UAFS STUDENT AFFAIRS & ENROLLMENT
INSTITUTIONAL EFFECTIVENESS
PLAN (IEP) AND ANNUAL REPORT(S)

JANUARY 2024

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How We Fit in the Plan

Pillar 1: Student Access, Engagement, and Success

This is our wheelhouse: recruiting, welcoming, engaging and supporting students towards personal, academic, wellness, civic and career readiness success.

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How We Fit in the Plan

Pillar 2: Teaching and Learning

Here we support our core academic mission via complementary efforts to create purposeful learning experiences and skill development, often employing students' emerging disciplinary expertise.

How We Fit in the Plan

Pillar 3: Economic Development, Community Engagement, and Industry Partnerships

Our contributions here are seen in myriad relationships with local schools, with non-profits, and via corporate sponsorships.

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How We Fit in the Plan

Pillar 4: Institutional Sustainability/Resource Stewardship

UAFS's sustainability and stewardship of its resource base is inextricably linked to enrollment, to housing occupancy, to auxiliary debt service obligations, and to strategic and fair use of our student aid resources.

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Shape of the Report:

Four Sections, Plus Desired Metrics

I. Sample of Work done in 2022-2023 by Pillar

II. In Progress, 2023-2024 by Pillar

III. Budget Requests for FY 2025 (or ongoing) by Pillar

IV. Budget Requests for FY 2026-2028 by Pillar

Section 1: 2022-2023 Accomplishments, Pillar 1, Select Examples

Admissions Tactic 1.1.3 (Bilingual Recruiters)

Admissions had its first semester (Spring 2023) with a full-time bilingual recruiter in NWA, along with one on the campus.

Fall 2024 will help us determine the initial effectiveness. For fall 2023, we had two NWA counties in our top 10 for incoming class (a baseline). We want them to move up in the ranking to 'two in the top 8' by fall 2025

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- **Strategy 2:** Enhance support structures that drive equity, inclusion and success among underrepresented student populations including Hispanic students, active-military members, veterans, and adult learners.

- **Strategy 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

Tactic: Raise funds to provide Cub Camp scholarships for students with limited financial means. Goal was $5,000.

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Strategy 1. 2 and 1.3 Funds for Cub Camp Scholarships:

- Enhance support structures that drive equity, inclusion and success.

- Expand high-impact practices and student engagement initiatives across the institution.

- Results
  - Cub Camp Day of Giving funds raised:
    - 2023 Cub Camp: $3,290
    - 2022 Cub Camp: $1,660
    - Total: $4,950

- 43 Cub Camp Scholarships have been awarded at $55 each for a total of $2,365.

- The plan for 2024 is to work with Alumni and ask for Cub Camp Scholarship donations at the Cub Camp reunion dinner in February, thereby both supporting incoming students and providing robust engagement opportunities for young alums.

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Tactic 1.2.1 Maintain Military-friendly Status

- With the assistance of a robust team led by Lynette Thrower, UAFS achieved Military-Friendly status for 2023 at both the Student-level and Spouse-level.

- Our goal is three years in a row for 2024. Submission by February 2024.

- A possible by-product is the slow rejuvenation and re-strengthening of our Student Veterans Organization (SVO).

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Section 1: 2022-2023 Accomplishments, Pillar 1, Select Examples

Admissions overall data point:

- The incoming first-time in college cohort was up 6.4% in F 2023 (22-23 cycle).

- Our best performance in over a decade, although we recognize that this followed significant losses over multiple years.

- Our goal is another 2% raise in fall 2024. Challenge: merit award deadline enforced.

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1.8 Strengthen DII Athletics Program

In 2022-2023, athletics investigated switching conferences.

The MIAA (new) would help reduce travel costs and road days, meaning fewer missed classes.
    Dollars saved: up to 100K
    Days in class saved: up to a week per athlete.

Acceptance came in fall 2023; the switch will occur in 2024-2025.

Accomplishments, Pillar 1, Select Examples

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2.2.21 Investment in Professional Development

Despite lean budgets, the division was able to provide needed PD via many reputable and relevant professional associations:

*OCR-Title IX

*SCI-Title IX & Conduct

*NACAC-Admissions

*NASFAA-Fin Aid

*NIRSA—Recreation/Wellness

*NACA-Stu. Activities

*SWACUHO-Housing

*AFLV-Greek Life

*NCAA-Athletics

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4.1.2.4 Realigning UAFS Foundation scholarships to support student recruitment and success metrics

- Admissions, Fin Aid, and Advancement partnered to make Foundation funds available earlier in the process. That moved by 2022-2023 from mid-summer to mid-Spring.

