

Institutional Effectiveness Plan (IEP)

Annual Report

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 FY25

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 2023, spring 2024, and summer 2024	<p>Reports due</p> <p>*Departmental Leaders to Deans/AVCs by October 15, 2024</p> <p>*Deans/AVCs to Vice Chancellors by November 15, 2024</p> <p>*Vice chancellors to chancellor by December 15, 2024</p>	Public reports by vice chancellors on January 22, 2025 from 2:00-5:00 p.m.	Director of Budget compiles resource needs and reports to Budget Council on January 29, 2025
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The Budget Council will convene in spring 2025 to review resource needs and financial position to make recommendations about the tuition and fee rates for FY2024-25 and to recommend a balanced budget for the university which must be submitted in April 2025.

Student Affairs

December 15, 2024

SUBMITTED BY: Lee Krehbiel, VC for Student Affairs and Enrollment

Section I. Institutional Effectiveness Report for Academic Year 2023-2024

Summary of the accomplishments and challenges of the division as they relate to the strategic plan. 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
Talk to students about UAFS 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?"	1.1 First-choice institution	Raise percent by 1% on each of the next two SSI administrations.	Next SSI will be in 2025. 2023 percentage was 65.7%.	I have a small concern about the variable results that we report. This survey had ~1200 respondents

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Create and prepare to implement a more robust recruitment program for grades 9-11 to move more towards having UAFS as their First-Choice (Admissions).	1.1 Innovative recruitment practices.	Admissions will begin to build out a Comm Plan in Slate 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 the number of tours and attendance at UAFS visit days.	Workday demands and turnover have delayed this initiative. It is still a priority for the period following Workday implementation.	
Recommendations for a transfer recruiter/coordinator have been present since 2019. This is proposal for AY 2025 (Admissions).	1.1 Innovative recruitment practices	Have a formal proposal reviewed and decided on by Budget Council during the AY 2024	Using a part of the Capture contract, plus support from Dr. Riley, this position was hired in fall 2024.	Proposal was accepted and a coordinator was hired in fall 2024. Target for fall 2025 is for the transfer class to be up 5%. This will not recoup the substantial loss in fall 2024, but it will be a start.

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Consider, with new AVC, proposing a centralization of UAFS recruitment/admissions (UG, AD, transfer, International, Concurrent)	1.1 Innovative recruitment practices.	VCSAEM will host two discussions to look an ROI and viability of this idea. Decide by July 1, 2024 whether to place on the 24-25 agenda, to include budget proposal.	Analysis with the new AVC for Enrollment leads us to table this initiative based on staffing levels and capacity.	VC concurs with AVC.
Speak with API students about substantially lower levels of satisfaction on academic and Administrative support as measured by the SSI (Student Affairs)	1.1 Support Structures that drive success for sub-populations	The first discussion was held Nov. 28, 2023.	Concerns really focused on a specific academic program; this was reported to the provost. Other insights were that familial pressure to achieve contributed to higher standards of expectation for UAFS staff than may be present in other populations.	

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<p>Employ bilingual recruiters (Admissions). Maintain one bilingual recruiter in NWA and one on main campus.</p>	<p>1.1 and 1.1.3.</p>	<p>Maintain the complement of recruiters for an average of nine months per year over the life of this Strategic Plan (2028).</p> <p>Contribute to a plan for institutionalizing incentives by June 2024, to include specific responsibilities. Baseline fall 2023 say two NWA counties (Washington and Benton) in our top 10 for new freshmen accounting for 6% of that cohort.</p> <p>Target for fall 24 is for those two counties to account for 7% of the cohort, and 8% in fall 2025.</p>	<p>Turnover and recruiting difficulty led to having only 1 bilingual recruiter for much of 2024. Recruiting is ongoing.</p> <p>In fall 2024, two NWA counties were in the Top 8. Those two NWA counties accounted for 6.53% of the FTIC fall 2024, so this target was made, but only with rounding. There is clear room for improvement.</p>	<p>AY 2024 was first year with two bilingual recruiters.</p> <p>AY 2025 is second, but recruitment has been difficult to backfill.</p> <p>The new NWA recruiter made excellent headway in central AR fall 2024. This bodes well for NWA. In fact, LK attributes the small increase in FTIC to central AR growth, as the local schools were down overall.</p>

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Maintain 'Military Friendly' status (Student Affairs)' apply in FY 24 and receive recognition in at least one area as 'Military Friendly'	1.1.2	Maintain recognition for 2024.	Received recognition in Fall 2023 and in Fall 2024 for both students and military families.	Plaques are hung outside the entrance to the Veterans Resource Center.
By Year 3, conduct discussion groups with at least two student people groups that are underrepresented (societally) or whose satisfaction is low as evidenced on the SSI or NSSE (Student Affairs)	1.2 Enhance Support Structures that drive diversity, equity, inclusion, and success among underrepresented populations, including Hispanic students, active-military, veterans, ADCP, etc.	Goals set for 2025, but format designed in 23-24 by June 2024. First group, with API students held 11.27.23	Second data collection activity set for Spring 2025 with the Latino Student Association.	

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Dean of Students to work with new International Student Programs and Services Administrator to inventory current programs and efforts, identify challenges, and raise the awareness of key constituencies, to provide solid ground for planning and the next iteration of goals (DOS).	1.2 Enhance Support Structures that drive diversity, equity, inclusion, and success among underrepresented populations, including Hispanic students, active-military, veterans, ADCP, etc.	Target: Report prepared by February 1, 2024, and submitted to Cabinet and key constituents by Feb. 15, 2024.	Report was prepared and reviewed. Noah Schmidt has met with the Provost and others to strengthen study abroad and Maymester experiences.	In spring 2025, Noah will meet with the new Transfer Coordinator, Ryan Watson, to discuss domestic international recruitment and piggybacking.
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. (Title IX staff).	1.2 Enhance Support Structures that drive diversity, equity, inclusion, and success among underrepresented populations, including Hispanic students, active-military, veterans, ADCP, etc.	ROTC event cancelled by ROTC in fall 2023. Offer extended for spring 2024.	Training for ROTC took place in Fall 2024. Engagement of new ROTC staff was excellent.	
Add bilingual Spanish staff to drive inclusion and success of underrepresented groups (Student Affairs)	1.2.3 Secure bilingual staff in housing and fin aid.	Have a plan or a staff member in place by end of FY 2023. Maintain for AY 2024	We retained bilingual staff members in each area through FY 2024. UAFS is working on the certification and implementation plan, hopefully for fall 2025.	See later section - proposal to compensate these staff 2.5K/annum and raise expectations for translation, discussions, event support.

