

Institutional Effectiveness Plan (IEP)

Annual Report Template

Purpose

The purpose of the annual Institutional Effectiveness Reports and Institutional Effectiveness Plans is to establish a transparent process to review department, college, and divisional goals, assessments, and resource needs as they relate to achieving the UAFS 2023-28 Strategic Plan and mission-critical goals.

Included materials

Institutional Effectiveness Plans will establish current and future year plans and resource needs as they align with the 2023-28 strategic plan. The annual reports will reflect the following:

Section I. Report on the outcomes of the previous year fall, spring, and summer (previous academic year)

Section II. Provide details of current year plan for fall, spring, and summer (current academic year)

Section III. Provide plan for following fall, spring and summer along with any short-term/resource needs (plan for following academic year and resource requests)

Section IV. Provide plan for future years and longer-term resource requests/needs

Timeline for reports and plans for fall 2023

This timeline is to be followed for the reports submitted in fall 2023 to set baseline data for the UAFS 2023-28 Strategic plan.

Setting baseline KPI Data and Review of fall 2022, spring 2023, and summer 2023	Reports due from vice chancellors to chancellor by December 15, 2023	Public reports by vice chancellors on January 23, 2024 from 2:30-5 p.m.	Director of Budget compiles resource needs and reports to Budget Council on January 24, 2024
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NAME OF THE DIVISION: Student Affairs, Enrollment (Fin Aid & Admissions), Title IX

DATE: December 21, 2023

SUBMITTED BY: Lee Krehbiel, Vice Chancellor

Section I. Institutional Effectiveness Report for Academic Year 2023 (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
Example: Launch first-year experience seminar	1.3.1	Provide professional development for all academic leaders and university curriculum committee through the National Resource Center for First-year Experience and Students in Transition no later than April 30, 2023.	All academic department leaders and curriculum committee members received training on effective first-year seminar course development in 2024-25	Academic department leaders shared information with their faculty to create curriculum for a 1-hour first year seminar course to be taken by all first-year students no later than fall 2026.
Employ bilingual recruiters	1.1 and 1.1.3. Maintain one bi-lingual recruiter in NWA and one on main campus.	Have this accomplished by fall 2023. Set targets (2% increase in raw numbers of Hispanic students in incoming class for fall 2024 (FTFT + transfers).	NWA recruiter was hired at end of cycle, and FS recruiter was hired during FY 23. 2% increase in number of FTFT and Transfer Hispanic students will be checked in Fall 2024.	AY 2024 is first year with two bilingual recruiters.

Maintain 'Military Friendly' status in at least one category.	1.2.1 Maintain Military Friendly Status	Apply in FY 23 and receive recognition in at least one area as 'Military Friendly'	Received recognition in Fall 2023 for both students and military families.	Plaque placed near Veterans Resource Center
Add bi-lingual Spanish staff to drive inclusion and success of underrepresented groups	1.2.3 Secure bi-lingual staff in housing and financial aid.	Have a plan or a staff member in place by end of FY 2023.	One bilingual staff member was in place in each area by end of FY 2023	See later section - proposal to compensate these staff 2K/annum and raise expectations for translation, discussions, event support.
Implement Workday Student (High-impact Practice)	1.3.2 Provide adequate time and support for staff to test, pilot, and implement new system.	Regular meetings and trainings held throughout AY 2023.	Done: we used the off-weeks for the enrollment Leadership Team staff time to accomplish some of this.	Will continue; the ELT receive regular updates from Meagan Bowling-Fudge
Optimize aid strategies	1.4.1 Reach decision on aid strategies in view of budget deficits.	Have decision for aid for FY 24 by early fall 2023. Have decision for aid for FY 2025 by late summer 2024.	Goal one was met. Merit deadline of March 15, 2024 was debated, announced and implementation via communication commenced.	No data to evaluate until late March 2024.
Tactic: Estimate financial aid on financial aid portal and student's award letter.	1.4.2 Estimate financial aid on financial aid portal and student's award letter.	Plan and evaluate what must happen to make estimated aid offers earlier in our process.	First Fed. aid run was in December 2022. Worked with Foundation to back up awards as far as practicable.	FY 25 focus will be on earlier award letter. A slick one for new students will require Slate programming. For all students, a new module will be needed.
Tactic: Evaluate means of training more employees	1.5 Promote health and safety of students via support services	Evaluate various means of providing additional mental health	Began evaluation of QPR, Valley Behavioral Services,	Expect proposal to Cabinet, with budget, by spring break 2024.