- As it improves, our ability to estimate aid packages earlier also improves (*another tactic).

- Later, we'll show a new plan for 2024-2025 to enhance technology in this area.

- New targets will be set as to how the new FAFSA operates.

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Section II: 2023-2024

1.2.3 Employ bilingual staff in Housing, Student Activities, and Financial Aid.

- We now have the bilingual staff in each area.
- In Section III, we propose a budget to secure the commitment and define the expectations.

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Section 2: 2023-2024 Accomplishments, Pillar 1, Select Examples

1.2: Enhance support structures that drive equity…. underrepresented student populations…

4.2.4 Continuously evaluate the efficiency of university operations, seeking to measure the ROI (Return on Investment) of new and ongoing initiatives.

International Programs has new leadership and a new organizational niche. Noah Schmidt has conducted an inventory and analysis of current programs and agreements as a prelude to future planning and goal-setting.

Target: share baseline document with relevant partners in early Spring 2024. Update select agreements before fall 2024.

1.5.1&2 Mental Heath Training

- Student Affairs has reviewed, met with, and/or trained under three providers.

- A low-cost proposal is forthcoming in Section III to fund both a continuation of the current QPR (Train the Trainer) model and make an on-line course for basic intervention accessible to a large number of UAFS employees.

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1.5 Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services

Tactic: Title IX is working with IRB to administer a Climate Survey in February 2024 to re-establish baselines of, e.g., percent of students who know how to report a Title-IX related concern.

The instrument was shortened and is ready as of January 2024. A baseline will be re-established from which a 2% increase will be sought for the next iteration of the survey.

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Section 2: 2023-2024 Accomplishments, Pillar 1, Select Examples

1.5 Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services

Tactic: An ADH grant for addressing health disparities has provided the means to offer multiple COVID and flu clinic opportunities for both students and employees. Partners have included Coleman Pharmacy, the UAFS Sch. of Nursing, and the AFMC The grant also provides paid positions for a small group of students preparing for careers and providing needed service. Specific data is in our IEP. Clinics have served over 110 students and employees to date.

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1.5.3 Grow student needs - pantry and student emergency aid fund

- The Pantry has now partnered with the local Food Bank, as well as the Antioch Center, making larger amounts of resources available at excellent prices.

- In addition, the Pantry staff are actively securing a web-based software to help track both inventory and clientele. An agreement and attendant benefits will be in place during Spring 2024.

- **Target**: Annual report with data submitted to VCSA each summer per prior Academic Year.

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1.8 Strengthen the university's Division II athletic program to be nationally competitive

- Athletics is looking into scholarship equivalencies with the MIAA schools.

- Based on these (where available), competition benchmarks will be set.

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1.8 Strengthen the university's Division II athletic program to be nationally competitive

- Athletics had an outstanding Fall 2023 academically, with an overall 3.21 GPA and one team with a 3.77.

- Goals will be 2.8 (stretch goal 3.0) each semester and no team below a 2.5 overall.

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2.1.3.3 LLCs, Greek Life, SGA, Honors program, Student Leadership Conference, RHA, MOX/IDEAL Women

- Leadership Programs has planned a series of Leadership Luncheons for students, featuring UAFS faculty and staff experts. The inaugural event is January 2024.

- Additionally, the LEAD LLC has met with leaders such as Chancellor Riley, Mayor McGill, FSPS Board members, D. Chitwood and S. Krafft, as well as sharing a meal with the Lion Leadership group.

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2.1.3.3 LLCs, Greek Life, SGA, Honors program, student leadership conference, RHA, Mox/IDEAL Women

Tactic: Develop Lionheart into a more comprehensive year-long program, with emphasis on service opportunities, leadership trainings, and community building. Implementation for fall 2024.

Targets for spring 2024 include: Conceptual report to Ashley Goodson by June 1, 2024, to include outline of planned activities and measurement of program success via assessment of participant learning; also plan for tracking participation via NumaLink.

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2.3.3 Strategy 3: Invest in virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization.

Tactic: Creation of two lounge spaces for student socialization and community-building in old Student Activities Office/Box Office space with new mural, created and painted by students, and showcase of the UAFS and CACE values.

Metrics: Work largely done November 2023. Compiling number of students who worked on the mural in CC 121 and building system to track usage in the Campus and Community Engagement space (Box Office).

