

AGENDA
ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES
September 20, 2019
10:00 a.m.
ASU-Jonesboro

- I. Call to Order
Niel Crowson, Chair
- *II. Approval of the Minutes of Past Meeting
June 6, 2019
- III. President's Report
Reports of the Chancellors
- *IV. Agenda
 - Proposed ASU System Resolutions
 - Resolution approving the ASU System to revise the Family Educational Rights and Privacy Act Policy
 - Resolution approving the ASU System to refund the ASU-Jonesboro Housing System Revenue Bonds, Series 2012C
 - Resolution approving the ASU System to refund the ASU-Jonesboro Student Fee Junior Lien Revenue Refunding Bonds, Series 2010A
 - Resolution approving the ASU System to refund the ASU-Mountain Home Student Fee Revenue Refunding Bonds, Series 2012
 - Proposed ASU-Jonesboro Resolutions
 - Resolution approving ASU-Jonesboro to apply for a grant from the Arkansas Department of Human Services to continue participating in the Child and Adult Care Food Program
 - Resolution approving ASU-Jonesboro to name the main lobby in Centennial Bank Athletics Operations Center, which pays homage to the A-State Football Program past and present, the A-State Lettermen's Club Heritage Hall
 - Resolution approving ASU-Jonesboro to name the offensive line position room in Centennial Bank Athletics Operations Center, the Bert Johnson Offensive Line Room
 - Resolution approving ASU-Jonesboro to name the players' lounge in Centennial Bank Athletics Operations Center, the Bill Templeton Players Lounge
 - Resolution approving ASU-Jonesboro to name the football locker room in Centennial Bank Athletics Operations Center, the Chuck and Tina Mitchell Locker Room
 - Resolution approving ASU-Jonesboro to name the linebackers' position room in Centennial Bank Athletics Operations Center, the Demario Davis Linebackers Room

- Resolution approving ASU-Jonesboro to name the fueling center in Centennial Bank Athletics Operations Center, the Dr. B.D. and Brenda Tiner Fueling Station
 - Resolution approving ASU-Jonesboro to name the hydrotherapy training room in Centennial Bank Athletics Operations Center, the Dr. Tim and Terri Langford Hydrotherapy Training Room
 - Resolution approving ASU-Jonesboro to name the head trainer's office in Centennial Bank Athletics Operations Center, the Joe Williams Head Trainer's Office
 - Resolution approving ASU-Jonesboro to name the football equipment room in Centennial Bank Athletics Operations Center, the John Church Equipment Room
 - Resolution approving ASU-Jonesboro to name the recruiting room in Centennial Bank Athletics Operations Center, the JTown's Grill Recruiting Room
 - Resolution approving ASU-Jonesboro to name the offensive line coach's office in Centennial Bank Athletics Operations Center, the Price and Sara Gardner Offensive Line Coach's Office
 - Resolution approving ASU-Jonesboro to name the athletic training room in Centennial Bank Athletics Operations Center, the Ron Carroll Sports Medicine Center
 - Resolution approving ASU-Jonesboro to name the head coach's suite in Centennial Bank Athletics Operations Center, the Steve Bryant Family Head Coach's Suite
- Proposed ASU-Newport Resolution
 - Resolution approving the ASU-Newport Strategic Plan for 2019-2022

V. Executive Session

*VI. Approval of Personnel Actions

VII. Other Business

*VIII. Adjournment

*Action Items

EXECUTIVE SUMMARY

Contact: Jeff Hankins (501) 660-1004

ACTION ITEM: The Arkansas State University System requests approval to revise the Family Educational Rights and Privacy Act Policy.

ISSUE: The Board of Trustees must approve all System policies.

BACKGROUND:

- The Arkansas Division of Higher Education (ADHE) has entered into a data-sharing agreement with National Student Clearinghouse (NSC), where students meeting certain criteria will be reported to NSC to determine if there is a potential reverse-transfer opportunity and other transfer-related information.
- Within the agreement with NSC, ADHE takes full responsibility for the privacy of student data. ADHE requires that all institutions sign a data-sharing agreement to share data with NSC.
- ADHE needs evidence through the annual notification to students that student information will be shared specifically with NSC.
- The Arkansas State University System Family Educational Rights and Privacy Act Policy must be revised to include language referencing the sharing of student data with NSC.
- A copy of the revised ASU System Family Educational Rights and Privacy Act Policy is attached.

RECOMMENDATIONS/RESOLUTION:

Be it resolved that the Arkansas State University System is approved to revise the Family Educational Rights and Privacy Act Policy, effective immediately.

Price Gardner, Secretary

Niel Crowson, Chair

ASU System Policy

Effective Date: September 20, 2019

Subject: Family Educational Rights and Privacy Act

1. Purpose

Arkansas State University will comply with the Family Educational Rights and Privacy Act (FERPA).

2. Definitions

Arkansas State University. Arkansas State University (ASU) means all the campuses within the Arkansas State University System, now and in the future.

Student. Student means an individual who attends or has attended classes at ASU. This policy does not apply to the records of applicants for admission who are not accepted to ASU nor does it apply to applicants who are accepted but choose not to attend ASU.

Education Record. Education records are those records, files, documents, and other materials which contain information directly related to a student and are maintained by ASU or a person acting for ASU.

Directory Information. Directory Information is designated to be the student's name; local and permanent physical addresses; electronic mail addresses; telephone listings; photographs and electronic images; date and place of birth; major field of study; participation in officially recognized activities and sports; weight and height of members of athletic teams; dates of attendance; degrees and awards received; and the most recent previous educational agency or institution attended by the student.