in basic mental health intervention strategies.	1.5.1 Mental Health first aid training.	intervention skills to employees.	and Mental Health first Aid.	
	1.5.2 QPR (see above)			
Expand food pantry and Student Emergency Fund resources.	1.5.3 Grow pantry and Student Emergency Fund	Meighan Pendergrass became Co-director to allow for greater administrative oversight.	Results from 22-23	Ways to track inventory and output at the pantry are needed. New gifts make exploring an app/software for this purpose feasible in 23-24.
Tactic: Ensure students talking financial aid understand the types of aid and long-term implications	1.5.4 Fin Aid education and financial literacy training	No set target for FY 2023		
Add or Create a UAFS Wellness Director with Student Health Clinic and Counseling Center programmatic oversight	1.5.5 Add or Create a UAFS Wellness Director with Student Health Clinic and Counseling Center programmatic oversight.	Develop plan for a potential new organizational structure, with budget.	Plan was developed, with budget, and discussions begun on how to achieve.	
	1.5.6 Financial literacy marketing campaign	No set target for 22-23	1. Financial Aid Education. The FA Office presents FA education material at a number of annual outreach events including MANE Event, Den Day, Accepted Student Day, Fall Block Party, etc. Additionally, the FA office is frequently invited to MGMT 1201 classes as well as area high schools to educate current and future students about financial aid.	UAFS could partner with local banks for seminars outside the classroom for budgeting and personal finance.

			2. Financial Literacy. All students are required to take FIN 1521 Personal Finance Applications or test out of it. The course introduces students to the importance of responsible money management, both today and in the future. Specific topics include financial goal setting, budgeting, responsible use of credit, risk management, as well as savings and investing. Personal accountability in the education financing process is also addressed.	
<p>Tactic: ADH Sub-grant Project Strategy 4 - Mobilize partners and collaborators to advance health equity and address social determinants of health as they relate to COVID-19 health disparities among populations at higher risk and that are underserved</p> <hr/> <p>Host one COVID-19 & Flu vaccine clinic per semester to serve at least 20 members of the UAFS</p>	<p>1.5.7 – 1.5 (Pillar 1: Strategy 5) Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services.</p>	<p>Target Timeline Spring 2023 (1 clinic) Fall 2023 (1 clinic)</p>	<p>Completed (at-home COVID-19 tests distributed at each)</p> <p>Spring 2023 – March 14, 2023 AFMC, Jerri Barte': AFMC, in partnership with UAFS Project C.A.R.E.S. (sub-grant project), UAFS Babb Center for Career Services (Health Science Career Fair), hosted a free COVID-19 Vaccine/new booster and Flu Vaccine</p>	<p>Goals (beyond the sub-grant) Continue contributing to health and safety of students and bolstering partnership collaborations by offering on-campus vaccine clinics.</p> <p>Expand the scope of the health and safety program to include mental health programming via proposals such as Numa Cares on-campus wellness pop-up booth.</p>

<p>community in collaboration with community partners. (Perform data collection via student-crafted survey instruments.)</p>			<p>clinic in Campus Center – 129 (18 served) Fall 2023 November 9, 2023 Coleman Pharmacy (Butler Pharmacies) - Fort Smith Pharmacists Drake Jenkins & Lindsey Cooper and Professor Margaret Hominick, UAFS CHEHS Hominick and 8 nursing students partnered with Project C.A.R.E.S to host a COVID-19/Flu vaccine clinic for UAFS students and employees in Campus Center - 129 (27 served)</p> <p>November 17, 2023 APRN Laurie Carlton and Clinic Assistant Ashley Folsom, Powell Student Health Clinic, staffed and administered free flu vaccines at a Project C.A.R.E.S. (sub-grant)-sponsored clinic in Campus Center – 122 (Multicultural Center). (49 served)</p>	
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<p>Tactic: ADH Sub-grant Project Strategy 2 – Project C.A.R.E.S. (sub-grant project) will continue tabling and other programming that provide opportunities to disburse wellness information to students and conduct surveys centered on vaccine hesitancy.</p>	<p>1.5.8 Objective 1.5.7 – 1.5 (Pillar 1: Strategy 5) Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services.</p> <p>Host 2 tabling events that will facilitate health and wellness strategies for students, offer wellness take-aways (first-aid kits, PPE, wellness literature). Continue data collection on vaccine hesitancy</p>	<p>Target Timeline Week before spring 2023 final exams</p>	<p>Completed May 2, 2023 May 3, 2023 “Muffins and Masks” tabling outreach - Project C.A.R.E.S. offered an assortment of muffins and masks as a reminder that COVID-19 is still a concern, and students and staff should employ measures to stay safe and healthy. Also distributed COVID-19 literature, other self-care items (hand sanitizer, disinfectant wipes, and COVID-19 tests), “Self-care during Final Exams” flyers, free pharmacy cards, and fun swag to help raise awareness about the importance of wellness measures during the stressful final exam period.</p>	<p>Goals (beyond the sub-grant) Continue contributing to health and safety of students by offering health and wellness information by way of tabling and other programming (e.g., panel discussion facilitated by health and wellness professionals). Expand the scope of the health and safety program to include mental health programming via proposals such as Numa Cares on-campus wellness pop-up booth.</p>
<p>Conduct and Athletic Department Program Review using expected new NCAA DII Model Department document</p>	<p>1.8 Strengthen University’s DII Athletic Program</p>	<p>Complete and submit study in 23-24, once document is released.</p>	<p>Not one in 22-23; plans were in place.</p>	

