



Institutional Effectiveness Plan Jan 2024

Shadow JQ Robinson, Provost &
Vice Chancellor of Academic Affairs

Implementation of the Strategic Plan

- Institutional Effectiveness Plans
- Direct reports discussed data needs and ideas (September/October)
- Provost direct reports due in early November (...late November)
- Provost final report in early December (...Xmas)
- Public presentations in January (thank you for joining!)
- Feed into budget cycle following public presentation
- Next cycle in AA will begin soon, but in earnest following the University's budget submission

Mission of UAFS and Strategic Plan Pillars

■ UAFS empowers the social mobility of its students and the economic growth of the River Valley through exceptional educational opportunities and robust community partnerships.

■ Pillars of the 2023-2028 Strategic Plan

- ▶ Student Access, Engagement, and Success
- ▶ Teaching and Learning
- ▶ Economic Dev., Community Engagement, & Industry Partnerships
- ▶ Sustainability and Resource Stewardship

Previous Year 2022-2023

- **Pillar 1: Student Access, Engagement, and Success**
- 1.1 UAFS First Choice Institution and Innovative Recruiting Practices: **Completed SSI survey**
- 1.2 Enhance Support Structures that drive diversity, equity, inclusion, and success among underrepresented populations, including Hispanic students, active-military, veterans, ADCP, etc.: **LLCDC funding secured**
- 1.3 Expand high-impact practices and student engagement initiatives across the institution to provide holistic support, connect students' academic programs and career pathways, and increase retention and graduation: **Expanded membership and mentorship in Business & Entrepreneurship LLC**

Previous Year 2022-2023

- Pillar 2: Teaching and Learning
- 2.2.3 Develop and implement strategies that promote employee equity in salary, responsibility, and opportunities: **Work of Faculty Salary Equity Task Force**
- 2.2.4 Invest in and support continual professional development for faculty and staff to ensure the individuals training the next generation of professionals are at the leading edge of their fields: **Initial 500k gift to help stand up a Center for Teaching and Learning.**
- 2.3.2 Develop systems to support grant writing and implementation: **Moved Susan Steffens from Advancement to Director for Office of Research and Sponsored Projects**
- 2.3.3 Invest in virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization: **Development of Writing Hub in the Writing Center**

Previous Year 2022-2023

- Pillar 3: Economic Dev., Community Engagement, & Industry Partnerships
- 3.2 Strengthen partnerships with regional organizations to develop customized learning opportunities, including internships, clinical experiences, and apprenticeships, expanding students' real-world experience: **Hired Justin Smith as the new director of FEC**
- 3.4 Leverage university intellectual capital to drive innovative solutions, support business retention and expansion, and stimulate regional economic growth, establishing UAFS as a catalyst for regional development.: **Launch of CED talks**

Previous Year 2022-2023

- Pillar 4: Sustainability and Resource Stewardship
 - 4.1.1 Enhance data-informed decision-making by effectively communicating key data points related to institutional decisions, campus fiscal investments, and resource-generating activities: **Successful hire of Brett Arrington into IR leadership role**
 - 4.1.2 Advance the strategic priorities of the institution through meaningful philanthropic partnerships with individuals, corporations, and foundations, and align these resources to support student success, and empower transformative investments: **Connected Academic Leadership with University Advancement to set priorities in Capital Campaign.**
 - 4.2.3 Cultivate and expand purposeful, long-term, and mutually beneficial community partnerships, foster philanthropic efforts, and contribute to the region's social, economic, and environmental success: **Announcement of \$18.7 million Windgate gift supporting Nursing and Art**

Centers of Excellence

2.3.4 Establish centers of excellence to enhance academic programs in high-demand fields, support student success, and power the regional economy.

Identification of 5 Centers of Excellence the University will pursue

- ▶ **Healthcare**
- ▶ **Advanced Manufacturing**
- ▶ **Data Science & Analytics**
- ▶ **Art & Graphic Design**
- ▶ **Center for Economic Development**

Centers of Excellence

Healthcare

- ▶ The second largest industry in the FS metro region and industry with the largest number of current openings. The age 65 and older population is expected to grow approximately 20% over the next 10 years in the metro area.