3. Arkansas State University Family Educational Rights and Privacy Act Policy

The Family Educational Rights and Privacy Act requires that institutions of higher education strictly protect the privacy rights of all students who are or who have been in attendance. Information contained in the student's education records can be shared only with those persons or entities specified within the Act. The law also provides that students have the right to review their education records

for the purpose of making any necessary corrections. The Office of the Registrar maintains a copy of the full text of FERPA, posts electronic information on FERPA, and processes all FERPA requests and challenges. Arkansas State University will utilize the following process to implement the provisions of the Family Educational Rights and Privacy Act.

4. Process

A. Disclosure of Education Records

- I. **Disclosure With Student Consent.** A student may consent in writing to disclosure of education records. The student's written consent must be signed, dated, and specify which records are to be disclosed, to whom, and for what purpose. The consent must be delivered to the office of the Registrar. The student may retract the consent in writing at any time. Proper proof of identity may be required by the Registrar's office before consent is retracted.

- II. **Disclosure Without Student Consent.** ASU may disclose education records without the student's written consent to any school official within the institution with a legitimate educational interest. School officials include administrators, supervisors, faculty members, instructors, support staff, members of the Board of Trustees, persons with whom ASU has contracted for special tasks (e.g., National Student Clearinghouse), and university committee members. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility. School officials of ASU are considered to be within the institution for the purposes of FERPA and may exchange education records without student consent so long as they have a legitimate educational interest.

Disclosure without student consent may also be made to other persons and entities as allowed by FERPA.

Faculty sponsors of registered honor societies may have access to student education records for the sole purpose of determining eligibility for membership on the basis that they are acting in an official university capacity that is integral to the educational function of ASU.

The parents of students may exercise rights under FERPA if the student is claimed as a dependent by the parents for income tax purposes. Dependency must be proven by submission of a copy of income tax returns.

B. Disclosure of Directory Information

Directory information may be disclosed to any person or entity without student consent unless the student submits a completed request for non-disclosure of directory information form to the Office of the Registrar. If a student elects not to allow disclosure of directory information, ASU cannot share information regarding the student with any person or entity including prospective employers, licensing agencies, government agencies, the media, and others. The student may retract the directory information non-disclosure in writing at any time. Proper proof of identity may be required by the Registrar's office before the directory information non-disclosure is retracted.

C. Inspection, Review, and Correction of Education Records

Students have the right to inspect and review their education records except for specific exclusions contained within the Family Educational Rights and Privacy Act. A student should contact the Office of the Registrar to arrange for inspection, review, and correction of an education record. The Registrar may charge a fee for copies of any education records.

D. Ownership of Education Records

Education records are the property of ASU. Education records, including transcripts and diplomas, will not be released to any student who has a delinquent financial obligation to the University.

(Adopted by the Arkansas State University Board of Trustees on December 11, 2009, Resolution 09-94; revised September 20, 2019, Resolution 19-34)

EXECUTIVE SUMMARY

Contact: Jeff Hankins (501) 660-1004

ACTION ITEM: The Arkansas State University System ("ASU System") requests approval to refund certain outstanding bonds through the issuance of housing system revenue refunding bonds and to execute an official statement, bond purchase agreement, supplemental trust indenture, and related documents.

ISSUE: The Board of Trustees (the "Board") of Arkansas State University (the "University") is authorized under the Constitution and laws of the State of Arkansas, including particularly Act No. 62 of 1947, as amended (codified at Arkansas Code Annotated Sections 6-62-301 *et seq.*) (the "Act") to borrow money for the purpose of acquiring, constructing, and equipping capital improvements for use by the University and to refund bonds issued under the Act to finance such capital improvements.

BACKGROUND:

- The Board has previously issued its Housing System Revenue Bonds (Jonesboro Campus), Series 2012C (Federally Taxable) (the "2012C Bonds"), in the original principal amount of \$4,470,000, under the Act for the purpose of financing capital improvements on or for the campus of Arkansas State University-Jonesboro ("ASU-Jonesboro").
- The ASU System and ASU-Jonesboro have recommended the refunding of the 2012C Bonds (the "Refunding"), and the Board has determined that the Refunding should be accomplished and financed through the issuance of the Board's Housing System Revenue Refunding Bonds (Jonesboro Campus) (the "Bonds").
- The Bonds are to be secured pursuant to a Trust Indenture dated as of December 1, 2010, as supplemented, between the Board and BancorpSouth Bank, as trustee (the "Trustee").
- The Bonds are to be issued on the terms and in the form set forth in a Supplemental Trust Indenture (the "Supplemental Indenture").
- In order to proceed with the financing, it is necessary for the Board (i) to authorize the issuance and marketing of the Bonds; (ii) to authorize the President of the University to deem final the Preliminary Official Statement and to authorize its use; (iii) to authorize the pricing of the Bonds and the

EXECUTIVE SUMMARY

Contact: Jeff Hankins (501) 660-1004

execution of a Bond Purchase Agreement in connection therewith; and (iv) to authorize the execution of the Supplemental Indenture and related documents, all relating to the security and issuance of the Bonds.

- The Board intends to work with Friday, Eldredge & Clark, LLP, Little Rock, Arkansas, as bond counsel and Stephens Inc. and Crews & Associates, Inc. as underwriters (collectively, the "Underwriters") for the Bonds.

RECOMMENDATION/RESOLUTION:

Be it resolved that, so long as the Refunding will produce an aggregate net present value savings of at least 4% of the refunded principal balance of the 2012C Bonds, the Board hereby approves, authorizes, and directs the issuance, execution, and delivery of the Bonds in an aggregate principal amount not greater than the amount needed to accomplish the Refunding and to pay the costs of issuing the Bonds and accomplishing the Refunding. The Bonds shall mature not later than the final maturity date of the 2012C Bonds.