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Scholarship Challenges

4.1.2.4 Realigning UAFS Foundation scholarships to support student recruitment and success metrics

Scholarship Challenges

- As we stopped backfilling merit awards after Year 1 with Foundation grants, the amount of institutional aid expended spiked, as year 2, 3, and 4 merits expanded.

Institutional Scholarship Type	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Department	$ 96,735	$ 156,748	$ 128,606	$ 185,616	$ 201,123	$ 184,359
Merit	$ 1,029,692	$ 1,421,960	$ 1,605,197	$ 1,959,018	$ 2,159,789	$ 2,358,973
Other	$ 750	$ 750	$ -	$ -	$ -	$ -
Graduate	$ -	$ -	$ -	$ 15,668	$ 13,003	$ 13,001
Prestigious	$ 552,012	$ 531,399	$ 481,498	$ 496,665	$ 550,450	$ 652,713
Transfer	$ 118,500	$ 126,212	$ 185,000	$ 270,439	$ 288,832	$ 362,750

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Scholarship Challenges (cont.)

Corrections and Opportunities

1. Review of Merit Awards as of the priority March 15 deadline will curb growth in expenditures.

2. Planned changes in applying order of aid in FY 26 will further place brakes on spending.

3. The challenge is to do these well so that enrollment is not materially affected downward.

4. Pending changes in both Pell and the AR Challenge may afford opportunity to fine-tune or fully re-vamp the UAFS merit scholarship system.

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4.1.3 Optimize campus facilities to create welcoming environments…while ensuring efficient…use of university infrastructure.

Tactic: Continue investing in a 'Welcome Center' concept to bolster a welcoming environment.

1. New carpet on first floor CC - **DONE**
2. New UAFS graphics outside Reynolds Room - **DONE**
3. Directory and Lion on curved wall, 1st Floor CC - **IN PROCESS**
4. Explore funding and cost of a videowall on 1st floor - **CC PROPOSAL in later section.**

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4.1.3 Optimize campus facilities to create welcoming environments …while ensuring efficient …use of university infrastructure.

Tactic: Continue investing in a 'Welcome Center' concept to help with welcoming environment.

Metrics: When done (with videowall or mission/values in same space), survey families and students about the environmental impact of the changes.

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4.1.3 Optimize campus facilities to create welcoming environments that….drive functional service spaces…while ensuring efficient and sustainable use of university infrastructure.

Housing is partnering with Finance and Plant Ops to look deeply at structural and furnishing needs in Housing, with emphasis on SebCo apartments.

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4.1.3 Optimize campus facilities...

Housing Workteams for spring 2024:

1. Safety and Security

2. Repair and Replacement Planning for Furnishings

3. Summer scheduling and efficient opening/move-in for the fall

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4.1.3 Optimize campus facilities…

Housing Workteams for spring 2024:

1. **Safety and Security Target**: Pillars are under scrutiny as of January 2024.

2. **Repair and Replacement Planning for Furnishings.**
   a. Target: Plan submitted by June 30, 2024.
   b. Preliminary plan is in next section.

3. **Summer scheduling and opening efficiently for the Fall.**
   1. Target: New comm plan implemented for summer 2024.

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Section 2: 2023-2024 Accomplishments, Pillar 4, Select Examples

4.1.3 Optimize campus facilities…

- Occupancy in housing is up roughly 30% over two years, with net revenue of over $700.00 after scholarships.

- Condition of apartments is a growing concern for students and employees.

- Inattention will risk the gains made, with cascading effects.

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4.2.4 Continuously evaluate…measure the ROI (Return on Investment) of new and ongoing initiatives…optimize costs

- Admissions has conferred with multiple partners and determined that given the pace of change in aid disbursement, the Capture contract is sub-optimized.

- That money is being used to:
  - upgrade the lead SLATE position
  - contribute to a new Aid Packaging module, and
  - as part of a personnel proposal in Sections III and IV.

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4.2.7.1 Debt-free college

- Dr. Blake Bedsole met with Cabinet in late fall 2023 to examine various proposals that 'guarantee' tuition and fees being paid under specified conditions related to Pell eligibility, family income and AR challenge eligibility.

- Additional conversations will take place in spring 2024, with a decision needed for 2024-2025 by mid-semester.

- Absent a decision, any program will effectively be delayed by a year.

- Pell and AR Challenge changes may make a year's wait reasonable.