	1.8.3 Improve game day experience	No targets for FY 2023		
Build the Student Title IX Advisory Team and, with each member conceiving of, planning, and executing an educational programs for the campus or a subset thereof.	2.1.3 Out of class Experiences	Initial projects complete by May 2023	Three-four projects were completed.	Good start. Kathryn working on CALO-C to build in Learning outcomes and measurement.
Investment in professional development: Lion Leadership, conference attendance (registration/travel)	2.2.2.	At least one substantive PD opportunity for every director.	PD occurred via: NIRSA; NACAC, NASFAA, NCAA, SCI, NACA, and SWACUHO; OCR; General Counsel UASYS	
4.1 Institutional Resources	4.1.2.4 Realigning UAFS Foundation scholarships to support student recruitment and success metrics	Foundation funds allotted to Admissions by first quarter of recruiting cycle—September-October 2023	Admissions was successfully awarding Foundation dollars with Advancement in fall 2023.	Allocation from advancement to Admissions. Fin aid needs to continue to back up to allow for estimated packaging at earlier times (earlier in spring)
4.2.1 Operational effectiveness	4.2.1.2 Create annual strategic planning reporting process that links to university budget allocation	Planning took place in FY 2023 to implement a reporting process and avoid Strat Plan avoidance.	First IEP Report is now expected by December 1, 2023	
4.2 Resource Development and Sustainability	4.2.4.2 Utilize internal talent to...	Plans made to require an ROI analysis with any new initiative that involves significant investment of time and/or money.		

Re-organize financial aid staff to create areas of special strength in management and sustained attention for each FT staff member.	4.2.4 Evaluate efficiency of university operations.	Submit re-organization plan and secure approval during 22-23 AY. Create two assistant directors; one for operations and one for front-facing customer service.	Result was a successful re-organization, approved at end of September 2022. The front-facing Ass't. Dir. was hired. Next task is identifying metrics to measure success.	Anecdotally, this new structure is functioning at a high level. The director should survey staff to get feedback on benefits and concerns.
4.2 Resource Development and Sustainability	4.2.7.1 Debt free college	Proposals build during 23-24 AY	See Section 2	

Section II. Institutional Effectiveness Plan for the Academic Year 2024 (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
Example: Launch FYE Curriculum Development Working Group with reps from each academic college and develop one-hour course	1.3.1	Curriculum proposals will be submitted to university curriculum committee for a one-hour FYE seminar course by March 2025
Use First-choice institution language as we converse with prospective students. Specifically Cub Camp and Admissions.	1.1.1 Talk to students about this being their first choice. Admissions and Cub Camp prefer to use the following approach and are training for the next cycle: "XX percent of current students reported UAFS as their first-choice institution. How can we serve you to help you make the same decision?"	Raise percent responding that UAFS was their first choice by by 1% on each of the next two SSI administrations (using Spring 2023 as the benchmark)
Create and Prepare to Implement a more robust recruitment programs for grades 9-11, to move more towards having UAFS as their First-Choice.	1.1 Innovative recruitment practices.	Admissions will begin to build out in Slate a Comm Plan for grades 9-11. Significant progress by June 30, 2024. By 2028, more segmented comm plans. KPIS: Number of new freshman two years after system is operationalized. Also increase in number of tours and attendance at UAFS visit days.
Recommendations for a transfer recruiter/coordinator have been present since 2019. This is a proposal for AY 2025.	1.1 Innovative recruitment Practices	Have a formal proposal reviewed and decided on by Budget Council during the AY 2024
Consider, with new AVC, proposing a centralization of UAFS	1.1 Innovative recruitment practices.	VCSAEM will host two discussions to look a ROI and viability of this idea. Decide by July