The Chair and Secretary of the Board and the President are hereby authorized to execute all documents necessary to the issuance of the Bonds, including without limitation:

- (a) the Supplemental Indenture, to be dated as of the date of the Bonds, between the Board and the Trustee, setting forth the terms and conditions of the Bonds and providing for the issuance of the Bonds;
- (b) a Bond Purchase Agreement, dated as of the date of execution, between the Board and the Underwriters, setting forth the purchase price (which shall include an Underwriters' discount not greater than 0.90%) and the other terms and conditions upon which the Bonds will be sold to the Underwriters; and
- (c) a Continuing Disclosure Agreement, dated as of the date of the Bonds, between the Board and the Trustee, setting forth certain obligations of the Board to make continuing disclosure of financial information and listed events to the secondary municipal marketplace, as set forth in Rule 15c2-12 of the Securities and Exchange Commission.

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The Supplemental Indenture, the Bond Purchase Agreement, and the Continuing Disclosure Agreement shall be in substantially the form presented to the Board, but with such changes therein as shall be approved by the Chair or the President. The Board recognizes that certain revisions may be made to the Supplemental Indenture, the Bond Purchase Agreement, and the Continuing Disclosure Agreement prior to the issuance of the Bonds, and hereby authorizes the Chair or President to approve and accept such revisions, their signatures on each of such documents to constitute proof of their acceptance of such revisions. Specifically, the President is hereby authorized to (i) accept the final maturity schedule and interest rates for the Bonds if he deems such rates and maturity schedule to be appropriate and within the authority granted by this Resolution and execute the final Bond Purchase Agreement, and (ii) execute the Continuing Disclosure Agreement.

The Board hereby authorizes and ratifies the use of a Preliminary Official Statement in the marketing of the Bonds. The Preliminary Official Statement for the Bonds is hereby approved in substantially the form presented to the Board. The Board hereby authorizes the President to "deem final" for purposes of Rule 15c2-12 of the Securities and Exchange Commission the Preliminary Official Statement with such revisions as may be accepted by the President. The Board hereby further authorizes and approves the production of a final Official Statement, and authorizes and directs the President to execute and deliver the Official Statement, in such form as he deems acceptable and necessary to accomplish the issuance of the Bonds.

The Chair and Secretary of the Board, the President, the Executive Vice President, and the Vice Chancellor for Finance and Administration of ASU-Jonesboro are hereby authorized and directed to do any and all lawful things to effect the execution and delivery of the Bonds, the performance of all obligations of the Board and of ASU-Jonesboro, and the execution and delivery of all papers, documents, certificates, and other instruments of whatever nature that may be necessary or desirable for carrying out the authority conferred by this Resolution or evidencing the authority and its exercise. The Secretary of the Board is hereby authorized to acknowledge and attest the signatures of the Chair and to execute such other documents as may be required in connection with the issuance of the Bonds.

Price Gardner, Secretary

Niel Crowson, Chair

EXECUTIVE SUMMARY

Contact: Jeff Hankins (501) 660-1004

ACTION ITEM: The Arkansas State University System ("ASU System") requests approval to refund certain outstanding bonds through the issuance of student fee revenue refunding bonds and to execute an official statement, bond purchase agreement, supplemental trust indenture, and related documents.

ISSUE: The Board of Trustees (the "Board") of Arkansas State University (the "University") is authorized under the Constitution and laws of the State of Arkansas, including particularly Act No. 62 of 1947, as amended (codified at Arkansas Code Annotated Sections 6-62-301 *et seq.*) (the "Act") to borrow money for the purpose of acquiring, constructing, and equipping capital improvements for use by the University and to refund bonds issued under the Act to finance such capital improvements.

BACKGROUND:

- The Board has previously issued its Student Fee Junior Lien Revenue Refunding Bonds (Jonesboro Campus), Series 2010A (the "2010A Bonds"), in the original principal amount of \$2,600,000, under the Act for the purpose of refinancing capital improvements on or for the campus of Arkansas State University-Jonesboro ("ASU-Jonesboro").
- The ASU System and ASU-Jonesboro have recommended the refunding of the 2010A Bonds (the "Refunding"), and the Board has determined that the Refunding should be accomplished and financed through the issuance of the Board's Student Fee Revenue Refunding Bonds (Jonesboro Campus) (the "Bonds").
- The Bonds are to be secured pursuant to a Trust Indenture dated as of December 1, 2010, as supplemented, between the Board and The Bank of New York Mellon Trust Company, N.A., as trustee (the "Trustee").
- The Bonds are to be issued on the terms and in the form set forth in a Supplemental Trust Indenture (the "Supplemental Indenture").
- In order to proceed with the financing, it is necessary for the Board (i) to authorize the issuance and marketing of the Bonds; (ii) to authorize the President of the University to deem final the Preliminary

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Contact: Jeff Hankins (501) 660-1004

Official Statement and to authorize its use; (iii) to authorize the pricing of the Bonds and the execution of a Bond Purchase Agreement in connection therewith; and (iv) to authorize the execution of the Supplemental Indenture and related documents, all relating to the security and issuance of the Bonds.

- The Board intends to work with Friday, Eldredge & Clark, LLP, Little Rock, Arkansas, as bond counsel and Stephens Inc. and Crews & Associates, Inc. as underwriters (collectively, the "Underwriters") for the Bonds.

RECOMMENDATION/RESOLUTION:

Be it resolved that, so long as the Refunding will produce an aggregate net present value savings of at least 4% of the refunded principal balance of the 2010A Bonds, the Board hereby approves, authorizes, and directs the issuance, execution, and delivery of the Bonds in an aggregate principal amount not greater than the amount needed to accomplish the Refunding and to pay the costs of issuing the Bonds and accomplishing the Refunding. The Bonds shall mature not later than the final maturity date of the 2010A Bonds.