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Employ bilingual staff in Financial Aid, ROAR Advising, Registrar, Housing, HR, Student Accounts Receivable	1.2.3 Innovative recruiting practices (Student Affairs & Enrollment).	Merge with 1.1.3 Above	Plan for certification & implementation is ongoing for hopeful fall 2025 implementation.	
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 (International).	1.3 High-Impact Practices	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.		
Review Cub Camp protocols and content in view of the new Strategic Plan (DOS).	1.3.1 Expand first-year experience. Provide transformative educational experiences.	Complete review by June 1, 2024. Target is Fall 24 to F25 retention rate that is 3% higher than that of the overall first-time student cohort.	Curricular changes were implemented in fall 2024. One highlight was making the experience an overall competition between camps. More programs are expressly educational.	New marketing changes are planned for fall 2025.

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Implement Workday Student (High-impact Practice for Student Affairs)	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 and AY 2024.	Done: We used the off-weeks for the Enrollment Leadership Team staff time to accomplish some of this. It has created backlogs for Slate and slowed progress on other goals in fin aid.	Will continue; the ELT receive regular updates from Meagan Bowling-Fudge.
Excuse staff from all but essential meetings, and be flexible with deadlines, to accomplish Workday training objectives (Student Affairs & Enrollment).	1.3.2 Implement Workday Student Information System to provide easy access to student information 1.3 High-impact practices	Create time within existing frameworks to allow staff to attend all needed trainings. Collaborate with Meagan Bowling-Fudge on this. Financial Aid has a lead role in testing and ensuring functionality of the financial aid module.		

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<p>Transition from merit awards to the use of Foundation seamless in March-April of 2025 (Admissions & Advancement).</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.</p> <p>Minimize impact on enrollment of changing order of aid through select use of Foundation funds.</p> <p>Keep both incoming class and returners within 1% during changeover in 24-25 and 25-26.</p>	<p>Discretionary Foundation funds slated to be identified for Admission in Jan.-Feb. 2025. This will allow for ongoing awards to FTIC post Meir-award deadline of 3/15/2024.</p> <p>Foundation awards should begin within a week of the merit deadline passing.</p>	<p>FTIC went up modestly, but we also extended the 3/15 Merit deadline.</p> <p>Pain point for order of aid refund decreases appears to be either in June 2025 or August/Sept. 2025, when bills reflect the actual aid and bottom line. This may not be visible in June.</p>
<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 a set AGI (Cabinet & Enrollment).</p>	<p>1.4.1 Strategically apply Foundation Aid</p>	<p>Measure; a conscious decision made by March 15, 2024. Metric if Cabinet decides to act: plan designed and implemented by or before Fall 2025.</p> <p>New conversation to be held fall 2024.</p>	<p>Decision was made a bit later than the target (in fall 2024), to be implemented for fall 2025.</p> <p>Chris Kelly is working on a marketing approach. Our model is founded on receipt of both Pell and AR Challenge, along with good standing.</p>	

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Optimize aid strategies (Financial Aid)	1.4.1 Reach decision on aid strategies in view of budget deficits.	<p>Have decision for aid for FY24 by early fall 2023.</p> <p>Have decision for aid for FY25 by late summer 2024.</p>	<p>Done: Goal one was met. Merit deadline of March 15, 2024 was debated, announced, and implemented via communication commenced.</p> <p>Order of Aid is slated to be implemented in fall 2025.</p>	<p>Internal communication being prepped in November and December 2024. FAQ is ready for distribution (Nov. 24</p> <p>FA has made major contributions.</p>
Optimize Aid Strategies (Financial Aid)	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.	<p>FY25 focus will be on earlier award letter.</p> <p>A slick one for new students will require Slate programming.</p> <p>For all students, a new module.</p> <p>Spring 2025 will be the buildout of the new module, per KJ 11.26.24.</p>	<p>NOTE: FA estimated Arkansas Challenge for continuing students in the 2024-2025 aid year. If FA does not receive the student's award information from ADHE by October 1, their estimated AR Challenge award is removed from their award package and they are notified.</p> <p>Again, FA is unsure if we will be able to continue this practice in Workday.</p>

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<p>Estimate financial aid on Financial Aid Portal and student's bill.</p> <p>1. The Financial Aid Office has been estimating federal student aid beginning with the 2019-2020 award year.</p> <p>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.</p> <p>3. Estimate Arkansas Challenge for incoming freshman based on Admission data.</p> <p>4. Banner functionally allows for total authorized (financial aid) aid to appear on the student's account.</p>	<p>1.4.2 Optimize aid practices</p>	<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>	<p>Project not completed in the midst of Slate turnover. Exploration is active on whether this is feasible under Workday.</p>	<p>Workday will change this for those with verification or otherwise eligibility delayed-no packaging is feasible under Workday in those cases prior to resolution.</p>

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Promote health and safety of students via support services (DOS)	1.5.1 Mental Health First Aid (MHFA) training	Evaluate various means of providing additional mental health intervention skills to employees.	Began evaluation of QPR, Valley Behavioral Services, and Mental Health first Aid (MHFA) Done: MHFA class implemented Fall 2024. A second training is expected in Spring 2025.	Expect proposal to Cabinet with budget by spring break 2024. For AY 2025, we provided training at no cost in view of Blue Cross/Blue Shield grant and partnership.
Explore Mental Health First Aid Training (MHFA), QPR, and Valley Behavioral Health (DOS and VCSAEM)	1.5.1 Promote mental health, etc.	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.	Report was made to Cabinet. Negotiations began with BlueCross/Blue Shield to bring a MHFA class to campus in AY 25. (Update in Section II.)	
Grow student-needs pantry and student emergency aid fund.	1.5.3 Promote financial health initiatives, etc.	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.	Tracking software is in place and being used. A substantial partnership with the River Valley Food Bank is also in place as of Fall 2023.	

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Promote financial health initiatives	1.5.4 Financial aid education and financial literacy training.	Complete inventory by July 1, 2024 and identify needs.	Not done. A decision on the future of the financial literacy class will help. There is serious concern on the part of FA staff about their capacity to do more training outside of their regular business processes.	
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.	Plan was proposed in January 2024. IEP presentation and will be again in the January 2025 IEP for Student Affairs.	
Promote financial health initiatives	1.5.6 Financial literacy marketing campaign	<p>Complete inventory of needs by July 1, 2024. Explore outside sources of financial literacy training and possible budgetary implications.</p> <p>Financial Aid has maintained the slate of activities described in section one during the 23-24 AY.</p>	Process was begun. One issue is determining the need while we have a mandatory financial literacy class. A one-pager has been researched that Financial Aid could provide to any potential borrower.	

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Conduct and Athletic Department Program Review using expected new NCAA Division II Model Department document	1.8 Strengthen Division II Athletic Program	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.	Completed. Review will occur in 2026.	
Construct and submit a plan to hire a strength and conditioning coach (compliance issue)	1.8 Strengthen Division II Athletic Program	Plan submitted to Budget Council by February 2024.	Request was made in January 2024 IEP.	New request will be made in 2025 IEP presentation. Bases are competitive equity, compliance, and risk management.
Pursue avenues to grow scholarship budgets	1.8 Strengthen DII Athletic Program	By June 30, 2024, submit formal proposals to do these three items: <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. 	Done. <ol style="list-style-type: none"> 1. Waivers will be proposed to the UABOT in spring 2025; 2. AD and Advancement are meeting in December 2024 to discuss; 3. Will seek athletic fee increase in this IEP to stabilize scholarship equivalencies. We prefer an index approach. 	

