 7. Spanish/TSL – Assist Prof 8. Botany – Assist Prof 9. Math – Instructor 10. Visual Arts Studio Tech	2.2.2; 4.1.3	1. 65k + benefits 2. 33k + benefits 3. 53k + benefits 4. 52k + benefits 5. 62.5k + benefits 6. 55k + benefits 7. 56k + benefits 8. 62.5k + benefits 9. 50k + benefits 10. 38.5k + benefits		$489,000 + benefits (covered through existing position budgets). Visual Arts Studio Tech ($38,500 + benefits) covered by Chancellor approval of funds

Faculty Research Release Time	4.2.2; 4.2.4	3 one-time course release allowances to be available across all of CAS and awarded competitively each academic year73		\$7,340.63-\$14,063 per year. The lower end of the cost would be for 3 adjunct taught 3-credit hour classes (including fringe). The upper-end would be for 3 full-time faculty-taught 5-credit hour classes taught as overload (including fringe). The likelihood of the latter scenario being needed in CAS in a single year would be slim, but we do have Art and STEM classes with higher workload hours.
CITI Training	2.1.1 2.1.2 2.1.3	\$5,000 on going for yearly training	\$4,000 for AY (first year discount)	\$4,000
Funding for ACUE cohort with CTL	2.2.4, 2.2.5		50k	50k
Faculty liaison for Concurrent offerings	2,1,2, 2.1.4			0.5 release time
2nd SAAS license to support IR office as it adds 2nd FTE	4.1		3.5k	3.5k
Mini Research grant Opportunities	2.1.1 2.2.1 2.2.4 2.2.5	Reallocation and management of indirect costs revenue by office of research and sponsored programs to fund mini grant program and		

		reinvest into research on campus.		
Establish a multi-disciplinary research commons on campus that expands research capacity beyond traditional laboratory space. This flexible space will provide space for social sciences and behavioral research. This space will support faculty research teams, student collaboration, participant-based studies, qualitative data analysis, and scholarly activities across disciples.	2.1.1 2.1.2 2.2.1 2.2.4 2.2.5	If we could repurpose computers from any of the not often used computer labs – this could be a $0 request. - 2-5 computers - Tables - Chairs - Software for computers would be a possible next step request for future budget cycles		

Respiratory Therapy	**Executive Director, E&G, and Accreditation**	**2.2.2**	**As we onboard the new Executive Director of the Respiratory Therapy program in CY26, we will need funding in FY27 for her salary and fringe, as well as for E&G and accreditation-related expenses.**	**$80,000 + fringe $35,000 E&G/Accreditation**
Respiratory Therapy	**Lab Renovation and Equipment Needs**	**4.1.4**	**Renovate and develop a RT Simulation lab to prepare for matriculating the first cohort in Fall 2027. Purchase equipment and software for mid-fidelity simulation equipment.**	**Primary funding from reallocation of funds from the Windgate gift.**
Nursing	**Additional Administrative Support**	**4.2.2**	**Request an additional administrative assistant or specialist for the BSN department and Deans Office front reception area**	**$31,941 + fringe**
Social Work	**Additional Faculty Support**	**2.2.2**	**Request $60,000 to fund an additional BSW faculty line. This position is needed to support continued program growth and ensure the program remains aligned with CSWE student-to-faculty ratio standards.**	**$60,000 + fringe**

Section IV. Long-term Plans and Resource Requests

Explain longer term plan and resource requests in this section.

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY27-29
Funding to account for database inflation and for new acquisitions	2, 4	See total column; I've calculated additions to our base budget to account for 5% inflation in database spending.		$27,216 $28,576 $30,000
Funding for librarians' professional development	2	$5,000 per year		$5,000 $5,000 $5,000
Hire full-time Advising Coordinator to accommodate expected growth in engineering and improve focus on graduation and retention (resulting in 3 for college)	1.3	$45,900 plus 25% benefits = $57,375/year		$57,375 in FY28
Hire full-time faculty in engineering to support growth in new program	2.1.2	$75,000 plus 25% benefits = $93,750/year		$93,750 in FY28
Integration of Industry-Certified Training Modules into the Curriculum	2.1.2	Cost largely depends on types of certifications, number of students, and instructor training. Licensing and Access Fees = $5,000 to $30,000 Instructor Training and Certification = $2,000 to $10,000 Assessment & Evaluation Tools = $1,000 to $5,000		$8,000 to $45,000
$55,000 for a University Site Coordinator University Site Coordinators support the success of the Year-long Residency model under the new LEARNS Act by the Arkansas Department of Education. This role would support the mentors, site	2.2.2	$55,000		$55,000 FY 26-27

coordinators and teacher candidates to be successful with planning, instruction, use of HQIM, and classroom management to produce "Day-One Ready" teachers.				