The Chair and Secretary of the Board and the President are hereby authorized to execute all documents necessary to the issuance of the Bonds, including without limitation:

- (a) the Supplemental Indenture, to be dated as of the date of the Bonds, between the Board and the Trustee, setting forth the terms and conditions of the Bonds and providing for the issuance of the Bonds;
- (b) a Bond Purchase Agreement, dated as of the date of execution, between the Board and the Underwriters, setting forth the purchase price (which shall include an Underwriters' discount not greater than 0.90%) and the other terms and conditions upon which the Bonds will be sold to the Underwriters; and
- (c) a Continuing Disclosure Agreement, dated as of the date of the Bonds, between the Board and the Trustee, setting forth certain obligations of the Board to make continuing disclosure of financial information and listed events to the secondary municipal marketplace, as set forth in Rule 15c2-12 of the Securities and Exchange Commission.

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Contact: Jeff Hankins (501) 660-1004

The Supplemental Indenture, the Bond Purchase Agreement, and the Continuing Disclosure Agreement shall be in substantially the form presented to the Board, but with such changes therein as shall be approved by the Chair or the President. The Board recognizes that certain revisions may be made to the Supplemental Indenture, the Bond Purchase Agreement, and the Continuing Disclosure Agreement prior to the issuance of the Bonds, and hereby authorizes the Chair or President to approve and accept such revisions, their signatures on each of such documents to constitute proof of their acceptance of such revisions. Specifically, the President is hereby authorized to (i) accept the final maturity schedule and interest rates for the Bonds if he deems such rates and maturity schedule to be appropriate and within the authority granted by this Resolution and execute the final Bond Purchase Agreement, and (ii) execute the Continuing Disclosure Agreement.

The Board hereby authorizes and ratifies the use of a Preliminary Official Statement in the marketing of the Bonds. The Preliminary Official Statement for the Bonds is hereby approved in substantially the form presented to the Board. The Board hereby authorizes the President to "deem final" for purposes of Rule 15c2-12 of the Securities and Exchange Commission the Preliminary Official Statement with such revisions as may be accepted by the President. The Board hereby further authorizes and approves the production of a final Official Statement, and authorizes and directs the President to execute and deliver the Official Statement, in such form as he deems acceptable and necessary to accomplish the issuance of the Bonds.

The Chair and Secretary of the Board, the President, the Executive Vice President, and the Vice Chancellor for Finance and Administration of ASU-Jonesboro are hereby authorized and directed to do any and all lawful things to effect the execution and delivery of the Bonds, the performance of all obligations of the Board and of ASU-Jonesboro, and the execution and delivery of all papers, documents, certificates, and other instruments of whatever nature that may be necessary or desirable for carrying out the authority conferred by this Resolution or evidencing the authority and its exercise. The Secretary of the Board is hereby authorized to acknowledge and attest the signatures of the Chair and to execute such other documents as may be required in connection with the issuance of the Bonds.

Price Gardner, Secretary

Niel Crowson, Chair

EXECUTIVE SUMMARY

Contact: Jeff Hankins (501) 660-1004

ACTION ITEM: The Arkansas State University System ("ASU System") requests approval to refund certain outstanding bonds through the issuance of student fee revenue refunding bonds and to execute an official statement, bond purchase agreement, trust indenture, and related documents.

ISSUE: The Board of Trustees (the "Board") of Arkansas State University (the "University") is authorized under the Constitution and laws of the State of Arkansas, including particularly Act No. 62 of 1947, as amended (codified at Arkansas Code Annotated Sections 6-62-301 *et seq.*) (the "Act") to borrow money for the purpose of acquiring, constructing, and equipping capital improvements for use by the University and to refund bonds issued under the Act to finance such capital improvements.

BACKGROUND:

- The Board has previously issued its Student Fee Revenue Refunding Bonds (Mountain Home Campus), Series 2012 (Federally Taxable) (the "2012 Bonds"), in the original principal amount of \$6,995,000, under the Act for the purpose of refinancing capital improvements on or for the campus of Arkansas State University-Mountain Home ("ASU-Mountain Home").
- The ASU System and ASU-Mountain Home have recommended the refunding of the 2012 Bonds (the "Refunding"), and the Board has determined that the Refunding should be accomplished and financed through the issuance of the Board's Student Fee Revenue Refunding Bonds (Mountain Home Campus) (the "Bonds").
- The Bonds are to be secured pursuant to a Trust Indenture (the "Indenture"), between the Board and Regions Bank, as trustee (the "Trustee").
- The Bonds are to be issued on the terms and in the form set forth in the Indenture.
- In order to proceed with the financing, it is necessary for the Board (i) to authorize the issuance and marketing of the Bonds; (ii) to authorize the President of the University to deem final the Preliminary Official Statement and to authorize its use; (iii) to authorize the pricing of the Bonds and the execution of a Bond Purchase Agreement in connection therewith; and (iv) to authorize the execution of the Indenture and related documents, all relating to the security and issuance of the Bonds.

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Contact: Jeff Hankins (501) 660-1004

- The Board intends to work with Friday, Eldredge & Clark, LLP, Little Rock, Arkansas, as bond counsel and Stephens Inc. and Crews & Associates, Inc. as underwriters (collectively, the "Underwriters") for the Bonds.

RECOMMENDATION/RESOLUTION:

Be it resolved that, so long as the Refunding will produce an aggregate net present value savings of at least 4% of the refunded principal balance of the 2012 Bonds, the Board hereby approves, authorizes, and directs the issuance, execution, and delivery of the Bonds in an aggregate principal amount not greater than the amount needed to accomplish the Refunding and to pay the costs of issuing the Bonds and accomplishing the Refunding. The Bonds shall mature not later than the final maturity date of the 2012 Bonds.

The Chair and Secretary of the Board and the President are hereby authorized to execute all documents necessary to the issuance of the Bonds, including without limitation:

- (a) the Indenture, to be dated as of the date of the Bonds, between the Board and the Trustee, setting forth the terms and conditions of the Bonds and providing for the issuance of the Bonds;
- (b) a Bond Purchase Agreement, dated as of the date of execution, between the Board and the Underwriters, setting forth the purchase price (which shall include an Underwriters' discount not greater than 0.90%) and the other terms and conditions upon which the Bonds will be sold to the Underwriters; and
- (c) a Continuing Disclosure Agreement, dated as of the date of the Bonds, between the Board and the Trustee, setting forth certain obligations of the Board to make continuing disclosure of financial information and listed events to the secondary municipal marketplace, as set forth in Rule 15c2-12 of the Securities and Exchange Commission.