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Next UP, Section 3: Short-Term (FY 2025) and Ongoing Budget Requests

1.1 Innovative Recruitment Practices.

- SAEM requests $35K annually to fund a Transfer Recruiter/Coordinator (33K salary and 2K for search)

- The balance of salary will come from the remainder of the Capture contract, which will not be renewed.
    - 33K from Capture
    - 33K new
    - Salary is 45K, plus 13K benefits
    - remainder for travel and supplies.
    - 2K for search.

- This proposal first stemmed from the 2019 SEM plan (Drs. Meikle and Stevens).

- The ROI is likely to be revenue positive after Year 1 (would need 12 additional transfers or transfer retainees; 6-7, if considering only new dollars).

- Net revenue is solid with transfers (est. 6K).

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Section 3: Short-Term (2025) and Ongoing Budget Requests Pillar 1

1.1.3 Two bilingual staff in Admissions

1.2.3 Bilingual staff in Housing, Campus and Community Events, and Financial Aid

Staff are in place. We request 12.5K for FY 2025 and ongoing to offer 2K bump to each (with benefits the remainder).

(Responsibilities on next slide. This will be optional for current employees.)

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Section 3: Short-Term (2025) and Ongoing Budget Requests Pillar 1

1.1.3 Two bilingual (SP) staff in Admissions

1.2.3 Bilingual staff in (SP) Housing, Campus and Community Events, and Financial Aid

Obligations will be a customized version of the following:

- Assist with Spanish-Language events, both planning and execution

- Assist with student/family language needs in office as required

- Translation assistance as able, plus advice on where it would be productive

- Review current documents and websites for readability and relevance.

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Section 3: Short-Term (2025) and Ongoing Budget Requests Pillar 1

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1.1 Innovative Recruitment Practices.

1.4 Optimize Aid Packages

- We will be using 20K from current Capture contract to co-purchase a new Slate module to aid in distributing Foundation dollars and other scholarships.

- Partnership between Advancement and Fin Aid

- Better use of the tech dollars in current environment and aids in earlier packaging strategy.

- Aesthetics of communications will also improve.

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Section 3: Short-Term (2025) and Ongoing Budget Requests Pillar 1

1.5.1 Mental Health Training: QPR, Valley Behavioral, Mental Health First Aid.

Tactic: Expand training for employees to make informed first-level interventions and referrals.

- Request 3K for AY 2025 to pilot a program to continue re-certifying current trainers under QPR

- Make a shorter on-line version available to more employees and arrange a 1-time more in-depth training for those with interest.

- Student Affairs will pay for current and 1 new QPR full-train ($2K for on-line; $1K for one–time event).

- To be evaluated upon completion for annual or perhaps bi-annual re-submission.

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1.5.5 Create a UAFS Wellness Executive Director (augmented current position) with Student Health Clinic and Counseling Center programming oversight.

- Emphases will include:
  - mental health
  - refreshers on caring for others with mental health challenges
  - self-care, physical and emotional wellness,
  - workplace environments, morale, and monitoring program needs relative to the ebb and flow of the academic year (Health Clinic sees definite patterns of usage and symptoms).

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1.5.5 Add or Create a UAFS Wellness Executive Director with Student Health Clinic and Counseling Center programming oversight.

- To better coordinate wellness-related events and programs, we request 20K for FY 2025 and ongoing, with a review after FY (mid-point of Strategic Plan).

- We request 20K/year (FY 25 and ongoing)- 10 K for current director and 10K for data collection (e.g., good baseline a/o specialized surveys) and programs.

- This will dovetail with current efforts to utilize the counseling and student health vendors in more educational and proactive ways.

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2.1.3 Enhance student development through out-of-classroom …leadership opportunities (approx. 4-6 per year)

- Leadership Programs has planned a series of leadership luncheons for students, featuring staff, faculty and alumni leaders. These events may be tied to affinity months.

- **Request**: 2.0K for FY 2025 and ongoing, with summative eval after FY 2027 (three years).
  - Dollars are for supplies/marketing, speaker travel and thank-you, and inexpensive lunches for students.
  - Eval will be based on satisfaction, reported learning (e.g., one-minute reflections),and impact over time.

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4.1.3 Optimize Campus Environments.

Tactic: Price out and propose a video-wall for the first-floor Campus Center.

- This will create a 'wow' factor for events, allow for customized welcomes for groups and prospects, showcase upcoming events, and add to celebrations of achievements.

- **Request**: 55K for FY 2025.

- UAFS added to the Campus Center Fee in part to help with strategic and non-routine needs.

- We request dollars from that fund, although other campus partners are welcome.