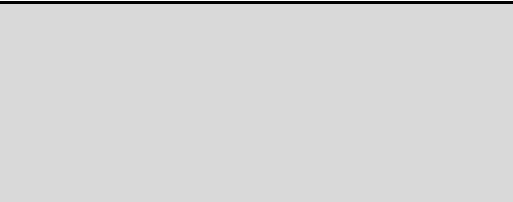
recruitment/admissions (UG.AD, transfer, International, Concurrent)		1, 2024 whether to place on the 24-25 agenda, to include budget proposal.
1.1 Innovative recruiting Practices	1.1.3 Employ bilingual recruiters in NWA and on main campus	<p>Maintain the complement of an average of nine months per year over the life of this Strat. Plan (2028). Contribute to a plan for institutionalizing incentives by June 2024, to include specific responsibilities.</p> <p>Baseline fall 2023 say two NWA counties (Washington and Benton) in our top 10 for new freshmen, accounting for 6% of that cohort. Target for fall 24 is for those two counties to account for 7% of the cohort, and 8% in fall 2025.</p>
Tactic: International Programs and Services will take an inventory of all current activities, report to the Dean of Students, and share with important constituencies as a prelude to building a plan for integration with the Strategic Plan.	1.2 Enhance Support Structures that drive diversity, equity, inclusion, and success among underrepresented populations, including Hispanic students, active-military, veterans, ADCP, etc.	<p>Inventory and analysis will be complete by February 1, 2024. Report will be shared with Cabinet and others by February 15.</p> <p>Note; report in initial form is complete as of 12.14.23.</p>

1.1 Support Structures that drive success for sub-populations	1.2.1 Maintain Military Friendly Status	Achieve MF Status during Spring/summer of 2024 and 2025, then re-evaluate process. Fin Aid and VCSAEM staff will convene committee.
1.1 Innovative recruiting Practices	1.2.3 Employ bilingual staff in Financial Aid, ROAR Advising, Registrar, Housing, HR, Student Accounts Receivable	Merge with 1.1.3 Above

Tactic: work with Sigma Alpha Iota (SAI), an Hispanic sorority, to explore establishment of a chapter at UAFS.

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

Target; host Closed Informational Session on campus in Fall 2023. This was done on December 9, 2023. Results will become known in early spring 2024.

		
<p>1. By Y3, conduct focus groups with at least three student people groups that are underrepresented or whose satisfaction is low as evidenced on the SSI.</p> <p>2. On request, starting in year 1, Design and implement Title IX training for the UAFS ROTC Company, in collaboration with their faculty. Fall of year 1</p>	<p>1.2 Support structures that foster inclusion.</p>	<p>Goals set for 2025, but format designed in 23-24 by June 2024. ROTX event cancelled by ROTC in fall 2023. Offer extended for spring 2024.</p>
<p>International office will collaborate with business office to build administrative structures so that Study Abroad and exchange programs are smoother and result in reasonable financial ROI for UAFS</p>	<p>1.3 High-Impact Practices</p>	<p>At least two meetings with financial services in spring 2024; contours of larger plan to assign waivers in line with best practices and ensure enrollment at UAFS where feasible to be constructed by June 30, 2023, with goals for AY 2025.</p>
<p>1.3 High-impact practices</p>	<p>1.3.2 Implement Workday Student Information System to provide easy access to student information</p>	<p>Create time within existing frameworks to allow staff to attend all needed trainings. Collaborate with Megan Bowling-Fudge on this. Financial Aid has a lead role in testing and ensuring functionality of the financial aid module.</p>
<p>1.4 Optimize aid practices</p>	<p>1.4.1 Strategically apply UAFS Foundation aid</p>	<p>Raise percent of eligible foundation aid awarded by 5% over FY 2025 and 2026. Minimize impact on enrollment of changing order of aid by select use of Foundation funds. Keep both incoming class and</p>

		returners within 1% during changeover in 24-25 and 25-26.
<p>1.4 Optimize aid practices Tactic:</p> <ol style="list-style-type: none"> 1. The Financial Aid Office has been estimating federal student aid beginning with the 2019-2020 award year. 2. Estimating Arkansas Challenge for continuing students who met renewal criteria at the end of the spring term began with the 2023-2024 award year. 3. Estimate Arkansas Challenge for incoming freshman based on Admission data. 4. Banner functionally allows for total authorized (financial aid) aid to appear on the student's account. 	1.4.2 Estimate financial aid on financial aid portal and student's bill.	<p>Plan is to have this done, in conjunction with admissions, by April of 2025 for fall 2025.</p> <p>Ability to predict AR Challenge for incoming students using Admissions data will be in place for predicting Fall 2025 awards.</p>
Cabinet will consider a program analogous to those of UCA and ASU, focused on a guarantee of T&F, in some form, for those from families with a family AGI at or below XXXXXXXX.	1.4.1 Strategically apply Foundation Aid	Measure; conscious decision made by March 15, 2024. Metric if Cabinet decides to act: plan designed and implemented by or before Fall 2025.
Tactic: RAWC will incentivize regular usage and habitual customers with marketing of rewards based on participation.	1.5 Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services	Measure: goal was to increase regular users by 5% during the 23-24 AY.
Tactic: RAWC developed an incentive program in fall 2023 to elicit more students in regular workouts at the RAWC.	1.5 Promote the health, safety, and personal development of students by incorporating mental, physical, and financial health initiatives into student support services	Measure: Comparative data is being prepared and will be available in early spring 2024. Staff with oversight of program are Spencer Ewing and Meighan Pendergrass.
Tactic: Research options an identify a plan to provide basic mental health intervention strategies to a larger cross-section of UAFS employees, at reasonable cost.	1.5.1 Mental Health First Aid Training, QPR, and Valley Behavioral Health	During 23-24, the DOS and VCSA will evaluate these three sources and propose a plan by April 2024 to train additional employees in mental health intervention and referral, with