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<p>Begin to explore relative scholarship equivalencies with MIAA schools, allowing us to set reasonable competition benchmarks.</p>	<p>1.8.1 Transition to MIAA</p>	<p>Have benchmarks set for AY 25 competition seasons 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.</p> <p>For those in the upper half, a benchmark of postseason play every two years is a solid target.</p>	<p>This is done conceptually. Athletic Director will draft it formally and present to VCSA in spring 2025.</p>	
<p>Set team GPA benchmarks as we transition to the MIAA</p>	<p>1.8.1 Transition to MIAA</p>	<p>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.</p>	<p>Both targets reached in spring 2024. Graduation rate goals are in dramatic flux because of the transfer portal. An academic success rate may be more reliable in the near run.</p>	

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Strengthen DII Athletic Program	1.8.1 Transition to MIAA	Make overture to MIAA and assess the likelihood of offer Offer came and was accepted during 23-24. Change in competition partners and conference will commence with AY 2025	Transition has been successful. UAFS is regularly present at conference meetings. Competition level is very high, in several cases deeper than even the Lone Star Conference.	
Implement community-relationship programs for at least two sports.	1.8.2 Investigate and pursue community engagement recognition in Division II	Apply for award recognition by AY 2026.	Programs are in place and functioning well. There remains a need to identify recognition programs.	
Hire Student to drive gameday activities.	1.8.3 Improve game day experience	Hire student in AY 2024. Reach accord with foundation staff on driving sponsorships. Goals set by onset of AY 2025.	Student worker was hired to assist in AY 24.	
UAFS athletes will achieve learning outcomes linked to ULOs;	2.1.3 Enhance student development throughout 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)	Activities successfully implemented. However, students were reluctant to share journals. This limited assessment of learning (e.g., CALO), but it did not diminish the experience.	For CALO—the need remains for a learning measure.

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Deliver student leadership event in 23-24 and plan an elaborated one for 24-25 by July 1, 2024.	<p>2.1.3 Enhance student development through out-of-classroom civic and community engagement and leadership opportunities.</p> <p>2.1.3.3 LLCs, Greek Life, SGA, Honors, Student Leadership event, RHA, MOX/Ideal Women</p>	Deliver Leadership Speaker series to Lead LLC RHA becomes actively involved in Dining Committee	<p>LLC leadership series is ongoing and has been a marked success. Reported learning is substantial.</p> <p>RHA has officially been represented on the Dining Committee and was active through fall 2024.</p>	
Strengthen staff development throughout the division.	<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>	All directors in Student Affairs and Enrollment Management will have undertaken significant professional development related to their core endeavors.	<p>All directors had 23-24 PD experiences.</p> <p>A sample of the PD sources: NIRSA NASFA AACRAO SCI Jana's Campaign NCAA NACA Husch-Blackwell Academic Impressions</p>	

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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.	4.1.1 Data points on decisions	Proposal crafted in AY 2024. The complete proposal will be submitted by 1.1.25, for succession planning and delivery model once current Coordinator leaves UAFS. No budget implication yet.	Proposal drafted in spring 2024. This may be included in the budget portion of the IEP depending on a personnel decision.	
Move up the release of Foundation dollars to admissions to enable continuity of awards post merit deadline (3.15)	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. 4.1.2.4 Realigning UAFS Foundation scholarships to support student recruitment and success metrics	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.	Plan is for these to be 'given' to Admissions in Jan.-Feb. 2025, a marked improvement that will hopefully allow for seamless awards once the merit award deadline hits on 3.15.25.	

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Price out a video wall for first floor Campus Center.	4.1.3 Optimize Campus Environments	Proposal submitted by March 2024. Potential revenue sources to include: Campus Center Fee (new \$1 dedicated to Campus Center improvements; Advancement contribution; sales of ads for the unit.	Proposal will be re-submitted in this IEP, Section III.	
Collaborate with Plant 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.	Teams were formed and functioned. Key invited members routinely did not show up.	

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<p>Continue investing in a 'Welcome Center' concept to help with welcoming environment.</p> <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; <p>Explore funding and cost of a videowall on 1st floor CC</p>	<p>4.1.3 Optimize Campus Facilities</p>	<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. 	<ol style="list-style-type: none"> 1. Carpet was installed 2. Graphic was expertly painted by R. Putman and J. Smith. 3. Directory remains to be done; 4. Videowall proposal is included in section III. 	
<p>Explore re-modeling triple rooms in the Lion's Den into a pair of singles. Triple rooms are hard to rent. We have had multiple years of substantial waiting lists.</p>	<p>4.1.3 Optimize campus facilities to create welcoming environments that improve campus culture, enrich research and educational spaces, and drive academic excellence. Create functional service spaces to meet the diverse needs of the campus community while ensuring efficient and sustainable use of university infrastructure.</p>	<p>Targets:</p> <ol style="list-style-type: none"> 1. Assessment by Plant Ops for viability by February 15, 2024; 2. If viable, a cost estimate by April 1, 2024; 3. ROI analysis to the Budget Council by May 1, 2024. 	<p>Phase I of this project is complete, and rooms are being used. Review of demand will occur in spring/summer 2025 to see if any additional work is to be proposed. It depends on the demand for triple rooms.</p>	

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<p>CACE: Create new and open the entry to the Campus and Community Engagement Office (old Ticket Office). The drop-down gate has failed, so replacing it with a gate to the floor and removing the desk will open the space as a student gathering venue.</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>Targets: Have new gate-to-floor installed and desk removed by June 30, 2024.</p>	<p>This proposal was not funded for AY 2025. A review of priorities will determine if it is included as an AY 2026 proposal.</p>	
<p>CACE (former Box office) uses University Tickets as the ticketing system. If that continues, we'll need to upgrade to new scanners. A. Goodson is working with C. Kelly on some other options for ticketing. They are exploring those costs to see if there are any savings</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>	<p>Target; Exploration done and recommendation to Budget Council by April 15, 2024.</p>	<p>Options explored by A. Goodson and C. Kelly were not promising. The current system (rented scanners) was upgraded at no cost by the company. No additional plans as of Dec. 2024.</p>	

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Create annual strategic planning reporting process that links to university budget allocation.	4.2.1.2 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.	The first Institutional Effectiveness Plan Report is Expected by December 1, 2023, to include short- and long-term budget requests.	First cycle was completed. VCs are working on second IEP submission for December 2024 and public presentation in January 2025.	
Financial 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.	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.	SAP P&P is nearly complete as of late November 2023. R2T4 re-do is slated to be 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.	Both are done and submitted. VCSA will ask for an update on implementation and any needed changes in April 2025.	