Advanced Manufacturing

- ▶ Largest industry in FS region, 2x national average in terms of per capita employment, the only sector considerably above the national average. Working age population (20-64) expected to decline by 5% over next decade

Centers of Excellence

Data Science & Analytics

- ▶ In both healthcare and immediately in manufacturing, there is a key need for data-driven business-informed decision-making. Whether staffing a plant, scheduling delivery of medicine or raw materials, or the predictive analytics to replace parts before they go fully defective, our partners know their future competitiveness will depend on having this skillset in-house and in abundance. The reduction in the working-age population will see greater reliance on AI, predictive analytics, and automation across all industries.

Centers of Excellence

Art & Graphic Design

- ▶ With the generosity of the university's largest private financial supporter, the Windgate Foundation, UAFS has facilities that rival or surpass major Universities. The impact of the arts on economic development is gaining national attention and UAFS is well positioned with the pending growth in the already excellent Windgate facility.

Center for Economic Development

- ▶ With Economic growth as a core part of the University's mission, the CED must be an effective player across all industries and academic disciplines for the University to achieve that mission

Current Year 2023-2024

- Pillar 1: Student Access, Engagement, and Success
- 1.1 UAFS First Choice Institution and Innovative Recruiting Practices: **Highlighted ADCP, Criminal Justice, Art & Graphic Design, Computer Science, and Nursing programs in marketing**
- 1.6 Continue to invest in and promote the UAFS brand, while developing new ways to tell the UAFS story across constituent groups.: **Increase the number of active academic program advisory boards**
- 1.7 Enhance focus on career coaching within curricular and co-curricular support structures while creating systems for continued career and individual support post-graduation: **Bring Departments into more direct communication with Babb Center through academic leadership group**

Current Year 2023-2024

- Pillar 2: Teaching and Learning
- 2.1.4 Ensure students are challenged intellectually and supported to meet high academic standards maintained by continual assessment of learning outcomes at the course, program, and university level: **NACEP accreditation and course level assessment work**
- 2.2.2 Develop strategies to attract and retain exemplary faculty and staff whose education, professional training, and lived experiences contribute to the vitality of the university community: **Seek to partner with HR to develop a Welcome to UAFS and Fort Smith packet to share with potential employees**
- 2.2.4 Invest in and support continual professional development for faculty and staff to ensure the individuals training the next generation of professionals are at the leading edge of their fields: **Grant workshops through the Office of Research and Sponsored Projects**
- 2.3.3 Invest virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization: **Visible progress on Windgate expansion and Nursing Sim labs**

Current Year 2023-2024

- Pillar 3: Economic Dev., Community Engagement, & Industry Partnerships
- 3.1 Collaborate with business, industry, and community-based organizations to identify, design, and deliver innovative, high-demand programs to meet evolving workforce needs: **CED secures grant funding and designation as an EDA (US Economic Development Administration) University Center, 1 of 73 in the country**
- 3.2 Strengthen partnerships with regional organizations to develop customized learning opportunities, including internships, clinical experiences, and apprenticeships, expanding students' real-world experience: **Development of Advisory board for Babb Center**

Current Year 2023-2024

- Pillar 4: Sustainability and Resource Stewardship
- 4.1.1 Enhance data-informed decision-making by effectively communicating key data points related to institutional decisions, campus fiscal investments, and resource-generating activities: **Campus forums on state funding formula, enrollment & marketing, IEPs, and Navigate: work towards common data set**
- 4.1.4 Invest in and maintain cutting-edge, secure technology for instruction and training: **Workshops and preparation for the launch of BB Ultra**
- 4.2.4 Continuously evaluate the efficiency of university operations, seeking to measure the ROI (Return on Investment) of new and ongoing initiatives and opportunities to optimize costs through shared services, new technologies, and resource stewardship: **Academic Program Viability Taskforce**
- 4.2.5 Internally communicate the decision-making process and the data that drives institutional resource management and allocation to empower faculty and staff to build sustainable programs that genuinely meet the needs of the institution and the individuals it serves: **Creation and convening of academic leadership group.**