		a budget attached for Budget Council to consider. Proposal will be presented by Mid-March of 2024.
1.5. Promote Mental health, etc.	QPR	Merged with item above (1.5.1)
1.5 Promote financial health initiatives, etc.	1.5.3 Grow student needs pantry and student emergency aid fund.	Maintain or increase community partnerships. Maintain or increase annual budget for pantry. Maintain or increase student emergency fund annual resources available. DOS will create record to track these by June 2024. As of 12.23, exploration of purchasing an app/software to track inventory and clients was underway.
1.5 Promote financial health initiatives	1.5.4 Financial aid education and financial literacy training.	Complete inventory by July 1, 2024 and identify needs.
1.5 Promote physical and mental health of students, etc.	1.5.5 Add or Create a UAFS Wellness Director with student health and counseling.	Complete plan for this new Executive Director by July 1, 2024. Include ROI analysis, budget needs, and potential mechanism to fund the proposal.
1.5 Promote financial health initiatives	1.5.6 Financial literacy marketing campaign	Complete inventory of needs by July 1, 2024. Explore outside sources of financial literacy training and possible budgetary implications. Fin aid has maintained the slate of activities described in section one during the 23-24 AY.
1.5.7 Tactic: ADH Sub-grant Project Strategy 4 - Mobilize partners and collaborators to advance health equity and address social determinants of health as they relate to COVID-19 health disparities among populations at higher risk and that are underserved.		<p style="text-align: center;">Completed (at-home COVID-19 tests distributed at each)</p> <p style="text-align: center;">Fall 2023 November 9, 2023 Coleman Pharmacy (Butler Pharmacies) - Fort Smith</p>

		<p>Pharmacists Drake Jenkins & Lindsey Cooper and Professor Margaret Hominick, UAFS CHEHS</p> <p>Hominick and 8 nursing students partnered with Project C.A.R.E.S to host a COVID-19/Flu vaccine clinic for UAFS students and employees in Campus Center - 129 (27 served)</p> <p>November 17, 2023</p> <p>APRN Laurie Carlton and Clinic Assistant Ashley Folsom, Powell Student Health Clinic, staffed and administered free flu vaccines at a Project C.A.R.E.S. (sub-grant)-sponsored clinic in Campus Center – 122 (Multicultural Center). (49 served)</p>
<p>1.5.7 – Objective Solidify partnership with individuals/entities listed below and co-sponsor health and wellness programs targeting university-age students.</p> <p>ACHE – Drs. LaTisha Standokes, Executive Director of Admissions, CoHS and Christopher Smith, Director of Diversity, Equity, and Inclusion</p> <p>Community Behavioral and Mental Health Professionals</p> <ol style="list-style-type: none"> 1. Leza Benton, Behavioral Specialist (Fort Smith Public Schools) 2. Lisa Albuja, LPC and founder of the ASH Program 3. Crystal Lewis Lougin MS, LPC, Director Of Behavioral Health at Baptist Health Fort Smith/Van Buren 		

<p>UAFS</p> <ol style="list-style-type: none"> 1. Student Government Association 2. Black Student Alliance 3. Men of Excellence 4. I.D.E.A.L. Women 5. Others _____ 		
<p>Tactic: Explore and facilitate transition to the MIAA.</p>	<p>1.8.1 Transition to MIAA</p>	<p>Make overture to MIAA and Assess Likelihood of Offer. Offer came and was accepted during 23-24. Change in competition partners and conference will commence with AY 2025.</p>
<p>Tactic: Implement community-relationship programs for at least two sports.</p>	<p>1.8.2 Investigate and pursue community engagement recognition in Division II 1.8 Strengthen DII Athletic Program</p>	<p>Apply for award recognition by AY 2026.</p>
<p>Tactic: Hire Student to drive gameday activities.</p>	<p>1.8.3 Improve game day experience.</p>	<p>This tactic was successful- student and existing staff collaborated to run the gameday promotions.</p>
<p>Conduct and Athletic Department Program Review using expected new NCAA DII Model Department document</p>	<p>1.8 Strengthen DII Athletic Program</p>	<p>New document will be developed and submitted for review by Cabinet and external reviewers. As of Nov. 2023, external reviewers were being contacted. A full draft is available.</p>
<p>Construct and submit a plan to hire a strength and conditioning coach (compliance issue)</p>	<p>1.8 Strengthen DII Athletic Program</p>	<p>Plan submitted to Budget Council by March 2024. Reach accord with foundation staff on driving sponsorships. Goals set by onset of AY 2025.</p>
<p>Pursue avenues to grow scholarship budgets</p>	<p>1.8 Strengthen DII Athletic Program</p>	<p>By June 30, 2024, submit formal proposals to do these three items:</p> <ol style="list-style-type: none"> 1. Establish out-of-state waivers (see UAM) or have proposal turned down; 2. With Advancement, set targets for annual fund campaign;