The Indenture, the Bond Purchase Agreement, and the Continuing Disclosure Agreement shall be in substantially the form presented to the Board, but with such changes therein as shall be approved by the Chair or the President. The Board recognizes that certain revisions may be made to the Indenture, the

EXECUTIVE SUMMARY

Contact: Jeff Hankins (501) 660-1004

Bond Purchase Agreement and the Continuing Disclosure Agreement prior to the issuance of the Bonds, and hereby authorizes the Chair or President to approve and accept such revisions, their signatures on each of such documents to constitute proof of their acceptance of such revisions. Specifically, the President is hereby authorized to (i) accept the final maturity schedule and interest rates for the Bonds if he deems such rates and maturity schedule to be appropriate and within the authority granted by this Resolution and execute the final Bond Purchase Agreement, and (ii) execute the Continuing Disclosure Agreement.

The Board hereby authorizes and ratifies the use of a Preliminary Official Statement in the marketing of the Bonds. The Preliminary Official Statement for the Bonds is hereby approved in substantially the form presented to the Board. The Board hereby authorizes the President to "deem final" for purposes of Rule 15c2-12 of the Securities and Exchange Commission the Preliminary Official Statement with such revisions as may be accepted by the President. The Board hereby further authorizes and approves the production of a final Official Statement, and authorizes and directs the President to execute and deliver the Official Statement, in such form as he deems acceptable and necessary to accomplish the issuance of the Bonds.

The Chair and Secretary of the Board, the President, the Executive Vice President, and the Vice Chancellor for Operations of ASU-Mountain Home are hereby authorized and directed to do any and all lawful things to effect the execution and delivery of the Bonds, the performance of all obligations of the Board and of ASU-Mountain Home, and the execution and delivery of all papers, documents, certificates, and other instruments of whatever nature that may be necessary or desirable for carrying out the authority conferred by this Resolution or evidencing the authority and its exercise. The Secretary of the Board is hereby authorized to acknowledge and attest the signatures of the Chair and to execute such other documents as may be required in connection with the issuance of the Bonds.

Price Gardner, Secretary

Niel Crowson, Chair

Arkansas State University
Board of Trustees
September 20, 2019
Resolution 19-38

EXECUTIVE SUMMARY

Contact: Len Frey (870) 972-3033

ACTION ITEM: Arkansas State University-Jonesboro (ASUJ) requests approval to apply for a grant from the Arkansas Department of Human Services to continue its participation in the Child and Adult Care Food Program (CACFP).

ISSUE: A resolution from the Board of Trustees is required to apply for this grant.

BACKGROUND:

- The CACFP provides food services to approximately 600 children in the Arkansas Delta Region.
- The Department of Childhood Services in the College of Education and Behavioral Sciences participates in this program.

RECOMMENDATION/RESOLUTION:

Be it resolved that Arkansas State University-Jonesboro is approved to apply for a grant from the Arkansas Department of Human Services to continue its participation in the Child and Adult Care Food Program.

Price Gardner, Secretary

Niel Crowson, Chair

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing a Significant Contribution from the
A-State Lettermen's Club
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, the A-State Lettermen's Club is a distinguished group of former athletes and alumni of the University who are advocates of higher education and the students we serve; and

WHEREAS, the A-State Lettermen's Club has made a substantial and generous monetary contribution to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the main lobby in Centennial Bank Athletics Operations Center, which pays homage to the A-State football program past and present, shall be known henceforth as the:

A-State Lettermen's Club Heritage Hall

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing a Significant Contribution from
Sid and Toni Johnson
to Arkansas State University-Jonesboro
in Memory of Bert Johnson

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Sid and Toni Johnson, respected A-State alumni and supporters of higher education and the students we serve, have made a substantial and generous monetary contribution to Arkansas State University-Jonesboro; and

WHEREAS, Sid and Toni Johnson wish to honor the late Bert Johnson, a three-year football letterman from 1928-30 at Arkansas State, whose team was then known as the Arkansas A&M Gorillas, and where he played on the offensive line; following his graduation, he served 10 years as the postmaster in Jonesboro while regularly attending A-State football games;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the offensive line position room, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Bert Johnson Offensive Line Room

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing a Significant Contribution from
Steve and Sharon Bryant
to Arkansas State University-Jonesboro
in Memory of Bill Templeton

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Steve and Sharon Bryant have made a substantial and generous monetary contribution to Arkansas State University-Jonesboro; and

WHEREAS, Steve and Sharon Bryant wish to honor the late Bill Templeton, who spent 53 years as part of the ASU Athletics Department as a student-athlete, coach, and administrator; he was inducted into the ASU Athletics Hall of Honor in 1987 and the football program's Ring of Honor in 1997;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the players' lounge, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Bill Templeton Players Lounge

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
Chuck and Tina Mitchell
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Chuck and Tina Mitchell are respected business owners in the Jonesboro community and Northeast Arkansas and are advocates of higher education and the students we serve; and

WHEREAS, Chuck and Tina Mitchell have made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the football locker room, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Chuck and Tina Mitchell Locker Room

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
Demario Davis
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Demario Davis, an A-State letterman and alumnus, is a respected NFL player and a community advocate in New Orleans, Louisiana, as well as a supporter of higher education and the students we serve; and

WHEREAS, Demario Davis has made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the linebackers' position room, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Demario Davis Linebackers Room

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
Dr. B.D. and Brenda Tiner
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Dr. B.D. and Brenda Tiner, respected alumni from San Antonio, Texas, are advocates of higher education and the students we serve; and