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
<p>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</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>4.2.4.2 Utilize internal talent to...</p>	<p>Template completed and distributed within VCSAEM division by July 1, 2024.</p>	<p>Template was drafted and reviewed internally. It is ready for rollout in spring 2025.</p>	

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
<p>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, \$800,000 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 in the position 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. See Section III for specifics of proposal for AY 2025.</p>	<p>Done and implemented. This has been hugely helpful, and the occupancy has continued to grow as of fall 2024.</p>	

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
<p>Change Housing management software to gain customer service functions (live chat function, roommate matching tool).</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>Target:</p> <p>Additional cost will be roughly \$1,000 per year after the initial \$7500 implementation fee. That can be spread over three years. The main competitor is more expensive by as much as \$25,000 per year depending on functions.</p> <p>ROI: a single student retained or recruited to Housing beyond the current software's capacity will pay for this upgrade. That is more than likely.</p>	<p>As of December 2024, negotiation still ongoing internally to choose the best path given the Workday transition. Partners include IT and the Business Office.</p>	
<p>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.</p>	<p>4.2.7.1 Debt-free college</p>	<p>Take Admissions suggestions on crafting a 'T&F Covered Plan for Certain Families' and evaluate plans for a public campaign, with associated costs and benefits. Cabinet discussion held on November 27, 2023 to initiate consideration.</p>	<p>First discussion held in AY 2024. Cabinet reached agreement on a T&F guarantee plan in fall 2024, to be implemented for fall 2025. It builds on a foundation of receipt of Pell and AR Challenge.</p>	

Section II. Institutional Effectiveness Plan for the Academic Year XX (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
<p>Admissions: Push students to move forward with their next steps: Scheduled email campaign pushing students to apply for admission Scheduled email campaign in addition to regular admissions advisor-sent texts pushing students to turn in documents for an admissions decision and to be eligible for an advising meeting; emails will include a submission guide for checklist items Streamlined appeals processes to keep students moving forward and/or informed about their status Updating the student status portal to display their application’s status, details like entry term and major, and any steps that are needed to move forward with a process (appeals, prestigious scholarship application, etc.) Meet with students and counselors during off-campus visits, college fairs, and drop-ins to provide next steps, updates about scholarships and academic programs, and strengthen their confidence in UAfS</p> <p>Implement a direct admissions program: Allowing students at select high schools to complete a shorter application for admission to drive applications and admission decisions.</p>	<p>1.1.1 Drive interest in UAfS as a first-choice institution and invest in innovative recruiting practices to ensure continued enrollment growth.</p>	<p>Increases in the following funnel stages for FTIC and entering transfer students: Applications by 8% Admits by 5% Enrollment by 2%</p> <p>*Implement direct admissions pilot for fall 2025.</p> <p>*Minimum of two ‘road shows’ completed for AY 2025.</p> <p>*Email campaigns for document turn-in operational in spring 2025.</p>

<p>Admissions: Requiring schools to sign an MOU that they will promote the application, keep UAFS publications on-hand for students</p> <p>Visit select community colleges, internally referred to as “road shows,” to: Promote UAFS during a student event, allowing them to complete the admissions application, meet with academic advisors and financial aid advisors, and learn about support services Strengthen the partnership between leadership, faculty, and staff as well as identify barriers in the transfer experience</p> <p>Strengthen relationships with high school counselors by: Offering an on-campus luncheon at the beginning of the academic year, which includes a scholarship for one of their graduating seniors Monthly newsletters and ad hoc messages about exciting news or updates Visiting their high school 1-2 times per academic year</p>	<p>1.1.1 Drive interest in UAFS as a first-choice institution and invest in innovative recruiting practices to ensure continued enrollment growth.</p>	<p>Increases in the following funnel stages for FTIC and entering transfer students: Applications by 8% Admits by 5% Enrollment by 2%</p> <p>*Implement direct admissions pilot for fall 2025.</p> <p>*Minimum of two ‘road shows’ completed for AY 2025.</p> <p>*Email campaigns for document turn-in operational in spring 2025.</p>
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Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>Admissions (continued): Coordinate with transfer admissions to develop strategy for attracting international students currently studying at domestic universities.</p> <ol style="list-style-type: none"> 1) Work up a list of community colleges with international student populations. 2) Reach out to counterparts at those schools to suggest collaboration 3) Develop a communication plan for targeting students from identified schools. 4) work up a list of community colleges with international student populations. 5) Reach out to counterparts at those schools to suggest collaboration 6) Develop a communication plan for targeting students from identified schools. 	<p>1.1.1</p>	<p>Develop plan by 2.15.25. Make connections at all identified schools by 4.1.25. Develop goals and metrics for program by 6.1.25.</p>
<ol style="list-style-type: none"> 1) Push students to register for events and tours by: Launching event invitation campaigns to students earlier, with at least 5 messages Creating and launching monthly tour invitations to students who have never attended a campus tour or on-campus recruitment event 2) Creating and launching communication plan for parents to attend events and tours with their child 3) Inviting schools to bring school buses to events or register for a group tour 4) Offering micro-scholarship contests to attendees 	<p>1.1.1 Drive interest in UAFS as a first-choice institution and invest in innovative recruiting practices to ensure continued enrollment growth.</p>	<p>Increase AY25 event attendance by 15% and tour attendance by 10% compared to AY24.</p> <p>*Tours will include academic meeting option in spring 2025.</p> <p>*Add RSO Fair to both Den Days AY 2025; Minimum of 6 RSOS participating in spring 2025.</p>

<p>Admissions: Provide opportunities for students to meet representatives from academic departments during tours:</p> <ul style="list-style-type: none"> • Offering time during group tours for presentations from each college • Adding the opportunity for an academic meeting to campus tours <p>Provide opportunities for students and parents to hear from current students at events:</p> <ul style="list-style-type: none"> • Adding RSO fair to Den Days • Student speakers or panels during welcome or breakout sessions 	<p>1.1.1 Drive interest in UAFS as a first-choice institution and invest in innovative recruiting practices to ensure continued enrollment growth.</p>	<p>Increase AY25 event attendance by 15% and tour attendance by 10% compared to AY24.</p> <p>*Tours will include academic meeting option in spring 2025.</p> <p>*Add RSO Fair to both Den Days AY 2025; Minimum of 6 RSOS participating in spring 2025.</p>
<p>Admissions: Coordinate with transfer admissions to develop strategy for attracting international students currently studying at domestic universities.</p> <ol style="list-style-type: none"> 1) Work up a list of community colleges with international student populations. 2) Reach out to counterparts at those schools to suggest collaboration 3) Develop a communication plan for targeting students from identified schools. 	<p>1.1.1</p>	<p>Develop plan by 2.15.25. Make connections at all identified schools by 4.1.25. Develop goals and metrics for program by 6.1.25.</p>