		3. Seek Athletic Fee increase to be indexed to T&F increases. This will stop erosion of scholarship award equivalencies.
Tactic: begin to explore relative scholarship equivalencies with MIAA schools, allowing us to set reasonable competition benchmarks.	1.8.1 Transition to MIAA	Have benchmarks set for AY 25 competition seasons, so by June 30, 2024 (if data is available). For example, if our equivalencies are in the lower half, perhaps reaching post-season play once every four years is a reasonable metric, or to finish in the top half of those also in the lower half of equivalencies. For those in the upper half, a benchmark of postseason play every two years is a solid target.
Tactic: set team GPA benchmarks as we transition to the MIAA	1.8.1 Transition to MIAA	No team will aggregately have a less than 2.5 GPA across any year (Fall and Spring). Total departmental goals will be a 3.0 for each semester.
UAFS athletes will achieve learning outcomes linked to ULOs;	2.1.3 Enhance student development through out of class....civic engagement leadership opportunities.	Measurements will include assessment of journals via rubrics and focus groups. Plans will be solidified during spring 2024 and implements for 24-25 AY (possibly for spring 23-24 as well)
Expand formal leadership training opportunities for students.	2.1.3 Enhance student development through out-of-classroom civic and community engagement and leadership opportunities.	Deliver student leadership event in 23-24 and plan an elaborated one for 24-25 by July 1, 2024. (First Leadership Lunch is schedule in January 2024). They will feature current faculty and staff as 'experts.' Deliver Leadership Speaker series to Lead LLC. To date in 23-24, the LEAD LLC has heard

	<p>2.1.3.3 LLCs, Greek Life, SGA, Honors, Student Leadership event, RHA, MOX/Ideal Women</p>	<p>from Chancellor Riley, Mayor McGill, Davin Chitwood and Susan Krafft from the FSPS BOE, and had a Lunch 'n' Learn with Lion Leadership. Participants submit reflection after each event attended.</p> <p>RHA becomes actively involved in Dining Committee</p>
<p>2.2 F&S Development</p>	<p>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.</p> <p>2.2.2.1 Investment in professional development: Lion Leadership, conference attendance (registration/travel)</p>	<p>All directors in Student Affairs and Enrollment will have undertaken significant professional development related to their core endeavors.</p>

<p>4.1 Institutional Resources, Philanthropy, Campus Facilities, and Technology</p>	<p>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.</p> <p>4.1.2.4 Realigning UAFS Foundation scholarships to support student recruitment and success metrics</p>	<p>Set baseline of when unrestricted dollars are made available to admission by the Foundation. New AVC for Admissions will meet with Matt Hutchins and build goals by July 1, 2024.</p>
<p>Tactic: Craft a plan for long-term delivery of Title IX services and compliance at UAFS, with emphasis on efficiency, effectiveness, resource constraints and professional development for staff.</p>	<p>4.1.1 Data points on decisions</p>	<p>Complete proposal by 1.1.25, for succession planning and delivery model once current Coordinator leaves UAFS. No budget implication yet.</p>
<p>Price out a video wall for first floor Campus center.</p>	<p>4.1.3 Optimize Campus Environments</p>	<p>Proposal submitted by March 2024. Potential Revenue sources to include:</p>