- One investment with small upkeep will last a number of years. Selling ad space or sponsor space is also possible.

- There is value across campus from this. If we do this all in-house, the total mav decrease.

4.1.3 Optimize Campus Environments.

Tactic: Create a broad and secure entry for the CACE (old Box Office) to enhance the new student-focused meeting space on 1st Floor CC. This is the extension of spaces referenced in Section II.

- We request 13K for FY 2025.
- The CACE, now becoming a student 'hangout' and study space, cannot be locked. The gate allowing that is broken.
- The money will replace the mechanical gate and install a glass front with double doors that can fully open.
- This will create a continuous program space for events at the fireplace.
- It also allows for a wider, more welcoming, and obvious entryway for students.
- The cost is actually less than replacing the motorized gate.

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Section 3 : Short-Term (2025) and Ongoing Budget Requests Pillar 1

1.8 Strengthen DII Athletic Program

- Create Strength and Conditioning position, per NCAA guidance.

- **Request**: 65K for FY 2025 and 65K per year thereafter.

- **Means**: A 50-cent increase in the SCCH athletic fee (as currently collected) would almost cover this as we pay for some certifications already.

- **NOTE**: Not having a specialist creates some work imbalance and risk (physical and other), and we are an anomaly in the MIAA, but we do meet the NCAA regulations as currently written.

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List of All AY 2025 Budget Requests.

1. Transfer Coordinator   33K/year ongoing

2. Bilingual staff: SAEM(5)   12.5K per year ongoing

3. Slate module/Scholarships   Use contract savings

4. Wellness Exec. Dir   20K/yr. ongoing

5. Mental Health Initiative   3K/year ongoing

6. Leadership Lunches   2K/year ongoing

7. Video Wall   55K (1-time)

8. Athletics Strength/
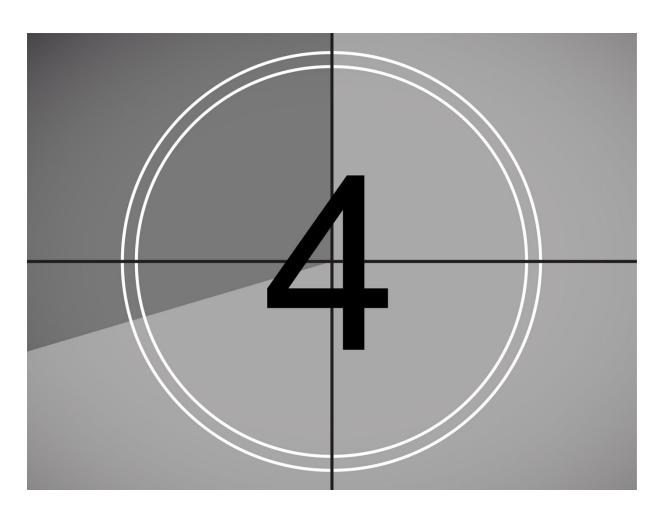   Conditioning Coach   65K annual (propose
                                                                     upping athletic fee)

Next UP, Section 4: Longer-Term (FY 2026-2028) Budget Requests

Section 4 : Longer-term Budget Requests (FY 2026-2028): Pillar 1

1.8 Strengthen DII Athletic Program

Tactic: Index Athletic Fee to increases in T&F, or differential tuition increases.

Request:

- Raises to compensate for UAFS T&F raises, or differential tuition raises.

- Anticipated need is again .50 cents pr SSCH. This would address an anticipated 5% T&F increase, with a small residual for differential tuition.

- The T&F raises de facto cut the scholarship equivalencies every time they occur without a fee adjustment.

- Total for AY 2025-2028 = $240,000 ($180,000 26-28)

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Section 4 : Longer-term Budget Requests (FY 2026-2028): Pillar 3

Pillar Three: Community Partnerships

Tactic: By 2028, design and implement two mock Title IX hearings for training and partnership purposes with at least two community partners, may be the local Crisis Center, FSPD, UASYS General Counsel, FSPS, or a sister institution.

Request: $2,000 total. One thousand for 2026 event; the same for 2028. These have been highly successful in the past. We would like to expand partners and offer a de-briefing lunch. One will target HS partners to strengthen their ability to prepare future Lions.

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Section 4 : Longer-term Budget Requests (FY 2026-2028): Pillar 4

4.1.3 Optimize campus facilities to create welcoming environments…service spaces…sustainable use of university infrastructure.