WHEREAS, Dr. B.D. and Brenda Tiner have made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the fueling center, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Dr. B.D. and Brenda Tiner Fueling Station

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
Dr. Tim and Terri Langford
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Dr. Tim Langford is an A-State letterman, physician, and member of the Board of Trustees, and he and Terri Langford are respected alumni and community leaders from Little Rock, Arkansas, as well as advocates of higher education and the students we serve; and

WHEREAS, Dr. Tim and Terri Langford have made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the hydrotherapy training room, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Dr. Tim and Terri Langford Hydrotherapy Training Room

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing a Significant Contribution from
Dr. Reggie Collum
to Arkansas State University-Jonesboro
in Memory of Joe Williams

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Dr. Reggie Collum has made a substantial and generous monetary contribution to Arkansas State University-Jonesboro; and

WHEREAS, Dr. Reggie Collum wishes to honor the late Joe Williams, who was the head student trainer for the Arkansas State football team for five seasons from 1974-78, and after graduation, he embarked on a successful 35-year career with the manufacturing company, Southwire;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the head trainer's office, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Joe Williams Head Trainer's Office

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
John Church
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, John Church, a respected A-State alumnus from Blytheville, Arkansas, is an advocate of higher education and the students we serve; and

WHEREAS, John Church has made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the football equipment room, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

John Church Equipment Room

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
Jeffrey Higgins
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Jeffrey Higgins, an A-State alumnus, is a respected business owner in Jonesboro, Arkansas, and an advocate of higher education and the students we serve; and

WHEREAS, Jeffrey Higgins has made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the recruiting room, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

JTown's Grill Recruiting Room

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
Price and Sara Gardner
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Price Gardner is an A-State letterman, attorney, alumnus, and member of the Board of Trustees, and he and his wife Sara Gardner are respected community leaders from Little Rock, Arkansas, as well as advocates of higher education and the students we serve; and

WHEREAS, Price and Sara Gardner have made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the offensive line coach's office, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Price and Sara Gardner Offensive Line Coach's Office

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing a Significant Contribution from
Dr. Tim and Terri Langford
to Arkansas State University-Jonesboro
in Honor of Ron Carroll

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Dr. Tim and Terri Langford have made a substantial and generous monetary contribution to Arkansas State University-Jonesboro; and

WHEREAS, Dr. Tim and Terri Langford wish to honor Ron Carroll, who became A-State's first certified athletic trainer in 1976, has since worked more than 500 football games, was inducted into the National Athletic Trainers Association Hall of Fame in 2003, and was an ASU Athletics Hall of Honor inductee in 2005;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the athletic training room, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Ron Carroll Sports Medicine Center

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

**ARKANSAS STATE UNIVERSITY
BOARD OF TRUSTEES**

A Resolution Recognizing the Significant Contributions of
Steve and Sharon Bryant
to Arkansas State University-Jonesboro

WHEREAS, the Board of Trustees has retained unto itself the authority to name facilities of the University in honor of individuals who have significantly distinguished themselves through service to and in support of the University; and

WHEREAS, Steve Bryant is an A-State letterman and pharmacist, and he and Sharon Bryant are respected alumni and business owners from Batesville, Arkansas, as well as advocates of higher education and the students we serve; and

WHEREAS, Steve and Sharon Bryant have made outstanding contributions to Arkansas State University-Jonesboro of a magnitude worthy of special gratitude and lasting recognition;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Arkansas State University that the head coach's suite, located in Centennial Bank Athletics Operations Center, shall be known henceforth as the:

Steve Bryant Family Head Coach's Suite

DULY ADOPTED AND APPROVED this 20th day of September 2019

Niel Crowson, Chair

Stacy Crawford, Vice Chair

Price Gardner, Secretary

Christy Clark, Member

Tim Langford, Member

Charles L. Welch, President

EXECUTIVE SUMMARY

Contact: Sandra Massey (870) 512-7851

ACTION ITEM: Arkansas State University-Newport (ASUN) requests approval of its Strategic Plan for 2019-2022.

ISSUE: The ASU Board of Trustees must approve the strategic plans for all institutions in the Arkansas State University System.

BACKGROUND:

- ASUN conducted a Strategic Planning Initiative that began in December 2018 with the formation of the Strategic Planning Core Committee. The committee was made up of a diverse group of faculty, staff, and students who helped organize, manage, and provide guidance and feedback on the strategic planning process. In February 2019, ASUN conducted strategic planning sessions with faculty and staff on each of its three campuses. Employees participated in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis, as well as an analysis of issues ASUN needs to address immediately, practices ASUN needs to preserve at all costs, pitfalls ASUN needs to avoid at all costs, and practices that ASUN does better than other colleges. In March and April of 2019, ASUN then conducted strategic planning sessions with community members at each of the three campuses where they similarly participated in a SWOT Analysis. Finally, in May 2019, Chancellor Massey held a lunch meeting with student leaders in which they also conducted a SWOT Analysis. ASUN also distributed a SWOT Analysis survey to all students who attended graduation.
- Following this extensive and thorough collection of data, the Strategic Planning Committee, Chancellor Massey, and members of the Executive Cabinet developed a Strategic Plan that supports and aligns with ASUN's existing Vision and Mission.
- A copy of ASU-Newport's Strategic Plan for 2019-2022 is attached to this resolution.

RECOMMENDATION/ RESOLUTION:

Be it resolved that the Arkansas State University-Newport Strategic Plan for 2019-2022 is approved.

Price Gardner, Secretary

Niel Crowson, Chair

Soaring Into 2022...



