

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 FY26

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 2024, spring 2025, and summer 2025	Reports due *Departmental Leaders to Deans/AVCs by October 31, 2025 *Deans/AVCs to Vice Chancellors by November 21, 2025	Public reports by vice chancellors on January 21, 2026, from 1:00-5:00 p.m.	Director of Budget compiles resource needs and reports to Budget Council on January 30, 2026
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	*Vice chancellors to chancellor by December 19, 2024		
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Deadlines for Departmental leaders October 31

Deadlines for Deans/AVCs November 21

The Budget Council will convene in spring 2026 to review resource needs and financial position to make recommendations about the tuition and fee rates for FY2027 and to recommend a balanced budget for the university which must be submitted in April 2025.

Template for Institutional Effectiveness Report and Plan

See below

ENROLLMENT MANAGEMENT

11/21/2025

SUBMITTED BY: BROOKE MAGALLANES, AVC FOR ENROLLMENT & DIRECTOR OF ADMISSION

Section I. Institutional Effectiveness Report for Academic Year XX (This should cover fall, spring, and summer of the previous year)

Academic Year 2025 was full of change for Enrollment Management. Admissions saw significant increases in undergraduate applications, enrolled students, and campus visitors in 2024-25. Financial Aid built and implemented financial aid packaging and new order of aid in Workday after significant changes with the FAFSA redesign. Workday was also a big challenge for both teams; continued student support, communication, and campus collaboration was a large focus throughout the year to prevent new student summer melt and current student stop-outs.

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
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	1.1.1	Increases in the following funnel stages for FTIC and entering transfer students: - Applications by 8% - Admits by 5% - Enrollment by 2% *Implement direct admissions pilot for fall 2025. *Minimum of two 'road shows' completed for AY 2025. *Email campaigns for document turn-in	Increases in the following funnel stages for FTIC and entering transfer students: <i>All 2025 FTIC data:</i> +9.5% Applications -2.2% Admits +6.2% Enrolled <i>All 2025 Transfer data:</i> +13.6 Applications +0.3% Admits +11.8% Enrolled The direct admissions pilot was not implemented.	Additional completed all items under the following goals: - Push students to move forward with their next steps - Visit select community colleges, internally referred to as "road shows" - Strengthen relationships with high school counselors The direct admissions pilot will be revisited for implementation.

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 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 Implement a direct admissions program: - Allowing students at select high schools to		operational in spring 2025.	Four transfer road shows were hosted at UARM, NWACC, NorthArk, and CASC, resulting in: +10.6 Applications +4.8% Admits Email campaigns for document turn-in were operational for all 2025 terms and beyond. Strengthen relationships with high school counselors - 2024 - 32 Counselors Attended - 22 Submitted Nominations - 16 Recipients Enrolled - 2025 - 77 Counselors Attended	
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complete a shorter application for admission to drive applications and admission decisions. - Requiring schools to sign an MOU that they will promote the application, keep UAFS publications on-hand for students 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 Strengthen relationships with high school counselors by:				
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- Offering an on-campus luncheon at the beginning of the academic year, which includes a scholarship for a student in their graduating senior class - Monthly newsletters and ad hoc messages about exciting news or updates - Visiting their high school 1-2 times per academic year				
Coordinate with transfer admissions to develop a strategy for attracting international students currently studying at domestic universities. - Work up a list of community colleges with international student populations. - Reach out to counterparts at those schools to suggest collaboration - Develop a communication plan for targeting students from identified schools.	1.1.1	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.	International Relations and the Admissions Office's transfer admissions advisor have partnered to increase domestic transfer of international students. Noah and Ryan have traveled together to NWACC, and Noah has identified international student support partners to develop those relationships. So far, a targeted communication plan has not been created for this population; however, many of the undergraduate communications have	The Admissions Office is currently working with International Relations to test a merger of our applications, which will streamline the experience for students.