Tactic: Build a repair and replacement plan for Sebastian Commons (non-structural fixtures and equipment) to ensure timely upgrades and maintain current high occupancy levels.

Request: Early analysis shows that a million dollars over three years (FY 2026-2028) will help immensely but it is really just a good start. This is roughly $5K per apartment. It does not address safety and structural issues. Housing net revenue is up over $700,000 post Covid. Repair/replacement issues have been brewing for years and are poised to begin impacting occupancy.

List of All AY 2026-28 Longer-Term Budget Requests.

1. Index Athletic Fee to increase in T&F, inc. differential T.
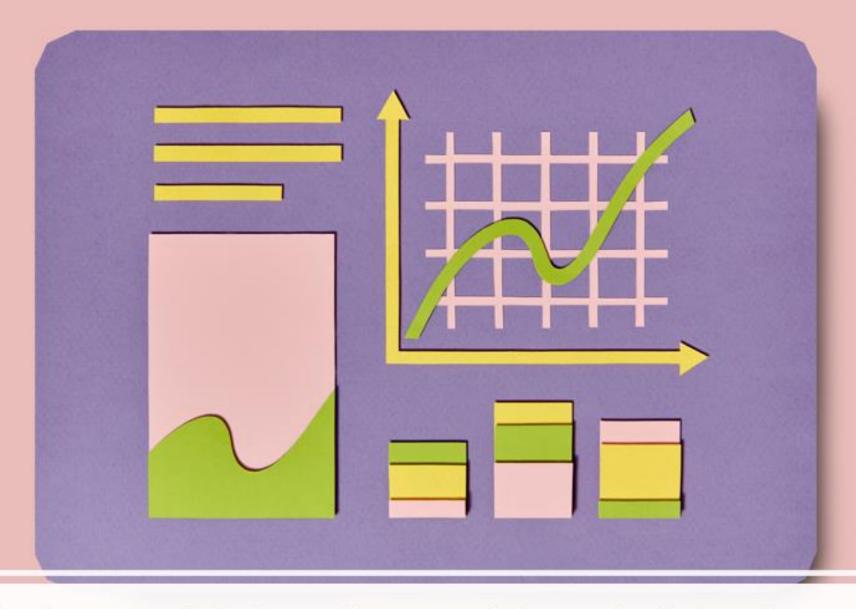
   .50 per SSCH, per 5% T&F increase (60K/yr.)

2. Mock Title IX Hearing w/ Community Partners

   $2,000 (1k '26; 1k '28)

3. Housing Repair/Replacement (SebCo)

   1 Million over 3 yrs.

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Selected Metrics to Test Initiatives

Data Targets and Data Points to Support Requests and Report:

Admissions

Fall 2023 – Official Undergraduate Report
Enrollment Headcount by Student Type

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	% Change from Last Year	% Change from 2017
First-time Freshman	1,103	1,072	934	883	813	832	886	6%	-20%
Entering Transfer	389	367	339	260	325	309	314	2%	-19%
Readmitted Student	382	385	361	326	335	279	225	-19%	-41%
Continuing Freshman	413	318	251	221	213	277	244	-12%	-41%
Continuing Undergraduate	3,104	3,002	2,898	2,837	2,435	2,351	2,360	---	-24%
Unclassified Post-Baccalaureate	119	147	151	121	98	134	128	-4%	8%
Unclassified Pre-Baccalaureate	5	4	2		1			---	-100%
Total	5,515	5,295	4,936	4,648	4,220	4,182	4,157		

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Data Targets and Data Points to Support Requests and Report:

Admissions

- Target for 2024 Fall: 904 1st time in Coll.(2% up)
  - Challenge: re-setting merit deadline at 3/15/24

- Target for 2024 Fall: 320 Transfers (2% up)
  - Challenge: no TR Coordinator and multiple new staff.

- Target for 2024 Fall: 234 re-admits (1% up)
  - Challenge: Implement new segmented strategy, and we have limited recruitment-more awareness raising.

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Data Targets and Data Points to Support Requests and Report:

Admissions/ Enrollment

Race/Ethnicity Enrollment Headcount Excluding Concurrent

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	% Change from Last Year	% Change from 2017
American Indian	131	109	96	106	100	100	93	-7%	-29%
Asian	306	293	260	245	230	219	202	-8%	-34%
Black	253	220	184	168	159	166	160	-4%	-37%
Hispanic	685	685	677	681	647	733	794	8%	16%
Native Hawaiian	8	6	5	9	5	7	2	-71%	-75%
Other	81	59	64	60	63	65	56	-14%	-31%
Two or More Races	462	478	482	498	443	419	445	6%	-4%
White	3,589	3,445	3,168	2,881	2,573	2,473	2,405	-3%	-33%
Total	5,515	5,295	4,936	4,648	4,220	4,182	4,157		

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Data Targets and Data Points to Support Report: Admissions/Enrollment

- **Target for 2024 Fall**: Overall Hispanic 810 (2% up between new and retained)
  - Challenge: Making sure our support is keeping up.