For many years now, the value of a college degree has been increasingly called into question. Critics claim that colleges are too costly, students are not reaching completion and Americans are not realizing their potential. As it is ASUN's vision to restore the American Dream in the communities we serve by providing an accessible, affordable, quality education, these claims are a dagger to the heart of our institution. Moreover, these perceptions are shaking the

foundation of higher education and putting all colleges in the hot seat. Throughout much of the country, state support for higher education has declined precipitously and many colleges have been forced to close their doors. For over a decade in Arkansas, we saw costs of operation continue to rise, but no additional funding from the state.

But in 2015, higher education in Arkansas took a promising turn when the Governor adopted a state goal of increasing the percentage of Arkansans who attained post-secondary degrees by 20% over 10 years. Thereafter in 2017, the Governor committed an additional \$10 million in higher education funding to be distributed among the states' colleges. But the money was not to be distributed as it had been in the past. Instead of focusing solely on student headcount, the legislature adopted a Higher Education Productivity Funding Formula. Under the new Formula, funding is determined primarily by two measures – effectiveness and affordability. Simply put, effectiveness is measured by how many students progress, earn credentials transfer to 4-year colleges. Affordability focuses on how long it takes a student to achieve the credentials sought and how efficiently they were able to get there.

Facing these challenges head on, ASUN began the process of creating its next Strategic Plan. After several months of collecting and analyzing the valued input of our students, faculty, staff and community, ASUN developed its 2019-2022 Strategic Plan. While our Vision and Mission have not changed, the measures by which we gauge success have been brought more clearly into focus. It is not enough to get more students in the door – we must get those students in the door and back out again with work-ready credentials or ready for transfer to a 4-year university. This is essential not only to ASUN's funding, but to achieving our Vision and Mission and keeping our promise to the communities we serve.

ASUN has experienced tremendous growth and success over the past five years. We have grown enrollment, kept tuition low and contributed substantially to the local economy, both in terms of the number of jobs provided and the number of skilled workers produced. We could not have accomplished these things without the input and support of our community and we cannot succeed in the future without that same support.

As chancellor, I am excited to see what the next three years will hold for ASUN and I look forward to continuing our mission to enrich the community, strengthen the economy and transform the lives of our students.

The Process...

Strategic planning involves evaluating successes and failures, examining processes and policies and taking a hard look at the past, present and future. Successful strategic planning also requires a careful investigation of what is going on in the lives of our students, the local economy and in the communities we serve. We must ask ourselves, “where do we want to go and how do we plan to get there?”

The development of ASUN’s 2019-2022 Strategic Plan was a 9-month process that took place as follows:

- December 2018 – ASUN formed its Strategic Planning Core Committee (a diverse group of faculty, staff and students) and began preparation for the strategic planning process.
- February 2019 – ASUN conducted strategic planning sessions with faculty and staff on each of its three campuses which included:
 - Participation in a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis; and
 - An analysis of: (1) issues ASUN needs to address immediately; (2) practices ASUN needs to preserve at all costs; (3) pitfalls ASUN needs to avoid at all costs; and (4) practices that ASUN does better than other colleges.
- March/April 2019 – ASUN conducted strategic planning sessions with community members on each of its three campuses which included:
 - Participation in a SWOT Analysis; and
 - Input and feedback about the needs of local industry and the community.
- May 2019 – ASUN conducted strategic planning sessions with students.
 - Chancellor Massey conducted a SWOT Analysis with student leaders; and
 - ASUN invited all students participating in graduation to complete a SWOT Analysis.

Following this extensive and thorough collection of data, the Strategic Planning Committee and members of the Executive Cabinet developed a Strategic Plan that aligns with ASUN’s existing Vision and Mission.

Three priorities emerged that are the focus of this strategic plan:

SOARING INTO 2022
FOCUS of the STRATEGIC PLAN

- STUDENT SUCCESS**
provide a premiere holistic student experience
- INSTITUTIONAL EXCELLENCE**
foster an employee centric culture of inclusion, improvement and stability
- COMMUNITY ENGAGEMENT**
assume a leading role in economic, social and cultural advancement

Student Success

Arkansas State University-Newport will aggressively demonstrate a strong commitment to student success in all areas of the organization, providing a premiere holistic student experience.

STRATEGY 1: Continue to improve outstanding service initiatives to enhance the student life cycle.

KEY PERFORMANCE INDICATORS

- Finalize and implement the Holistic Student Support Model.

STRATEGY 2: Expand ASUN's reach by increasing enrollment within the following student populations: adults without a post-secondary credential, underserved race and underserved income demographics.

KEY PERFORMANCE INDICATORS

- Increase the number of adults without a post-secondary credential by 1% annually.
- Increase the number of students in an underserved race by 1% annually.
- Increase the number of students who are Pell eligible by 1% annually.

STRATEGY 3: Aggressively focus on high-demand and STEM programs to maximize the number of students in the transfer and workforce pipeline.

KEY PERFORMANCE INDICATORS

- Increase the number of high-demand program students by 2%
- Increase the number of STEM program students by 2%

STRATEGY 4: Develop and implement initiatives designed to eliminate barriers to student success.

KEY PERFORMANCE INDICATORS

- Increase the number of credentials awarded by 1% annually.
- Increase retention annually by 1% annually.
- Increase gateway course success annually by 1% annually.

STRATEGY 5: Strategically support student transitions from ASUN to a university.

KEY PERFORMANCE INDICATORS

- Increase the college transfer rate by 1% annually.

STRATEGY 6: Increase affordability for students by reducing unnecessary credits at the time of completion and reducing time to degree.

KEY PERFORMANCE INDICATORS

- Complete and implement a new advising model.
- Increase progression rates 1% annually.

Institutional Excellence

Arkansas State University-Newport will ensure a sustainable state-of-the-art learning organization while promoting a highly skilled and diverse workforce which fosters an employee-centric culture of inclusion, continuous improvement and financial stability.

STRATEGY 1: Ensure the highest level of excellence of faculty and staff through an emphasis on recruitment, diversity, employee retention and professional development.