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>Admissions Add translation to fields on the undergraduate admissions application</p> <ul style="list-style-type: none"> • Launched Camino a UAFS, which included invitations and registration responses in both English and Spanish • Hire an additional student worker who speak Spanish • Add a parent session to Accepted Day that will be presented in Spanish <p>Enhancements for active-military members and veterans if they declare their US military status on their admissions application:</p> <ul style="list-style-type: none"> • Receive communication with instructions to update their residency status and information about using military education benefits and military tuition assistance. • Research the legality of offering a waiver for immunization records once military status has been confirmed 	<p>1.2.1 Enhance support structures that drive equity, inclusion and success among underrepresented student populations including Hispanic students, active-military members, veterans, and adult learners.</p>	<p>Increases in the following funnel stages for Hispanic FTIC and entering transfer students:</p> <ul style="list-style-type: none"> • Applications by 5% • Admits by 3% • Enrollment by 1% <p>Increase in the number of students submitting their military documents. 2% increase target for fall 2025.</p>

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>Admissions: Utilize scholarships and waivers to increase access to a quality education and increase social mobility: Programs:</p> <ul style="list-style-type: none"> • Transfer accessibility waiver (Smart Choice Waiver), to all entering transfer students • Tuition guarantee scholarship for all FTIC, entering transfer students, and current degree-seeking students (UAFS Tuition and Mandatory Fee Guarantee) • Communications: <ul style="list-style-type: none"> ○ Students will receive communications about each opportunity to boost their confidence in paying for a quality education ○ Parents of FTIC will also receive emails about the tuition guarantee scholarship 	<p>1.4.1 Optimize comprehensive institutional and private aid practices to ensure a UAFS education is accessible to all.</p>	<p>Needs metrics; perhaps FTIC; transfer numbers; default rate; average debt upon graduation.</p> <p>Target: successfully both the transfer and guaranteed T&F programs for fall 2025.</p> <p>*Streamlining of scholarship application to be finished by May 2025.</p>

<p>Admissions (continued): Streamline the scholarship application experience for:</p> <ul style="list-style-type: none"> • Incoming freshmen and transfers by: <ul style="list-style-type: none"> ○ Adding a scholarship portal to the Admissions instance of Slate with all merit, recruitment, and foundation awards listed ○ Working with Alumni to move the Alumni Legacy scholarship application and award notifications to Slate • Current students by: <ul style="list-style-type: none"> ○ Implementing a new instance of Slate for foundation scholarships, which will go live for the AY26 application. 	<p>1.4.1 Optimize comprehensive institutional and private aid practices to ensure a UAFS education is accessible to all.</p>	<p>Needs metrics; perhaps FTIC; transfer numbers; default rate; average debt upon graduation.</p> <p>Target: successfully both the transfer and guaranteed T&F programs for fall 2025.</p> <p>*Streamlining of scholarship application to be finished by May 2025.</p>
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Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Campus Center: Pursue funds to purchase new food court furniture.	1.1.1 First-Choice and 4.1.3 Optimize Environments	Metric: Once funds are in place, shepherd project through installation and branding (banners with Lions) by August 2025.
Campus Center: Address code compliance related to storage of equipment in Campus Center.	1.5 Health and Safety	Metrics: Meet with Health and Safety Officer on storage of equipment early in spring 2025. Plan in place, or proposal to VCSA, by April 2025.
Campus Center: Create a uniform banner hanging policy for the Campus Center	1.6 Tell the Story	Metrics: policy written and approved by Cabinet by June 1, 2025
Campus Center: Update the Campus Center with a videowall / directory to showcase the events and other things happening on campus and in community	1.6 Tell the Story	Metrics: Proposal updated by January 2025 for re-submission.
Campus Center: Creation of New Lounge spaces for students: Welcome Center and Box Office lounge.	2.3	Metrics: Estimate usage and establish a baseline. Can use time series counts.
Campus Center: Work with new bookstore vendor on renovation	4.1.3 Optimize Campus Facilities	Metrics: Complete renovation in summer 2024. Signage installed by spring break 2025.
Campus Center: Work with Physical Plant and vendor to service and repair movable walls in Reynolds Room and 129AB.	4.1.3 Optimize Campus Facilities	Metrics: Complete project by end of semester, spring 2025
Campus Center: Work with Plant Operations on repainting areas of Campus Center to bring it up to date with branding.	4.1.3 Optimize Campus Facilities	Metrics: Communicate consistently with Plant towards completion by end of semester, spring 2025. Report to VCSA upon any lengthy delays.
Campus Center: Work with IT and Music Department Chair on renovation and installation of Audio and Video systems	4.1.3 Optimize Campus Facilities	Metrics: Completed 8.24. Brief survey of users for satisfaction and feedback to be complete by June 2025.
Campus Center: Work with Follet and Faculty to initiate UAFS first Follet Access Pilot Program for students. Pilot in fall 2024	4.2.4 Evaluate efficiency of operations	Metrics: Manage process so that any desired expansion for fall 2025 is vetted within the timeframe allowed. Wesley should coordinate with Provost's office and Follett staff in January-February 2025.

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
International Programs: With the help of partner universities and alumni abroad, organize webinars and virtual campus visits.	1.1.1 Student Access; First Choice IHE	Host at least one seminar in fall and spring 2025; minimum of two per recruiting cycle. Partners and Alumni have been contacted. First one slated for spring 2025.
International Programs: Work with departments and support services to provide additional support for English language learners. This could include for-credit or not-for credit offerings. Where possible, the focus should be on utilizing existing courses and services in new, more targeted ways.	1.2 Enhance support structures	Have a clearly defined policy in place for applicants who need additional support. This policy should be benchmarked to English proficiency test and ACCUPLACER scores. Policy to be written, reviewed, and adopted by July 2025.
International Programs: International Programs: Develop materials and procedures to advise Fulbright program applicants at UAFS.	1.7 Focus on Career Coaching	Early 2025, work with Marketing to celebrate any current applicants who are selected as semi-finalists. Prior to March 2025, develop promotional materials for 26-27 cycle. Prior to May 2025, complete application procedures and checklists. Prior to September 2025, recruit volunteers for review committee. Starting in 2026-2027, 4-8 applications per year, with 1 successful and sharing with UAFS community upon return.
International Programs	2.3 Enhance student development through out-of-class experiences.	In 2025: Negotiate two new agreements with universities in Spain. Present agreements for review and signature. Must be done in concert with Provost Robinson.