			been updated to include international students.	
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 - Creating and launching communication plan for parents to attend events and tours with their child - Inviting schools to bring school buses to events or register for a group tour - Offering micro-scholarship contests to attendees Provide opportunities for students to meet representatives from academic departments during tours:	1.1.1	Increase AY25 event attendance by 15% and tour attendance by 10% compared to AY24. Tours will include an academic meeting option in spring 2025. Add RSO Fair to both Den Days AY 2025; Minimum of 6 RSOS participating in spring 2025.	AY25 event attendance increased significantly: +92.4% in students (+669) +68% with guests (+829) AY25 tour attendance increased slightly: +1.92 in students (+8) +1% with guests (+8) +4.11% show rate in students Academic meetings were added to individual tour offerings in Fall 2025; however, a Slate issue prevented registration, which will be fixed for Spring 2026 tours. Group tours have been meeting with colleges and/or departments throughout 2025. Academic Sessions were also added to Den Day in Fall 2025 to further strengthen the awareness of academic excellence offered at UAfS.	With the significant increase in event attendance, we saw an increase in our enrollment in Fall 2025. As we continue to see growth in our event and tour programs, we will need to address budget size and space utilization and adjust. The Workday-to-Slate enrollment status integration will also be vital to determine the yield rate of campus visitors for enrollment projections.

- Offering time during group tours for presentations from each college - Adding the opportunity for an academic meeting to campus tours Provide opportunities for students and parents to hear from current students at events: - Adding RSO fair to Den Days - Student speakers or panels during welcome or breakout sessions			Provide opportunities for students and parents to hear from current students at events: - Add RSO Fair to both Den Days AY 2025: - <i>Fall 2024</i>: 11 RSOs - <i>Spring 2025</i>: 10 RSOs - <i>Fall 2025</i>: 24 RSOs - A student spoke at Spring 2025 Den Day	
Enhance support for the Spanish-speaking community: - Add Spanish translation to fields on the undergraduate admissions application. - Launched Camino a UAFS, which included invitations and registration responses in both English and Spanish - Hire an additional student worker who speak Spanish	1.1.1, 1.2.1	Increases in the following funnel stages for Hispanic FTIC and entering transfer students: - Applications by 5% - Admits by 3% - Enrollment by 1% Increase in the number of students submitting their military documents: 2% increase target for fall 2025.	Increases in the following funnel stages for Hispanic FTIC and entering transfer students. All 2025 data: +14.0% Applications (+105) +11.9% Admits (+68) +33.3% Enrolled (+3) Enhance support for the Spanish-speaking community: All tactics were implemented; however, we determined that our current number of Spanish-speaking	Enhance support for the Spanish-speaking community: - After two years of Camino a UAFS, we have not seen student attendance exceed 8 students, so we are going to focus our efforts on Spanish tour offerings and Spanish tracks at events. - Event forms and the admissions application now include a question about interest in

- Add a parent session to Accepted Day that will be presented in Spanish Enhancements for active-military members and veterans if they declare their US military status on their admissions application: - 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.			student workers did not need to be increased. Enhancements for active-military members and veterans if they declare their US military status on their admissions application: Communications were updated; however, we have not implemented a waiver for immunization records. All 2025 data: +122.5% Applications (+125) +86.1% Admits (+62) (Enrollment change not available)	Spanish tours for marketing. Enhancements for active-military members and veterans if they declare their US military status on their admissions application: - On the scholarship portal in Slate, military students now see VA benefit information and who to contact to initiate the process.
Utilize scholarships and waivers to increase access to quality education and increase social mobility. <i>Programs:</i> - Research the legality of offering a waiver for immunization records	1.4.1	Needs metrics; perhaps FTIC; transfer numbers; default rate; average debt upon graduation. Target: successfully both the transfer and guaranteed T&F programs for fall 2025. *Streamlining of	Utilize scholarships and waivers to increase access to quality education and increase social mobility. - The Transfer Smart Choice Waiver and UAFS Tuition & Mandatory Fee Guarantee were	Next, we need to take a closer look at the impacts of the order of aid changes and make updates to our scholarship programs.

once military status has been confirmed. - 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) <i>Communications:</i> - 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 Streamline the scholarship application experience for: <i>Incoming freshmen and transfers by:</i> - Adding a scholarship portal to the Admissions instance of		scholarship application to be finished by May 2025.	implemented in Fall 2025 - We have not implemented a waiver for immunization records - A scholarship portal went live in Fall 2025 for 2026 applicants and future terms - The Alumni Legacy Scholarship was moved to Slate for Fall 2025 applicants - Current students were able to access the 2026-27 Scholarship Application in the new Scholarship instance of Slate	
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Slate with all merit, recruitment, and foundation awards listed - Working with Alumni to move the Alumni Legacy scholarship application and award notifications to Slate <i>Current students by:</i> - Implementing a new instance of Slate for foundation scholarships, which will go live for the AY26 application.				
Financial Aid				
Maintain 'Military Friendly' status. Application due annually in December. Maintain at least one area as 'Military Friendly'	1.1 Innovative recruiting practices	Maintain recognition for 2025-26 and beyond.	• Fall 2023 received 'friendly' status for both students and military families for 2023-24 • Fall 2024 received 'silver' status for both students and military families for 2024-25. • March 2024 received 'silver' status for students and 'friendly' status for families for 2025-26	Plaques are hung outside the entrance to the Veterans Resource Center.
Implement Workday	1.3 High-impact	Create time within	Done: Used the off-	Financial Aid continues