		Campus Center Fee (new \$1 dedicated to Campus Center Improvements; Advancement contribution: Sales of ads for the unit.
Tactic; Collaborate with Plan operations to create three teams to improve knowledge of and attention to physical needs of residence facilities and scheduling of cleaning before move-in: 1) Summer Scheduling; 2) Safety and structural issues; 3) Furnishings, with emphasis on flooring, HVAC, and appliances.	4.1.3 Optimize Campus Facilities	Teams initially formed by end of calendar 2023; Meet multiple times during spring 2024. Have longer-term plan by July 1, 2024. Longer term budget implications will be determined in summer 2024.
Tactic: Continue investing in a 'Welcome Center' concept to help with welcoming environment. <ol style="list-style-type: none"> 1. New carpet on first floor CC 2. New UAFS graphics outside Reynolds Room; 3. Directory and Lion on curved wall, 1st Floor CC; 4. Explore funding and cost of a videowall on 1st floor CC 	4.1.3 Optimize Campus Facilities	<ol style="list-style-type: none"> 1. Have installed during 23-24 2. Have installed during 23-24 3. Have installed or definite plan for the same by June 30, 2024; 4. Have solid estimate and funding plan by June 30, 2024. Have submitted to UAFS Budget Committee for FY 2025.
Tactic: Upgrade fire alarm system in Sebastian Commons for compliance and basic safety. Coordinate with UPD and Plant Operations.	4.1.3 Optimize Campus Facilities	Scheduled for fall 2023. Project is far from done as of December 2023, and progress has been painfully slow.
4.2.1 Elevate the university's physical and digital infrastructure, embracing innovative technologies to promote operational effectiveness, sustainability, and an enhanced campus experience, ensuring the long-term viability of university investments, and optimizing resource management and space utilization.	<p>4.2.1.2 Create annual strategic planning reporting process that links to university budget allocation</p> <p>4.2.1 Elevate the university's physical and digital infrastructure, embracing innovative technologies to promote operational effectiveness, sustainability, and an enhanced campus experience, ensuring the long-term viability of university investments, and optimizing resource management and space utilization.</p>	First Institutional effectiveness Plan Report is Expected by December 1, 2023, to include short and long-term budget requests.

<p>Tactic: Fin Aid will review and update core policies and procedures, including R2T4 and SAP, for compliance, reporting, and customer service purposes. New rules on not holding students responsible when university errors are made make clarity even more important.</p>	<p>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.</p>	<p>SAP P&P is nearly complete as of late November 2023. R2T4 re-do is slated to completed by the end of February 2024. These two P&Ps will need to be submitted to the Department of ED for recertification of the Program Participation Agreement during summer 2024.</p>
<p>Tactic: Create a template so that every proposal that utilizes significant human or fiscal resources has an ROI component ties to revenue, enrollment, retention, or a Strategic Plan tactic.</p>	<p>4.2 Resource Development & Sustainability 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.</p> <p>4.2.4.2 Utilize internal talent to...</p>	<p>Template completed and distributed within VCSAEM division by July 1, 2024.</p>
<p>Tactic: move administrative assistant in housing to full-time. The explosive growth has created a growing need for time dedicated to billing, to managing of wait-lists, to internal and external communications, and to compilation of data. We have had a, conservatively speaking, \$700,000 increase in net revenue over the last three years, and this move is warranted. Attracting or retaining 4 students will pay for the position. Additionally, we have a highly -skilled person 9in the positi0on who may need to leave because of the limited hours. The ROI is potentially positive, and we may have a loss of revenue if we cannot do this.</p>	<p>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.</p>	<p>Proposal has been made to the CFO. If need be, we will make it to the Budget Council for AY 2025.</p>

4.2.7.1 Debt free college	4.2.7 Strengthen scholarship offerings and foundation endowments to ensure accessible and affordable opportunities for all students and support the transformative impact of UAFS on their lives and careers.		Take Dr. Bedsole’s suggestions on crafting a ‘T&F Covered Plan for Certain Families’ and evaluate plans for a public campaign, with associated costs and benefits, by June 1, 2024. Cabinet discussion held on November 27, 2023 to initiate consideration.

Section III. Short-term Resource Requests for FY 25 (24-25)

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 FY25
Example: Request one (1) FTE Director of the First Year Experience who will be responsible for ensuring that FYE Seminar classes are scheduled, faculty are compensated, and student learning outcomes are assessed	1.3.1	\$100,000 salary and benefits \$10,000 on-going supplies and services	\$3,000 for computer and office-supplies	\$113,000
Hire a transfer recruiter/coordinator to bolster attention to the transfer process, speed communications, and improve focused support for retention purposes.	1.1 Innovative recruitment practices.	33K (to be added to residual from Capture contract cancellation, or 33K). Capture dollars (68K) also fund a boost to senior Slate position (10-15K) and securing of a new Slate module for scholarship awards (15-20K).	2K for search	35K. 33K for Transfer position and 2K for search. This will allow for a 45-50K salary, benefits, and a little travel money to work with community colleges. It will be combined with the 33K from the Capture contract.
Employ bi-lingual recruiters (2) in admissions, one in NWA	1.1 and 1.1.3	2.5K per year (2K salary and		2.5K NWA position was