- **Target for 2024 Fall**: Create teams to look at recruitment of at least one other demographic group, and support.
  - Challenge: More work for same staff. May rely on SEM.

- **Target for 2024 Fall**: Have decision on possible partner for re-admission recruiting/coaching/retention.
  - Challenge: Determine likely ROI.

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Data Targets and Data Points to Support Requests and Report:

Admissions /HS

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Northside High School	142	147	127	123	123	154	148
Southside High School	121	159	120	120	108	99	131
Van Buren High School	134	133	103	98	83	76	101
Greenwood High School	110	94	93	77	73	69	54
Alma High School	46	38	51	35	60	40	39
Mansfield High School	17	10	15	14	11	8	22
Charleston High School	24	12	13	13	8	13	15
Pocola Okla High School	5	4	5	9	3	7	15
Muldrow Senior High School	12	14	12	14	8	5	14
Cedarville High School	18	26	14	9	12	8	12
Homeschool Arkansas	18	21	17	21	13	5	11
Lavaca High School	28	14	12	24	15	16	11
Mulberry High School	2	4	1	1	2	6	11
Ozark High School	9	9	5	3	11	5	11
Waldron High School	13	12	15	15	12	11	11

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Data Targets and Data Points to Support Report: Admissions/Top High Schools

Targets for Fall 2024 (at latest by F2025)

- See addition of 1-2 NWA high schools onto our list of top feeder schools
  - Challenge: Continue building relationships and recognition of UAFS (marketing)

- See increase from 483 to 493 (2% up) among **Top 5** feeder schools (would be best since 2018)

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Data Targets and Data Points to Support Requests and Report: Admissions-County

Top Counties, 2023 FTIC Cohort

Sebastian: 408 (46%)

Crawford: 180 (20%)

(Top 2 counties = 56% of enrolled)

Le Flore (OK): 40

Sequoyah (OK): 40

Non-Border State: 33

Washington: 30

Franklin: 29

Scott: 25

Benton: 23

Logan: 17

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Selected Data Targets and Data Points to Support Report: Admissions

"Top Counties"

Targets for 2024 Fall:

1. At least one NWA County will remain in top 6 for Fall 2024;

2. By Fall 2025, one NWA County will be in our Top 5.

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Data Targets and Data Points to Support Requests and Report: Cub Camp '21 Class

Spring 2022	Data
Enrolled Students	257
Withdrawn Students	29
Total Students	286
Retention Rate	89.86%
Fall 2022	Data
Enrolled Students	220
Withdrawn Students	66
Total Students	286
Retention Rate	76.92%

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Selected Data Targets and Data Points to Support Report: Cub Camp

Targets for 2024 Cub Camp Cohort

1. 90% persistence to spring 2025;

2. 78% retention as of Fall 2025 (or 2% above retention of overall FTIC cohort)

Selected Data Targets and Data Points to Support Report: Cub Camp

Targets for 2024 Cub Camp Cohort (cont.)

3. Create plan to look at success of scholarship recipients (Y1 to Y2 retention);

Data Targets and Data Points to Support Requests and Report: Housing

Overall Numbers

Fall 2019	657	
Fall 2020	566	(down 15.4%)
Fall 2021	587	(up 3.7%)
Fall 2022	733	(up 24.9%)
Fall 2023	765	(up 4.4%)

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Data Targets and Data Points to Support Requests and Report: Housing

Housing: Overall Occupancy

SebCo		Lion's Den	
Fall 2019	71.25%	Fall 2019	68.5
Fall 2020	62.7%	Fall 2020	57.6%
Fall 2021	70%	Fall 2021	54.6%
Fall 2022	85%	Fall 2022	70.65%
Fall 2023	92%	Fall 2023	70%

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Data Targets and Data Points to Support Requests and Report: Housing Revenue

Housing Revenue	Food Service Revenue (not profit)
FY 17: 4.073M	FY 17: 1.071M
FY 18: 3.984M	FY 18: 1.205M
FY19: 3.834M	FY 19: 1.209M
FY 20: 3.802M	FY 20: 1.183M
FY 21: 3.015M	FY 21: 916K
FY 22: 3.476M	FY 22: 1.511M
FY 23: 4.094M	FY 23: 1.659M

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Selected Data Targets and Data Points to Support Report: Housing

Targets for Fall 2024

- Lion's Den (Up 4 percentage points in occupancy).
  - Challenge: Style of facility.