KEY PERFORMANCE INDICATORS

- Identify high-impact practices to increase exceptionally qualified and diverse applicant pools.
- Increase professional development opportunities and participation.
- Increase wellness opportunities to promote a healthy work environment.
- Empower employees to benefit the college in accomplishing strategic goals by aligning strengths with career development.

STRATEGY 2: Foster a culture of diversity, inclusion and safety.

KEY PERFORMANCE INDICATORS

- Campus survey shows an increase in employee awareness and understanding of ASUN's culture of diversity, inclusion and identity safety.
- Implement best practice initiatives to increase campus safety.

STRATEGY 3: Ensure continuous improvement in all institutional operations, guided by rigorous assessment and strengthened by accountability.

KEY PERFORMANCE INDICATORS

- Add a minimum of one new SOP per division annually.
- Complete co-curricular assessment plan across the college.
- Adhere to the Executive Cabinet review calendar to ensure accountability.
- Distribute an annual assessment and impact report to stakeholders.

STRATEGY 4: Deploy and sustain evolving information technology to transform the student experience and organizational efficiency.

KEY PERFORMANCE INDICATORS

- Transition to the ASU System ERP software.
- Develop and implement procedures to ensure integrity of student identification.

STRATEGY 5: Actively identify and engage external parties to secure alternate revenue streams that will strengthen the college and enhance the student learning experience.

KEY PERFORMANCE INDICATORS

- Increase new grant funding by an average of \$100,000 annually.
- Increase giving/endowments by an average of \$100,000 annually.

STRATEGY 6: Align resources to strategic goals and activities.

KEY PERFORMANCE INDICATORS

- Establish a process for continuous review of alignment of resources.

STRATEGIC INITIATIVE THREE:

Community Engagement

Arkansas State University-Newport will assume a leading role in creating economic, social and cultural advancement for the communities we serve.

STRATEGY 1: Serve as a catalyst for economic development by creating and advancing workforce development partnerships.

KEY PERFORMANCE INDICATORS

- Increase the number of active advisory committee members by 5%.
- Add three significant new industry partners.

STRATEGY 2: Support local business and industry workforce needs by graduating students who are highly employable and effective once hired.

KEY PERFORMANCE INDICATORS


- Increase the number of employer surveys which indicate ASUN graduates are valuable employees.
- Increase the number of third party credentials offered.
- Increase the number of third party credential and licenses earned by students.

STRATEGY 3: Ensure engagement and visibility in our communities to influence positive change, cultural advancement and diversity.

KEY PERFORMANCE INDICATORS

- Increase the number of ASUN participants in community organizations within the three service counties.
- Increase ASUN employee and student volunteerism by 1% annually.

Alignment Crosswalk

		Strategic Priorities		
		Student Success	Institutional Excellence	Community Engagement
2019-2022 Key Performance Indicators	1.1.1 Finalize and implement the Holistic Student Support Model.	X		
	1.2.1 Increase the number of adults without a post-secondary credential by 1% annually.	X		
	1.2.2 Increase the number of students in an underserved race by 1% annually.	X		
	1.2.3 Increase the number of students who are Pell eligible by 1% annually.	X		
	1.3.1 Increase the number of high-demand and STEM program students by 2%.	X		
	1.3.2 Increase the number of STEM program students by 2%			
	1.4.1 Increase the number of credentials awarded annually.	X		
	1.4.2 Increase retention annually.	X		
	1.4.3 Increase gateway course success annually.	X		
	1.5.1 Increase the success rate for college transfer by 1% annually.	X		
	1.6.1 Complete and implement a new advising model.	X		
	1.6.2 Increase progression rates 1% annually.	X		
	2.1.1 Identify high-impact practices to increase exceptionally qualified and diverse applicant pools.		X	
	2.1.2 Increase professional development opportunities and participation.		X	
	2.1.3 Increase wellness opportunities to promote a healthy work environment.		X	
	2.1.4 Empower employees to benefit the college in accomplishing strategic goals by aligning strengths with career development.		X	
	2.2.1 Campus survey shows an increase in employee awareness and understanding of ASUN's culture of diversity, inclusion and identity safety.		X	
	2.2.2 Implement best practice activities to increase campus safety.		X	
	2.3.1 Add a minimum of one new SOP per division annually.		X	
	2.3.2 Complete co-curricular assessment across the college.		X	
	2.3.3 Adhere to the Executive Cabinet review calendar to ensure accountability.		X	
	2.3.4 Distribute an annual assessment report to stakeholders.		X	
	2.4.1 Transition to the ASU System ERP software.		X	
	2.4.2 Develop and implement processes to ensure integrity of student identification.		X	
	2.5.1 Increase new grant funding by an average of \$100,000 annually.		X	
	2.5.2 Increase giving/endowments by an average of \$100,000 annually.		X	
	2.6.1 Establish a process for continuous review of alignment of resources.		X	
	3.1.1 Increase the number of active advisory committee members by 5%.			X
	3.1.2 Add three significant new industry partners.			X
	3.2.1 Employer surveys indicate ASUN graduates are valuable employees.			X
	3.2.2 Increase the number of third party credentials offered.			X
	3.2.3 Increase the number of third party credential and licenses earned by students.			X
	3.3.1 Increase the number of ASUN participants in our three county community organizations.			X
	3.3.2 Increase ASUN employee and student volunteerism by 1%.			X



CORE VALUES

INTEGRITY

is the cornerstone of our organizational culture.

TRUST

fosters open and honest relationships.

STUDENT FOCUS

guides our decisions and actions.

INNOVATION

drives institutional excellence.

COMMUNITY

is essential to our mission.

DIVERSITY

is our common bond.

MISSION STATEMENT

ASU-Newport provides an accessible, affordable, quality education that transforms the lives of our students, enriches our communities and strengthens the regional economy.

OUR VISION

ASU-Newport will be the driving force that revitalizes the Delta and restores the American Dream in the communities we serve.