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>International Programs will coordinate with advising centers to help interested students plan for study abroad from early in their college careers.</p> <p>Raise awareness of study abroad opportunities among first year and first-generation student populations. Help interested students put a plan in place to study abroad in their junior or senior years. This may include setting both financial and language-learning goals.</p>	<p>2.3 Enhance student development through OOC experiences.</p>	<p>Coordinate with advising centers to help interested students plan for study abroad early in their college careers.</p> <p>1) Raise awareness of study abroad opportunities among first year and first-generation student populations.</p> <p>2) Help interested students put a plan in place to study abroad in their junior or senior years. This may include setting both financial and language-learning goals.</p> <p>3) Measurable increase in study abroad participation among target student population.</p> <p>4) Achieve balanced exchanges by 2026.</p>
<p>International Programs will work with departments to expand study abroad opportunities and train faculty to run Maymester programs.</p> <p>This is a crucial sustainability issue as much of our institutional knowledge about how to run such programs resides with faculty nearing retirement age.</p> <p>Possibilities include professional development sessions presented by veteran faculty, less-experienced faculty seeking professional development grants to accompany veteran faculty abroad to learn how to implement such programs and developing a Maymester handbook.</p>	<p>2.3 Enhance student development through OOC experiences.</p>	<p>2025: Faculty led courses facilitated successfully</p> <p>2026: Maymester courses proposed and approved by Oct. 2025.</p> <p>Propose a mini-conference session in spring 2025.</p> <p>Re-work procedures for faculty-led trips in collaboration with CAS and other academic colleges. The goal is to bring procedures into best practice. Report on progress due to Dean of Students by May 2025.</p>

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>International Programs will coordinate with advising centers to help interested students plan for study abroad from early in their college careers. Raise awareness of study abroad opportunities among first year and first-generation student populations. Help interested students put a plan in place to study abroad in their junior or senior years. This may include setting both financial and language-learning goals.</p>	<p>2.3 Enhance student development through OOC experiences.</p>	<p>Coordinate with advising centers to help interested students plan for study abroad early in their college careers.</p> <p>1) Raise awareness of study abroad opportunities among first year and first-generation student populations.</p> <p>2) Help interested students put a plan in place to study abroad in their junior or senior years. This may include setting both financial and language-learning goals.</p> <p>3) Measurable increase in study abroad participation among target student population.</p> <p>4) Achieve balanced exchanges by 2026.</p>
<p>International Programs will develop the new international office space in the Campus Center into a multicultural event space.</p>	<p>2.3.3 Collaboration Spaces</p>	<p>2025: Finish decorating the space with input from stakeholders. NEEDS dates and threshold.</p>
<p>International Programs: Support development of MATESOL program and/or graduate-level TESL certificate.1. Helps lay the groundwork for future grant-funded international teacher training programs. The courses developed for a MATESOL would be similar in content (if not pacing) to those needed for programs like Fulbright TEA.</p>	<p>3.1 Collaborate with outside entities</p>	<p>Continue discussion and brainstorm ways to make this happen in the long-term. NEEDS specificity. Two session, one plan, by date, for example.</p>

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
International Programs will develop the new international office space in the Campus Center into a multicultural event space.	2.3.3 Collaboration Spaces	2025: Finish decorating the space with input from stakeholders. NEEDS dates and threshold.
International Programs: Support development of MATESOL program and/or graduate-level TESL certificate.1. Helps lay the groundwork for future grant-funded international teacher training programs. The courses developed for a MATESOL would be similar in content (if not pacing) to those needed for programs like Fulbright TEA.	3.1 Collaborate with outside entities	Continue discussion and brainstorm ways to make this happen in the long-term. NEEDS specificity. Two session, one plan, by date, for example.
International Programs: Gather data on international student success correlated with entering English proficiency test score and utilization of available support options (Writing Center and ASC).	4.1 Enhance data-informed decision-making	Metrics: Along with implementation of Workday student, develop systems for collecting and analyzing needed data. Noah will develop a system for collecting and analyzing data on entering test scores, ACCUPLACER scores, and performance in courses, especially those that are reading-intensive.
International Programs: Investigate feasibility of hosting an intensive English program on our campus.	4.1 Enhance data-informed decision-making	Metrics: Track the number of applicants who either express interest in an intensive English program or who cannot sufficiently prove English proficiency. Investigate program models and begin developing a proposal that addresses the specific needs of UAFS. Outline of model to DOS by Dec. 1, 2025. Preliminary outline to Dean of Students by end of AY 2025.

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>International Office: Rework the international application process to make it more user friendly for the applicants and more efficient for my office. This is essential due to current staffing levels.</p>	<p>4.4 Continuously evaluate efficiency</p>	<p>Metrics: Revised application in place for Spring 2026 applicants. Revised communication plan in place. TIMEFRAME?</p>
<p>International Office: Rework International Scholarship: Develop, advertise, and implement a plan to distribute scholarship funds to international students with disbursement of funds tied to community service and/or participation in Fort Smith area cultural activities. Create criteria to evaluate which community activities can serve this purpose. Identify and create a list of campus and community activities that fit these criteria. (International Festival, International Education Week, Boys and Girls Club, etc.) Leverage campus and community partnerships to create more such activities for our students to pursue.</p>	<p>4.7 Strengthen institutional scholarship offerings</p>	<p>Metrics: Timeline: Early 2025, by 3.15.25, rewrite procedures for document collection, credential validation, and admission workflow. Revise all forms to reflect current needs and best practices (transfer forms, arrival forms, document request forms, etc.) Prior to June 2025, meet with Slate personnel to merge international application and domestic application. Make the two the same wherever possible, as this multiplies continuity and enables more persons to assist international applicants. Implement change by end of FY 2026 or within six weeks thereafter.</p>

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Title IX will provide annual customized training for UAFS ROTC cadets and staff.	1.2 Enhance Support Structures	Metric: schedule and complete training during fall 2024 . Completed August 2024.
Title IX will administer climate survey and post-orientation student survey to ascertain effectiveness of training.	1.5 Health and Safety	Metrics: Complete and ID needs by end of January 2025. COMPLETED
Title IX , to address gap identified above, will prepare and disseminate to all employees and key student groups a 1-page FAQ and factsheet on Title IX and pregnancy.	1.5 Health and Safety	Metric: Complete and disseminate to campus by Feb. 15. 2025. Document essentially complete as of 11.25.24.
Title IX: Propose long-term plan proposal for delivery of Title IX and potentially Title VI training and administration, with potential Student Affairs division assessment role as well.	4.2 Evaluate efficiency of operations.	Metrics: Depending on personnel decision, discuss proposal with Chancellor by Feb. 15, 2025.
Athletics will use the ADID (diversity document) to ensure programming related to student-athletes that build skills around belonging and inclusion.	1.2	Metrics: annual brief (one page) implementation report due to VCSA by June 30, 2025.
Athletics will build and implement a Mental Health Action Plan	1.5 Health and Safety	Metrics: At least three-five mental health interventions driven by data collected each academic year. One related speaker per academic year. One item in Lion's Impact series will focus on mental health.
Athletics (Title IX) will develop and implement a sexual assault prevention plan during AY 25.	1.5 Health and Safety	Metrics: at least one direct training in AY 2025; survey athletes once per three years on efficacy (first 2026); complete background checks and disclosure documents for incoming athletes.