		attendant benefits)		already upgraded for this.
Employ bilingual staff in Financial Aid, ROAR Advising, Registrar, Housing, HR, Student Accounts Receivable	1.2.3	For fin aid (1), Housing (1), and Student activities (1), 7.5%K per annum.		7.5K
Secure new aid packaging/scholarship distribution module in Slate, in conjunction with the Foundation	1.4 Optimize aid Packages	20K, from the canceled Capture contract for 24-25.		20K, to be paid from the money currently going to the Capture contract. (68K—20K Slate; 15K to upgraded Slate position; balance to seed new transfer position). The balance will come from Foundation funds, per VC Blake Rickman.
Fund program to provide training access to more employees for mental health interventions.	1.5.1 Mental Health First Aid Training, QPR, and Valley Behavioral Health	4K (3K for QPR deep and broad access-maintain 3-4 trainers and offer basic training on-line		4K for AY 2025.

		to 100-200 employees; 1K for larger scale Valley Behavioral or Guidance Ctr. Event)		
Create a UAFS Wellness Executive Director with programmatic Student Health Clinic and Counseling Center oversight.	1.5.5 Add or Create a UAFS Wellness Director with Student Health Clinic and Counseling Center oversight.	20K (10K programming; 10K salary bump for Executive Director	N/A	20K (10K programming; 10K salary bump for Executive Director
Financial Literacy Marketing Campaign	1.5	5K-supplies and materials		5K
Offer an annual leadership conference or major learning events. Specifically, a leadership series of luncheons featuring staff, faculty and alumni leaders. May be tied to affinity months.	2.1.3 Enhance student development through out-of-classroom civic and community engagement and leadership opportunities (approx. 4-6 per year)	2.5K Supplies, speaker gift, and inexpensive lunches for students.		2.5K Supplies, speaker gift, and inexpensive lunches for students.
Price out a video wall for first floor Campus Center.	4.1.3 Optimize campus environments	5K from ad sales to go towards upkeep and a pool for eventual replacement.	35K from CC Fee: 15K from advancement, pending approval; 5K from sales of ads.	55K for FY 2025

<p>Resource description: Make the administrative assistant in housing full-time to handle the increased demands from a roughly 175 person resident increase over the last three years.</p>	<p>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.</p>	<p>Ongoing needs: 12K to move the position to FT and benefitted.</p>	<p>No one-time request.</p>	<p>Total request for AY 2025; 12K. This would come from the enhanced revenues generated over the last three years, which net around \$700,000.</p> <p>NOTE: This was accomplished for spring 2024.</p> <p>No additional request.</p>

Section IV. Long-term Plans and Resource Requests (25-28). 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 FY26-28
Create strength and conditioning position, per NCAA guidance.	1.8 Strengthen DII Athletic Program	65K (50K salary and 15K benefits)		195K for FY 26, 27, and 28, combined. A \$.50 increase in the athletic fee (as currently collected) annually would almost cover this, as we pay for some licenses already. We contend that not having this position creates a risk to the institution.
Index Athletic Fee to increases in T&F, or differential tuition increases.	1.8 Strengthen DII Athletic Program	Annual Raises during years when T&F is raised, or differential tuitions rates are raised.	One-time: as needed to address raises for FY 2025.	Annual Raises during years when T&F is raised, or differential tuitions rates are raised. Anticipated need is 50 cents per SSCH (or 60K). (5% T&F increase plus a modest bump for differential tuition).
By year three, design and implement/host a mock Title IX hearing with at least two	Pillar 3: Community Partnerships	1K per year (alternate internal and external; events)		2K; 1K for 2026 event and 1K for 2028 event

<p>community or system partners: may be FSPD, Reynolds Crisis Intervention Center, UASYS General Counsel, or other IHEs</p>				
<p>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.</p> <p>Both direct examination and Student satisfaction Surveys indicate heightened needs in this area.</p> <p>Housing will craft a 5-year plan for consideration, on summer logistics, to facilitate this process.</p>	<p>4.1.3 Optimize campus facilities to create welcoming environments that improve campus culture and enrich research and educational spaces that drive academic excellence and functional service spaces to meet the diverse needs of the campus community while ensuring efficient and sustainable use of university infrastructure.</p>	<p>Ongoing: Minimum of \$250,000 per year</p>	<p>One-time: N/A</p>	<p>FYs 26-28</p> <p>Plan will be built out, but preliminary estimates reflect a need for around perhaps \$300,000/year, or \$900KL over three years (\$1.5 million over five years is more realistic and will still likely not address all needs. A full estimate will be available by July 2024, but pressing needs will be known much sooner, perhaps by March 2024.</p> <p>This does not include structural and safety issues, as that committee is just convening in December 2023.</p>

				We will calculate the percent drop in occupancy in the Commons will cost UAFS the proposed amount annually, even assuming all of those lost residents continue as UAFS students, which is unlikely.