Student (High-impact Practice for Financial Aid)	practices 1.3 Provide adequate time and support for staff to test, pilot, and implement new system. 1.3 Implement Workday Student Information System to provide easy access to student information	existing frameworks to allow staff to attend all needed trainings. Regular meetings and trainings held throughout AY 2023, AY 2024, AY25 and FY26.	weeks for the Enrollment Leadership Team staff time to meet with Project One, test Workday and prepare for implementation.	to meet with Project One as appropriate, and ELT continues to meet every other week. When there is a time conflict, Project One takes precedence. Workday updates are provided to ELT and UAFS Cross Functional meetings.
Student Outreach and Engagements	1.3 High-impact practices	Managed case load with intentional advising sessions for veteran students Partnering with veteran organizations on and off campus to provide necessary resources to veteran students to improve retention and success rates of veteran students.	The Veteran SCO now manages a regular case load of student appointments to ensure timely certification of benefits. Develop and deliver student programming at the following activities and events: • Midterm and Finals Resources • Veterans Day • Veteran Resource Fair • Local Military Bases	Events continue to grow and evolve which included a new collaborative effort with The Wounded Warrior Project in the Fall of 2025.
Student Outreach and	1.3 High-impact	Create student	Done. Developed a	

Engagements	practices	programming to engage students with FAFSA completion, scholarship applications and improving the reputation of the Financial Aid & Veteran Benefits Office	survey through Navigate that was sent to every student that visited the FinAid Office. Develop and deliver student programming at the following activities and events: • Den Day • Accepted Students Day • New Student Orientation • Freaky FAFSA • High School FAFSA Workshops • WATC and Peak Innovation Center	
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).	1.4 Strategically apply Foundation Aid	A decision was made by March 15, 2024 to move forward with a “debt free scholarship” program with Cabinet Approval December 2024. Plan, design and implement for Fall 2025.	Done. Full implementation for Fall 2025. Workday has been programmed for the Tuition and Mandatory Fee Guarantee scholarship program.	A lot of student questions. Low cost to the institution Fall 2025: 45 recipients for \$62,003
Optimize aid strategies (Financial Aid)	1.4 Reach decision on aid strategies in view of	Have Foundation totals for 2025-26 by early	Done: Financial Aid met with Foundation in	FinAid, Admissions and Foundation established

	budget deficits.	February 2025.	March 2025 to discuss available funds for the 2025-26 academic year. Order of Aid implemented in fall 2025.	monthly meeting to discuss awarding, spending, billing, etc. As of December 2025, FinAid is still working some nuances of Workday award items and disbursement rules.
Optimize Aid Strategies (Financial Aid)	1.4 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.	2024-25 focus was on FAFSA Simplification. Due to ED delays, award letters were not sent until May 2024 2025-26 focus was on Workday implementation. Award letters were sent to all students in June 2025 for the 2025-26 award year. 2026-27 goal for award letters to be sent is February 2026	2024-25 FinAid estimated Arkansas Challenge for continuing students in in Banner. 2025-26 FinAid was unable to estimate Arkansas Challenge for continuing students in in Workday 2026-27 goal is to estimate Arkansas Challenge for continuing students AND incoming freshman. If a student doesn't appear on an ADHE roster by October 1, the estimated award will be removed from the award package.

Estimate financial aid on Financial Aid Portal and student's bill. 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.	1.4 Optimize aid practices	2024-25 FinAid estimated Arkansas Challenge for continuing students in in Banner. 2025-26 FinAid was unable to estimate Arkansas Challenge for continuing students in in Workday 2026-27 goal is to estimate Arkansas Challenge for continuing students AND incoming freshman. If student doesn't appear on an ADHE roster by October 1, the estimated award will be removed from the award package.	1. Workday will not allow packaging of federal student aid if verification has not been completed. This means FinAid will not be able to estimate federal award packages. 2. FinAid will review student progress at the end of the spring 2026 term to determine if they met renewal criteria for Arkansas Challenge and place an estimated award on the 2026-27 award package. Target date June 1, 2026 3. FinAid will work with Project One to configure eligibility on an estimated award item for incoming students to determine potential Arkansas Challenge eligibility. This will be part of the 2026-27 aid year roll. Target date May 1, 2026	Workday will change this for those with verification or otherwise eligibility delayed-no packaging is feasible under Workday in those cases prior to resolution. Workday uses all award items as an anticipated payment and is visible on the Student Financials part of the student record. This includes estimated awards. Anticipated payments reduce the balance due.
Promote financial health initiatives	1.5 Financial aid education and financial	Complete inventory by July 1, 2024 and	Not done. A decision on the future of the	