- SebCo: Maintain 92% occupancy
  - Challenge: Physical conditions. See repair/replacement plan.

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Data Targets and Data Points to Support Report: Financial Aid

- **In spring 2024**:
  - Complete full development of new R2T4 and SAP policies

- **In summer 2024**:
  - De-brief the implementation of the new SAI Index and simplified FAFSA with recommendations for future use and delivery of related services

- Contribute to communications plan for preparing campus order of aid changes; the material for the public must be in place by summer 2024 to encompass the full recruiting cycle for 2025, plus current student awareness.

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Data Targets and Data Points to Support Report: Title IX

- Conduct climate survey in 2024 and every other year thereafter.

- Establish new post-pandemic result baselines by May 2024, with targets for next iteration (e.g., increase percent of students who respond that they know how to report by 2 percentage points)

- Submit proposal for a long-term delivery system for Title IX and related functions to campus leadership by January 1, 2025.

- Create a 3–5-year caseload analysis with trends, recommendations for changes/new trainings/altered standards by July 1, 2024 - assuming new regulations are released in spring 2024.

Data Targets and Data Points to Support Report: RAWC

- **RAWC will, in 2024-2025**:
  - See a 3% increase in overall building traffic
  - See a 3% increase in regular/consistent users, as defined in their current marketing materials and incentive programs.
- Program was implemented in 2023-2024 and will only require refinement

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Data Targets and Data Points to Support Report: Greek Life

1. Progress report, with analysis of needs, on a potential Latina sorority (SIA) will be presented to the Dean of Students by July 1, 2024 (closed invitation meeting hosted in Dec. 2023)

2. Fraternity & Sorority Life will produce targets for participant numbers, level of engagement, GPA, retention, graduation, or similar. GPA reports will be compiled after Fall 2023 grades are posted.

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Data Targets and Data Points to Support Report: Student Affairs & Enrollment

We would like to get at Pillar One by establishing baselines and tracking progress on several important NSSE (Survey) indicators related to engagement, support, and student success (Pillar 1 primarily).

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Data Targets and Data Points to Support Report: Student Affairs & Enrollment

1. On NSSE, get baseline in 2024 and go up 2% in percent of respondents reporting in the upper half of **'quality of interactions with student services staff'** question (by 2026 administration) at both freshman and senior levels.
   - On all, do we want benchmark for growth from frosh to senior level?

2. On NSSE, get baseline in 2024 and go up 2% in percent of respondents reporting in the upper half of **'quality of interactions with other administrative staff (e.g., registrar, financial Aid)'** (by 2026 administration) on both freshman and senior levels.

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3. On NSSE, get baseline in 2024 and go up 2% in percent of respondents reporting in the upper half of **'How much does your institution emphasize 'Providing opportunities to be involved socially?'** (by 2026 administration) on both freshman and senior levels.

4. On NSSE, get baseline in 2024 and go up 2% in percent of respondents reporting in the upper half of **'How much does your institution emphasize 'Providing support for your overall well-being (recreation, health care, counseling, etc.?'** (by 2026 administration) on both freshman and senior levels.
(Part of our Wellness Ex. Dir. proposal.)

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5. On NSSE, get baseline in 2024 and go up 2% in percent of respondents reporting in the upper half of **'How much does your institution emphasize 'Attending campus activities and events (performing arts, athletics events, etc.?'** (by 2026 administration) on both freshman and senior levels.

6. On NSSE, get baseline in 2024 and go up 2% in percent of respondents reporting in the upper half of **"How much does your institution emphasize 'Attending events that address important social, economic, or political issues?'** (by 2026 administration) on both freshman and senior levels.

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7. On NSSE, get baseline in 2024 and set benchmarks for question on which students asked, **'About how many hours do you spend in a typical 7-day week participating in cocurricular activities (organizations, campus publications, student government, fraternity or sorority, intercollegiate or intramural sports?'** Set benchmarks for both freshman and senior levels (not excessive in either direction, given a likely curvilinear relationship with academic success).

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We Now Have an Anticipated 23 Seconds for Questions.

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