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Athletics will make a reasonable case to hire a Strength and Conditioning Coach	1.5 Health and Safety	Metrics: Make proposal based on competitive equity, risk management, compliance by Feb. 2025.
Athletics: Podcast	1.6 Tell the Story	Metrics: set targets for viewership by end of spring semester 2025.
Athletics: Develop Community Sponsorship Program	1.6 Tell the Story	Metrics: minimum two meeting with advancement staff before June 2025; targets for AY 2025 set by end of March 2025.
Athletics: With Toy Toss brought back in 2023-2024, we will work to continue the program moving forward with a goal to get more participants for 2024-2025.	1.8.3 Enhance gameday experience	Collect at least 2,500 toys for 2024-2025 with at least 1,500 people in attendance.

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>RAWC: Ensure that Campus Recreation and Wellness is a place that participants want to be, feel welcomed, and can engage in their recreational activity of choice. RAWC Shop-incentive program for RAWC patrons to earn points for participation in recreation and wellness activities. Points are tracked and patrons can “cash in” points for protein bars, electrolyte drinks, protein drinks, and RAWC “merch.” RAWC student ambassadors and professional staff will enhance existing program (started in spring 2023) to reach all RAWC patrons and promote outside of the RAWC facility.</p>	<p>1.5 Promote the health, safety, and personal development...</p>	<p>Complete, but how do we know? Participants? Baseline? Survey?</p>
<p>RAWC: Improve participation- increase the number of patrons accessing the RAWC and the number of students playing intramural sports. RAWC student ambassadors and professional staff will track RAWC card swipes and intramural sports player participation.</p>	<p>1.5 Promote the health, safety, and personal development...</p>	<p>Says complete, but there are no numbers of participants or completers.</p> <p>We need a baseline to compare to for trendlines.</p>
<p>RAWC: Bring back the Sport Club Advisory Council to oversee "Recreation and Sport Club" RSOs by updating the Sport Club Manual, Membership applications, and Agreement Forms</p>	<p>1.5 Promote the health, safety, and personal development...</p>	<p>Metric: Turn in completely updated Manual and required forms to Lance Killough (legal) and SGA (RSO Finances) for review by June 1, 2025.</p>

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Dean of Students: Increase the number of students serving as conduct officers on our Student Conduct	1.3 High-impact Practices	Metrics: number of students trained and active increased from 3 in 2023 to 13 in 2024. Goals is to maintain at least 12 for both 2025 and 2026, then review the model.
Dean of Students: Collaborate with the Student Government Association and the Marketing Department to design and install sign that promotes the UAFS brand above the trophy cases in the Campus Center.	4.1.3 Optimize Facilities	Metrics: Begin preparation in spring 2025; installation complete by start of school fall 2025.
CACE: Develop Lionheart into a more comprehensive year-long program, with emphasis on service opportunities, leadership trainings, and community building. For Kari - Use the comprehensive program to build what was previously called "Leadership Academy" for student leaders/RSO Officers that emphasize learning opportunities for leadership and professional development.	1.1 Transformational Learning Experiences (LionHeart, Star of Excellence, Leadership)	Have mapped experience and outline of pathway for students to keep track in NUMALink. NUMALink Path function will be operational by fall 2025. Preliminary meeting to ID stakeholders and lay out requirements for the program were held in fall 2024. Stakeholder meeting slated for spring 2025.
CACE: Develop Lionheart into a more comprehensive year-long program, with emphasis on service opportunities, leadership trainings, and community building. For Kari - Use the comprehensive program to build what was previously called "Leadership Academy" for student leaders/RSO Officers that emphasize learning opportunities for leadership and professional development.	1.1 Transformational Learning Experiences (LionHeart, Star of Excellence, Leadership)	Have mapped experience and outline of pathway for students to keep track in NUMALink. NUMALink Path function will be operational by fall 2025. Preliminary meeting to ID stakeholders and lay out requirements for the program were held in fall 2024. Stakeholder meeting slated for spring 2025.
CACE (Leadership Programs) will create and maintain a leadership series open to students, faculty and staff.	1.3 HIP	Metrics: At least three events per semester (achieved thus far through fall 2024). Average at least 15 persons per session.

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>CACE: Work with Career Services to continue "employable skills workshops"</p>	<p>1.7 Enhance focus on career coaching</p>	<p>Metrics: After offering this program in 2023-2024, CACE and Career Services assessed the viability of the program. With low attendance, it was decided to take a year off and re-assess. The benchmark for 2025 is to rethink how we can incorporate this or something similar into our new leadership program being worked on for fall 2026. The new program is slated to begin fall 2026. Plan for new program, or permanent retirement, to be submitted to Ashley Goodson by June 30, 2025.</p>
<p>CACE A) Restructure NumaNation as Gameday Experience Organization, in charge of planning and running game day experience, activities/entertainment B) Create an incentive program to encourage student attendance at home games.</p>	<p>1.8.3 Enhance gameday experience</p>	<p>The goal for the 2024-2025 athletic season is to have at least 200 individual students check-in to a game and participate in the incentive program with at least 100 students achieving the 5-game goal (rally towel), 50 students to achieve the 10-game goal (t-shirt) and 25 students to achieve the 20-game goal (sweatshirt).</p>
<p>CACE: Develop Lionheart into a more comprehensive year-long program, with emphasis on service opportunities, leadership trainings, and community building.</p>	<p>2.1.3 Transformational Learning Experiences / enhance student development</p>	<p>Creating a proposal to start the redesigned program in 2026. Proposal to Ashley Goodson by May 15, 2025. Metrics: One facet, Numa Nation, is well underway in fall 2024. We expect data by early 2025. Initial goal is 50 active students.</p>

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>CACE: Develop a fundraising report on NumALink for chapters to track data for their philanthropic efforts. The form would allow chapters to share the monetary value, who it was raised for, and information about the event to use for end of year awards. Organizations would also be able to track their service hours with their local philanthropies as well.</p>	<p>2.1.3 Enhance Student Development</p>	<p>Metric: Form was completed on AY 2024 and is functional.</p>
<p>CACE: Create best practices to prepare new CAB Leadership Team members for their term in their position and develop skills they frequently use.</p>	<p>2.2.2 Provide opportunities for students...creative activities</p>	<p>Complete pre- and post-assessment of CAB Leadership Team by June 1, 2025. Post-assessment will be done by end-of semester spring 2025.</p>
<p>CACE: 1 - Implementation of NUMALink (change to new platform) 2 - Implement hybrid opportunities with Star of Excellence that allow participation through recording and creating quizzes for students that cannot be present during the live training.</p>	<p>2.3.3 Invest in virtual and physical collaboration spaces</p>	<p>Has been implemented. Conduct review of implementation success and report to S. London by June 30, 2025. Include usage of recordings, quizzes, and hybrid presentations.</p>
<p>CACE: Begin communication with Dyllan Newell to take over contacting local non-profits that attend Campus Picnic & Block Party by providing past attendee lists; 2 - Brainstorm a measurable way for tracking the booths/organizations that students have visited</p>	<p>3.2 Strengthen partnerships with regional groups</p>	<p>Metrics: Dyllan will track visitation of local non-profits at Block Party starting in fall 2025, with assist from CACE. Baseline data will be reported to Ashley Goodson by November 1, 2025.</p>

