



UNIVERSITY *of* ARKANSAS  
FORT SMITH®

Institutional Effectiveness Plan Jan 2025

Shadow JQ Robinson, Provost &  
Vice Chancellor of Academic Affairs

# 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 2023-2024

- Pillar 1: Student Access, Engagement, and Success
- 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: **Continued success of UG Research, Psychology, and CJ symposia**
- 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. **All Babb Center staff have been certified as Global Career Dev. Facilitators after 120 hours of training**

# Previous Year 2023-2024

- Pillar 2: Teaching & 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. **NASAD, AACSB, Dental Hygiene**
- 2.3.3 Invest virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization. **Breedlove AV system upgrades**
- 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. **CTL funding**

# Previous Year 2023-2024

- Pillar 3: Economic Dev., Community Engagement, & Industry Partnerships
- 3.3 Create adaptive program models and curricula incorporating competency-based learning, educational experiences, and credentialing to support career advancement and lifelong learning. **Lions Lair Competition with several students advancing to the state level competition open to students across the campus**
- 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. **CJ Advisory board**

# Previous Year 2023-2024

- Pillar 4: Sustainability and Resource Stewardship
- 4.2.2 Invest in the faculty and staff who drive UAFS by building strategic recruitment initiatives, offering competitive benefits and compensation packages, and providing continuous professional development opportunities that nurture and inspire faculty and staff to reach their full potential, fostering a thriving and collaborative UAFS community. **COLA + Raised Salary floor for many positions to 10th percentile**
- 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. **APV task force work**

# Current Year 2024-2025

- Pillar 1: Student Access, Engagement, and Success
- 1.2 Enhance support structures that drive equity, inclusion and success among underrepresented student populations including Hispanic students, active-military members, veterans, and adult learners. **Grow outreach and impact of library events such as Long Night against procrastination, bilingual in Spanish employee program**
- 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 rates. **SAS 0201 expansion**

# Current Year 2024-2025

- Pillar 2: Teaching & Learning
- 2.3.3: Invest virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization. **Begin conversion from Dewey Decimal to Library of Congress**
- 2.1.2 Provide quality in-class experiences and technology to help students hone practical skills and industry knowledge that will best prepare them for their future professional trajectories. **Education programs curriculum to align with LEARNS Act**
- 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. **Numerous programs going through program review process for first time (TL programs)**



# Current Year 2024-2025

- Pillar 3: Economic Dev., Community Engagement, & Industry Partnerships
- 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. **Psychology advisory board**
- 3.2 Strengthen partnerships with regional organizations to develop customized learning opportunities, including internships, clinical experiences, and apprenticeships, expanding students' real-world experience. **Increase the number of students pursuing the Babb Center certificate**

# Current Year 2024-2025

- Pillar 4: Sustainability and Resource Stewardship
- 4.2.2 Invest in the faculty and staff who drive UAFS by building strategic recruitment initiatives, offering competitive benefits and compensation packages, and providing continuous professional development opportunities that nurture and inspire faculty and staff to reach their full potential, fostering a thriving and collaborative UAFS community. **Mini conference**
- 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. **CAS Communication Plan**

# Centers of Excellence 2023-2025

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: Art & Graphic Design

- **Art & Graphic Design**
- Hiring of Jay Fox to be Director of Book Arts
- Completion of Design
- Construction started Fall of 2024
  - ▶ 15k sq ft of new space
  - ▶ 5k renovated and improved space

# Centers of Excellence: Health

- **Health(care) in our community**
- ADN curriculum approved and 3-4 dozen students enrolled this spring
- 2 million dollar ALIGN grant to support nurse education in partnership with Mercy
- Respiratory Therapy and Maternity Health and Center of Health Innovation
- Social Health and well being, region is home to 1200 non-profits

# Centers of Excellence: Advanced Manufacturing

- **Advanced Manufacturing**
- Advisory board involving most regional manufacturing leaders
- Over 20 letters of support leading to 5.7 million HIRED grant
- New department chair and curriculum submitted to UA Board of Trustees
- Scholarship donations already made to support future of program

# Centers of Excellence: DS/A & CED

- Data Science & Analytics
- Center for Economic Development

# HLC

- Assurance argument goes in Monday Jan 27<sup>th</sup>
- HLC Peer team visits on Feb 24-25



# Requests for 2025-2026

4.2.2 Invest in the faculty and staff who drive UAFS by building strategic recruitment initiatives, offering competitive benefits and compensation packages, and providing continuous professional development opportunities that nurture and inspire faculty and staff to reach their full potential, fostering a thriving and collaborative UAFS community

- ▶ **COLA**
- ▶ **Increase floor to 15<sup>th</sup> percentile**
- ▶ **Inclusion of Merit pool**

# Requests for 2025-2026

- 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.

## **Explorance Blue for SETs**

- 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 rates. **Writing Center**

# Requests for 2025-2026

- 2.3.4 Establish centers of excellence to enhance academic programs in high-demand fields, support student success, and power the regional economy. **Advanced Manufacturing Engineering faculty line**
- 2.3.3 Invest virtual and physical collaboration spaces that center learning, research, innovation, community-building, and socialization. **Library database and other key cost escalations**

# Requests for 2025-2026

- 2.3.4 Establish centers of excellence to enhance academic programs in high-demand fields, support student success, and power the regional economy. **Social Work faculty, Advanced manufacturing lab coordinator, Advisor CBI, Windgate Lab manager and coordinator**

# Requests for 2025-2026

- 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 rates **SAS coordinator and section staffing**
- 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. **Increase IR from 1.5 to 2 FT**

# Requests for 2025-2026

- 2.1.2 Provide quality in-class experiences and technology to help students hone practical skills and industry knowledge that will best prepare them for their future professional trajectories **Faculty needs in WATC Health and in Welding**

# Requests for 2025-2026

4.2.2 Invest in the faculty and staff who drive UAFS by building strategic recruitment initiatives, offering competitive benefits and compensation packages, and providing continuous professional development opportunities that nurture and inspire faculty and staff to reach their full potential, fostering a thriving and collaborative UAFS community. **Admin support for CTL, IR, ORSP, Assessment, ADCP // Professional Development funding faculty through ACUE and department leadership development**

# Requests for 2025-2026

- 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. **Financial Support for Academic Advisory Boards**
- 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 rates. **FYE leadership**



# Longer Term Budgetary Needs

- Continue addressing salary floor issues (10-15-?)
- Course release for early career faculty to support PD and research start up
- Concurrent support (1 in 4/1 in 8)
- Faculty in support of centers of excellence
- FYE
- UAFS mini conference
- Tech needs in numerous programs such as Surgical Tech and database needs such as ProQuest Thesis & Dissertations in library