Create stipends for student research opportunities on campus, allowing students to be involved in high-commitment research.	1.1 1.2 1.3 2.3.2	**Long term goal** Increase the percentage of students with research experience prior to graduation.

Section V. Potential cost-saving measures

Elimination of Honors Domestic Maymester Approx 16k

Reduction of the incoming Honors cohort by half Approx 100k

Elimination of vacant Director of Academic Program Support, cost savings from backfill of assistant director of career services, redefining director of student information systems 50k

College of Business and Industry

Elimination Vacant position 58637 salary: 66k

CHEHS

Privatize or close LLCDC 100k

CAS: 140k

CAS Dean's Office Budget Reductions	Travel: CC000866; SC62000; $2,000 Supplies & Services: CC000866; SC69900; $3,000	$5,000
CAS Associate Dean's Office Budget Reductions	Travel: CC000867; SC62000; $1,400	$1,400
College Prep Reading and Writing	Supplies & Services: CC000869; SC69900; $500	$500
College Prep Mathematics	Supplies & Services: CC000906; SC69900; $5,000	$5,000
Art & Design Budget Reductions	Travel: CC000871; SC62000; $500 Supplies & Services: CC000871; SC69900; $588	$1,088
Computer Science Reductions	Student Wages: CC000908; Salaries, SC0843, $7,000	$7,000
Criminal Justice Reductions	Travel: CC000889; SC62000; $300 Supplies & Services: CC000889; SC69900; $300 CAS Adjunct Faculty Funds: CC000866; $2,446.88 - $2,250 adjunct (SC0859) - $196.88 fringe (SC52000)	$3,047
EWRMC Reductions - Increase in seat capacity across all Comp I & Comp II and Speech service course sections ($9,000 + $787.50) - Removal of 6-hour course release each term for Director of Writing & Rhetoric ($9,000 + $787.50)) - No research release for a faculty member every semester ($4500 + $393.75))	CAS Adjunct Faculty Funds: CC000866; $24,468.75 - $22,500 adjunct (SC0859) - $1,968.75 fringe (SC52000)	$24,469
HSSP Reductions - Reduction of course releases to better align with the duties associated with Drennen-Scott/Wilhauf (change from 9 workload hours to 18 workload hours of teaching per 12-month contract)	CAS Adjunct Faculty Funds: CC000866; $7,340 (includes Fringe) - $6,750 adjunct (SC0859) - $590.63 fringe (SC52000)	$7,340

Physical Sciences - Salary Savings from faculty retirement and position backfill	Physical Sciences: CC000903, P00059369 - $13,617 Non-Classified Salary reduction (SC0849) - $3,404 Fringe reduction (SC52000)	$17,021
Music and Theatre Reductions - CAS should no longer be charged for Athletic Band Stipend so we should be able to then not need this amount in our budget to cover it ($8,000) - Reduction in Theatre Travel budget	CAS Extra Compensation Funds: CC000866, $8,000 - $8,000 (salary) SC0853, - $2,000 (fringe) SC52000 Travel: CC000876; SC62000; $1,000	$11,000
Mathematics - Reduction in overload costs due to increase in seat caps - Reduction in overload costs due to elimination of Assistant Chair course release - Reduction in Other Compensation costs due to elimination of Assistant Chair stipend - Reduction in Other Compensation costs due to moving MathUp to ASC - Reduction of STEM Center course release to 1 course per academic year	CAS Extra Compensation Funds: CC000866$35,000 - $28,000 (salary) SC0853, - $7,000 (fringe) SC52000 CAS Extra Compensation Funds: CC000866, $2,813 - $2,250 (salary) SC0853 - $563 (fringe) SC52000 CAS Other Compensation Funds: CC000866, $7,500 - $6,000 (stipend) SC0844 - $1,500 (fringe) SC52000 CAS Other Compensation Funds: CC000866, $9,375 - $7,500 (stipend) SC0844 - $1,875 (fringe) SC52000 CAS Adjunct Faculty, CC000866, $2,446.88 - $2,250 adjunct (SC0859) - $196.88 fringe (SC52000)	$57,135

-	-	

Elimination of Library Databases AVON (Academic Video Online) and SciFinder. Approx 13k

Library database Opposing Viewpoints in Context from foundation funds Approx 3k
Projected budget reductions: 488k