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
CACE: LionHearts will connect with local non-profits to participate in community outreach by ways of service in the local area.	4.2.3 Cultivate community partnerships	Metrics: Create plan for continued communication and buy-in from local non-profits throughout the year to support Lion Heart, kicking off the new plan for the fall 2025 Block Party. Plan will be submitted to Ashley Goodson by May 1, 2025.
Cub Camp will launch a Scholarship Program.	1.2	Metrics 11 scholarships awarded in 2024 (54 overall since inception). Target for 2025 is a baker's dozen given the new accessibility emphasis.
Cub Camp will restructure and evolve the Cub Camp program to be more inclusive, beneficial, and create a greater sense of school spirit and pride.	1.3 High-impact Practices	Metrics: Evaluations will reflect higher satisfaction with the experience. DID THEY?
Cub Camp will launch a Scholarship Program	1.2	Metrics 11 scholarships awarded in 2024 (54 overall since inception). Target for 2025 is a baker's dozen given the new accessibility emphasis.
Cub Camp will restructure and evolve the Cub Camp program to be more inclusive, beneficial, and create a greater sense of school spirit and pride.	1.3 High-impact Practices	Metrics: Evaluations will reflect higher satisfaction with the experience. DID THEY?

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>Pantry Growth and Diversification: 1. New pantry management software, Pantry Soft. 2. Portable ramp purchased for pantry. 3. Portable scanners purchased to help track pantry patrons and inventory. 4. WiFi enabled Fridge/Freezer Thermometers installed. 5. Hire Pantry Student Assistant 6. Create student organization to oversee the pantry's day-to-day operations</p>	<p>1.5 Health and Safety</p>	<p>Metrics: Software in place for AY 2025-DONE; Ramp for Pantry in place by end of spring 2025. Request 1 dedicated student worker position; Explore RSO creation with decision by Spring Break 2025.</p>
<p>Greek Life: Provide annual trainings for new members and newly elected officers on current policies and procedures for the Office of Fraternity and Sorority Life.</p>	<p>2.1.3 Enhance Student Development</p>	<p>Metrics: Was this done in AY 2024?</p>
<p>Greek Life: Charter new fraternal organizations on our campus that serve students from underserved or minority populations.</p>	<p>2.1.3 Enhance Student Development</p>	<p>Metrics: Goal is two new organizations over the balance of this plan (2028): 1) Latina sorority (SIA); 2) Historically Black sorority (ZPB has expressed interest); 3) NPHC fraternity. Lee K. recommends changing this metric to full exploration in these areas, as establishment is not fully in our control.</p> <p>12.3.24: SAI has announced its inaugural line.</p>

Institutional Effectiveness Plan (IEP)_Student Affairs

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>Dean of Students and VCSA will address mental health training needs.</p>	<p>1.5 Health and Safety</p>	<p>Metrics: Minimum of 1 MHFA training for employees each year. ID and make available to employees an on-line course, at no charge if possible.</p> <p>Explore in 2025 getting an employee trained to present Mental Health First Aid (MHFA) material.</p> <ul style="list-style-type: none"> • MHFA course offered Nov. 2024. • Athletic MHFA offered August 2024. <p>QPR -- 20 Trained by September 2024. Save.org 1-hour course to be presented to campus in early spring 2025.</p> <p>Cabinet was apprised in fall 2024 and will be again in spring 2025.</p>

Section III. Short-term Resource Requests for FY 26

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

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of budget request for FY25
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.	4.1.3 Optimize Campus Environments		55K one-time cost	55k for AY 2026
Create a broad and secure entry for the CACE (old Box Office) to enhance the new student-focused meeting space on 1 st Floor CC. This is the extension of spaces referenced in Section II.	4.1.3 Optimize Campus Environments		13K one-time cost The cost is actually less than replacing the motorized gate.	13K for AY 2026

Section IV. Long-term Plans and Resource Requests

Explain longer term plan and resource requests in this section.

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
Hire a second processor in Admissions to handle increased app load, increase responsiveness, and facilitate more personalized contact from travel recruiters.	1.1.1 First Choice and innovative recruitment		45K inc. benefits	
Create strength and conditioning position, per NCAA guidance. Rationale: full compliance, safety, competitive equity.		1.8 Competitive Athletics program		65K includes benefits
1.1.3 Two bilingual staff in Admissions (one subject to increase)1.2.3 Bilingual staff in Housing, Campus and Community Events, and Financial Aid	1.1.3 &1.2.3. First choice and support of diverse populations.	Staff are in place. We request 10.0K for FY 2026 and ongoing to offer 2.5K bump to each (with benefits the remainder).		30K: 10K per annum
Provide a 12-15 hour/week student employee (UAFS funded) for the Food Pantry to support responsiveness and project management.	1.5 Health and Safety	5.5K per year		16.%K: 5.5K per annum

Institutional Effectiveness Plan (IEP)_Student Affairs

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
Mental Health Training: QPR, Valley Behavioral, Mental Health First Aid. Expand training for employees to make informed first-level interventions and referrals.	1.5.1 Health & Safety Train employee to be MHFA trainer: Re-certify QPR staff; Train one new QPR trainer as needed.	3K per annum:		9K: 3K per annum
Create Executive Director for Campus Wellness, to coordinate campus wellness programming, including partnerships with the Counseling Clinic and Student Health Center.	1.5.5 Health and Safety	15K (7.5 salary bump and 7.5 programming)		45K: 15K per annum
Raise athletic fee .60 to hire a Strength and Conditioning coach.	1.8 Build nationally competitive athletics program	63K (.60 per SSCH)		189K: 63K per annum
Raise athletic fee .60 to maintain scholarship equivalencies.	1.8 Build nationally competitive athletics program	63K (.60 per SSCH)		189K: 63K per annum
Esports recruiting stipends	2.1.3 Enhance student development out-of-class, plus 1.1 Innovative recruitment practices. OOC	5K per annum (2.5K per coach)		15K: 5k per annum

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
Upgrade of SebCo Apartments interiors.	4.1.3 Optimize Campus environments	333K/annum for three years		\$1 Million. Will do roughly half of what is needed, but this is a good start. There are ~200 apartments. Those needing windows, floors and HVAC will cost more than this, but many apartments need only partials. It is key to begin investing in them in good faith.
<p>Institutional Salary Adjustments By Priority</p> <ol style="list-style-type: none"> 1. Cost of Living Adjustment 2. Raise the UAFS salary floor to the higher of \$15/hr. or 15th percentile of CUPA data, following up on last year's efforts to reach the 10th percentile with a long-range goal of sustaining a floor of 25th percentile. 3. Merit pool to reward high performers <p>The specifics of how each works will have to come when we know the circumstances of the budget.</p>	4.2.2. invest in faculty and staff...			

TOTAL Per Annum				