	literacy training.	identify needs.	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.	
Employ bilingual staff in Financial Aid	2.2 Attract and retain exemplary faculty and staff.		Plan to utilize university certification process through HR.	No staff have applied for this designation.
Strengthen staff development throughout the FinAid Office.	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. 2.4 Investment in professional development: Lion Leadership, conference attendance (registration/travel)	Financial Aid Staff participate in a variety of professional development activities related to the financial aid profession.	2024-25 Professional Development Experiences 1. AASFAA Conference 2. AASFAA Board Member 3. SWASFAA Conference 4. SWASFAA Boot Camp 5. NASFAA Conference 6. Book Series - 7 Habits of Highly Effective People with Dr. Micki Voelkel 7. Annual Department	Looking ahead, it is important for the FinAid staff to stay abreast of all changes at the federal and state levels. Additionally, staff need to be equipped with the skills and resources to be able to apply financial aid concepts into institutional practices that support the administration of all aid.

			Retreat 8. Lunch & Learn Guest Speaker	
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 Realigning UAFS Foundation scholarships to support student recruitment and success metrics	Have all Foundation totals for the 2025-26 academic year determined by February 2025.	Done. Financial Aid met with Foundation in March 2025 to discuss available funds for the 2025-26 academic year.	FinAid, Admissions and Foundation established monthly meeting to discuss awarding, spending, billing, etc. At December 2025 monthly meeting, the Foundation shared that they will have the “roll off” amount determined in early 2026. Financial Aid will use this amount to begin awarding for the 2026-27 academic year. Any carry over from 2025-26 will be evaluated in late Spring 2026
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	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	SAP P&P is complete as of late November 2023. R2T4 re-do is slated to be completed by the end of February 2024. These two P&Ps were submitted to the Department of ED for recertification of the	Both SAP and R2T4 are done and submitted to ED. Documented P&Ps continue to be a struggle. The university needs a comprehensive P&P for Federal Student	Attempted to restructure a FA Advisor position into a Compliance Coordinator; however, the added salary was not approved. The FA Director made three different attempts to

when university errors are made make clarity even more important.	optimize costs through shared services, new technologies, and resource stewardship.	Program Participation Agreement during summer 2024.	Aid in order to be fully compliant.	elevate this position. Current plan is to restructure the open FA Advisor position into a Compliance Specialist at the same pay rate of the FA Advisor. Concerned that the university will not be able to attract the necessary experience and knowledge at the entry level pay.
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.	4.2.7 Debt-free college	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.	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. Done. Full implementation for Fall 2025 in Workday.	The Tuition and Mandatory Fee Guarantee Scholarship is funded by the university (E&G) not the UAFS Foundation. The FinAid Office has received a lot of student questions regarding the program and eligibility. Low cost to the institution with 45 recipients utilizing \$62,003 for the Fall 2025 term.

Summary of key metrics for the 2024-25 financial aid award year.

Category	Fall 2024	Spring 2025	Fall 2025	Notes
Student Contacts (drop-ins/ appointments)	894	388	1333	Inactive students removed.
Emails /Phone calls	Unknown	Unknown	<=900 emails/ 2,368 calls	Calls report only from first week before school and day of first day.
Veteran Certifications Processed	203	187	245	Fall graduates reduce spring.
Outreach Events & Workshops	20	25	25	Larger events in fall 2025. All events have meet or surpassed initial goals.

	2023-24		2024-25	
	Amount Disbursed	Unduplicated Headcount	Amount Disbursed	Unduplicated Headcount
Federal Pell Grant	\$12,533,079.03	2360	\$14,228,962.68	2540
Federal Direct Loans (sub & unsub)	\$10,081,364.00	1580	\$9,446,294.00	1478
Institutional Scholarships	\$7,255,075.18	2113	\$7,240,187.22	2031
Foundation Scholarships	\$2,431,602.37	1395	\$2,953,669.11	1920

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
Implement a pilot Direct Admissions program for freshmen.	1.1.1	Increase yield at partner schools by 2%.
Strengthen Admissions communication plans with more targeted messaging.	1.1.1	Open rate of 25%.