Current Year 2023-2024

Centers of Excellence

- ▶ **Advanced Manufacturing: Advisory board meetings throughout fall and spring discussing curricular needs in the industry**
- ▶ **Data Science & Analytics: Curriculum development and potential industry partner meetings**
- ▶ **Art: Ongoing development of Windgate expansion**
- ▶ **Healthcare: Associate degree in nursing curriculum proposal to UA Board of Trustees**
- ▶ **CED: Engagement in UA system and ADHE non-credit conversations, data collection, and potential funding opportunities**

Select funding requests for Upcoming Year 2024-2025

- 2.3.4 Establish centers of excellence to enhance academic programs in high-demand fields, support student success, and power the regional economy.
 - ▶ **Funding to cover nursing faculty salaries as per Windgate gift agreement**
 - ▶ **Hire faculty leader for efforts in Advanced Manufacturing**
- 2.2.3 Develop and implement strategies that promote employee equity in salary, responsibility, and opportunities.
 - ▶ **Funding to establish a 10th percentile CUPA floor**
 - ▶ **2-3% COLA for all employees**

Select funding requests for Upcoming Year 2024-2025

■ 4.1.4 Invest in and maintain cutting-edge, secure technology for instruction and training

- ▶ **Funding for new system to implement changes to SET instrument and to support Workday change management**

■ 2.1.4 Ensure students are challenged intellectually and supported to meet high academic standards maintained by continual assessment of learning outcomes at the course, program, and university level

- ▶ **Funding to establish CALO-C at same level as CALO-A**

■ 1.3 Expand high-impact practices and student engagement initiatives across the institution to provide holistic support, connect students' academic programs and career pathways, and increase retention and graduation

- ▶ **Funding to support the Writing Center as the Title III grant expires**

Select funding requests for Upcoming Year 2024-2025

2.2.4 Invest in and support continual professional development for faculty and staff to ensure the individuals training the next generation of professionals are at the leading edge of their fields:

- ▶ **Workshop on AI in Higher Education as a beginning for Center for Teaching and Learning Programming**

1.2 Enhance Support Structures that drive diversity, equity, inclusion, and success among underrepresented populations, including Hispanic students, active-military, veterans, ADCP, etc.:

- ▶ **Funding to support bilingual Spanish skill set in student and prospective student facing offices**

3.5 Broaden the creation and utilization of program advisory boards to enable a continuous exchange of feedback between the development of academic programs and the present and future needs of the community.

- ▶ **Funding to support the creation and work of academic program advisory boards across the institution**

Select funding requests for Upcoming Year 2024-2025

2.2.3 Develop and implement strategies that promote employee equity in salary, responsibility, and opportunities.

▶ **Administrative Assistant in CBI**

3.3 Create adaptive program models and curricula incorporating competency-based learning, educational experiences, and credentialing to support career advancement and lifelong learning.

▶ **Equipment needs to support noncredit training through CED (some shared with credit offerings)**

4.1.2 Advance the strategic priorities of the institution through meaningful philanthropic partnerships with individuals, corporations, and foundations, and align these resources to support student success, and empower transformative investments.

▶ **Training for key individuals in AA who will be involved in the capital campaign efforts to raise funds for the University**

Longer Term Budgetary Needs

- 2.3.4 Establish centers of excellence to enhance academic programs in high-demand fields, support student success, and power the regional economy.
 - ▶ **Faculty and equipment needs in Advanced Manufacturing, Data Science/Analytics, Nursing, Art**
 - ▶ **Accreditation costs of new programs**
- 2.2.3 Develop and implement strategies that promote employee equity in salary, responsibility, and opportunities.
 - ▶ **Reach a 25th percentile CUPA floor in 5 years**
 - ▶ **2-3% COLA for all employees**
 - ▶ **Development of a merit pool**

Longer Term Budgetary Needs

- 2.2.2 Develop strategies to attract and retain exemplary faculty and staff whose education, professional training, and lived experiences contribute to the vitality of the university community.
 - ▶ **University Site Coordinator for year-long LEARNS internships**
- 2.3.3 Invest virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization:
 - ▶ **Develop a BSL 2 lab on campus**
- 1.5 Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services.
 - ▶ **Potential renovation of unused space in BI Flanders to create a centralized student success center**