Partner with concurrent enrollment to boost undergraduate yield.	1.1.1	Increase undergraduate yield of concurrent students by 2%.
Enhance tour program: - Incorporate more information about the transfer process into Transfer Friday tours. - Increase tour date offerings.	1.1.1	Increase tour attendance by 5%.
Strengthen Financial Aid communication plans: - Move all SAP comms to Workday Suspension and Warning Appeal Approvals and Denials - Ensure Compliance with TIV aid for Exit Counseling - Create Custom Engagement for awarding federal Teach Grant to eligible students	1.4	Begin tracking click and open rates in Workday
Begin Packaging Federal Student Aid for the 2026-27 award year earlier than the previous two award years	1.4	Target package date is March 15, 2026
UAFS Foundation Scholarship Awarding - Begin Awarding in Slate too continuing students by May 1 - Full integration from Slate to Workday	1.4	Target awarding date is May 1, 2026 Target integration date is July 1, 2026

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 FY27
Fall Den Day experienced a 49.31% increase in overall attendance compared to 2024.	1.1.1	\$22,000 for increases in catering, promo items (event shirts), and adding road shows		\$22,000

Additionally, Road Show catering and travel expenses are budgeted at approximately \$1,500 per event, contributing to the overall increase in travel and event spending.				
Increase in Admissions travel for recruitment activities	1.1.1	\$5,000 for recruitment activities		\$5,000 for recruitment activities
Increase in Admissions travel for conference attendance	2.2.2 and 2.2.4	\$12,500 for conference attendance		\$12,500 for conference attendance
Increase in Financial Aid travel for conference attendance to ensure compliance with TIV regulations as things continue to change with OB3: - AASFAA Fall Conference (2-4 staff) - SWASFAA (depending on location) - NASFAA (2 staff) - FSA Conference (1-2 staff)	2.2.4	Add \$4,500 annually to the Financial Aid & Veteran Benefits Office Budget beginning with FY26. On December 15, 2025, Federal Student Aid announced the first in-person FSA Conference since Covid. Dates are March 4-6, 2026		Current Travel budget is \$9,350. Requesting an increase to \$13,850.
Due to carpet squares lifting and wood chipping on the front counter – requesting a remodel of the front desk.	4.1.3		\$20,000	

Section IV. Long-term Plans and Resource Requests (for FY28)

Explain longer term plans and resource requests in this section.

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Increase engagement with prospective students at on-campus recruitment events and off-campus recruitment activities, which will increase yield	1.1.1	Continue to increase campus visits and recruitment activities
Offer professional development opportunities to develop and retain staff who will more effectively recruit new students	2.2.2, and 2.2.4	Retain knowledgeable staff who will engage students and counselors/transfer partners to push prospects/applicants through the funnel.
Begin Packaging Federal Student Aid for the 2027-28 award year and beyond	1.1 and 1.4	Annually by December 15 after FAFSA opening.
Create a complete financial aid policy and procedure manual using the NASFAA P&P Builder	1.4	Target date for completion is December 31, 2027

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
Fall Den Day experienced a 49.31% increase in overall attendance compared to 2024. Additionally, Road Show catering and travel expenses are budgeted at approximately \$1,500 per event, contributing to the overall increase in travel and event spending.	1.1.1	\$22,000 for increases in catering, promo items (event shirts), and adding road shows	\$22,000 for increases in catering, promo items (event shirts), and adding road shows	\$22,000

Increase in Admissions travel for recruitment activities	1.1.1	\$5,000 for recruitment activities		\$15,000 for recruitment activities
Increase in Admissions travel for conference attendance	2.2.2 and 2.2.4	\$12,500 for conference attendance		\$37,500 for conference attendance
Conference attendance at the national level is critical to ensure compliance with TIV regulations as things continue to change with OB3: - NASFAA (2 staff) - FSA Conference (1-2 staff)	2.2.4	Requesting that the total travel budget increase to \$15,000 by FY28 to account for annual inflation and to ensure staff are hearing from Dept of ED professionals at the national level.		Total FY 26 = \$13,850 Total FY27 = \$13,850 Total FY28 = \$15,000