

*Johnny Key*  
Secretary

*Dr. Jim Carr*  
AHECB Chair

*Dr. Maria Markham*  
Director

**ARKANSAS HIGHER EDUCATION  
COORDINATING BOARD**

**REGULAR QUARTERLY MEETING**

**JANUARY 31, 2020**



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**Arkansas Division of Higher Education**

423 Main Street, Suite 400 | Little Rock, AR 72201 | (501) 371-2000

**ARKANSAS HIGHER EDUCATION  
COORDINATING BOARD  
REGULAR QUARTERLY MEETING**

Arkansas Division of Higher Education

**SCHEDULE**

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**Friday, January 31, 2030**

**Call to Order at 10:00 a.m.**

**Committee Meetings**

**Convene Coordinating Board Meeting**

Coordinating Board Meeting will convene at the end of the  
Academic Committee meeting.

# ARKANSAS HIGHER EDUCATION COORDINATING BOARD REGULAR QUARTERLY MEETING

Friday, January 31, 2020

Arkansas Division of Higher Education

## AGENDA

### I. EXECUTIVE

- \*1. Approve Minutes of the October 24, 2019 Special Meeting and October 25, 2019 Regular Meeting
- \*2. Report of Nominating Committee for 2020-21 Board Officers (Chair, Dr. Jim Carr)
- \*3. State Board of Higher Education Foundation Election of Supervisory Committee (Chair, Dr. Carr)
- \*4. Reimbursement of Expenses for Members of the AHECB and ICAC (Dr. Maria Markham)
- 5. Director's Report (Dr. Markham)
- 6. Annual Enrollment Report (Ms. Sonia Hazelwood)
- 7. Annual Report on Institutional Certification (Ms. Alana Boles)

### II. FINANCE

- \*8. Operating Recommendations for 2020-21 Fiscal Year (Mr. Nick Fuller)
- \*9. Personal Services Recommendations (Mr. Fuller)
- 10. Annual Higher Education Financial Condition Report (Mr. Fuller)
- \*11. Economic Feasibility of Loan Issue for the University of Arkansas at Little Rock (Mr. Fuller)
- \*12. Economic Feasibility of Loan Issue for Arkansas School for Mathematics, Sciences and the Arts (Mr. Fuller)
- \*13. Economic Feasibility for the Issuance of a Line of Credit for Henderson State University (Mr. Fuller)

### III. ACADEMIC

- \*14. New Program: Arkansas Tech University  
Bachelor of Science in Applied Statistics with Options in Actuarial Science and Data Science (Dr. Jessie Walker)
- \*15. New Program: Black River Technical College  
Certificate of Proficiency in Riflesmithing, Certificate of Proficiency in Shotgunsmithing, Certificate of Proficiency in Pistolsmithing, Technical Certificate in Gunsmithing – Long Gun Emphasis and Associate of Applied Science in Gunsmithing (Dr. Walker)
- \*16. New Program: Southeast Arkansas College  
Certificate of Proficiency in Lodging, Certificate of Proficiency in Restaurant Operations, Certificate of Proficiency in Beverages and Bar Operations, Technical Certificate in Hospitality Management, and Associate of Applied Science in Hospitality Management (Dr. Walker)
- \*17. New Program: Southeast Arkansas College  
Certificate of Proficiency in Cyber Security Management, Technical Certificate in Cyber Security management, and Associate of Applied Science in Cyber Security Management (Dr. Walker)
- \*18. New Program: University of Central Arkansas  
Educational Specialist (EdS) in Digital Age Teaching and Learning (Dr. Walker)
- \*19. Institutional Certification Advisory Committee: Resolutions (Ms. Boles)
- 20. Letters of Notification (Ms. Lillian Williams)
- 21. Letters of Intent (Ms. Williams)

# **FINANCE COMMITTEE**

**Arkansas Higher Education Coordinating Board**

**Arkansas Division of Higher Education  
423 Main Street  
Little Rock, AR 72201**

**Friday, January 31, 2020**

Finance Committee

Keven Anderson, Chair  
Al Brodell  
Bill Clary

Chris Gilliam  
Chad Hooten  
Greg Revels  
Dr. Jim Carr, Ex officio

## **AGENDA**

- \*8. Operating Recommendations for 2020-21 Fiscal Year (Mr. Nick Fuller)
- \*9. Personal Services Recommendations (Mr. Fuller)
- 10. Annual Higher Education Financial Condition Report (Mr. Fuller)
- \*11. Economic Feasibility of Loan Issue for the University of Arkansas at Little Rock (Mr. Fuller)
- \*12. Economic Feasibility of Loan Issue for Arkansas School for Mathematics, Sciences and the Arts (Mr. Fuller)
- \*13. Economic Feasibility for the Issuance of a Line of Credit for Henderson State University (Mr. Fuller)

\*Numbers refer to main agenda.

# **ACADEMIC COMMITTEE**

**Arkansas Higher Education Coordinating Board**

**Arkansas Division of Higher Education  
423 Main Street  
Little Rock, AR 72201**

**Friday, January 31, 2020**

Academic Committee

Lori Griffin, Chair  
Dr. Olin Cook

Andy McNeill  
Dr. Michael Stanton  
Dr. Jim Carr, Ex officio

## **CONSENT AGENDA**

- \*14. New Program: Arkansas Tech University  
Bachelor of Science in Applied Statistics with Options in Actuarial Science or Data Science (Dr. Jessie Walker)
- \*15. New Program: Black River Technical College  
Certificate of Proficiency in Riflesmithing, Certificate of Proficiency in Shotgunsmithing, Certificate of Proficiency in Pistolsmithing, Technical Certificate in Gunsmithing – Long Gun Emphasis and Associate of Applied Science in Gunsmithing (Dr. Walker)
- \*16. New Program: Southeast Arkansas College  
Certificate of Proficiency in Lodging, Certificate of Proficiency in Restaurant Operations, Certificate of Proficiency in Beverages and Bar Operations, Technical Certificate in Hospitality Management, and Associate of Applied Science in Hospitality Management (Dr. Walker)
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- \*18. New Program: University of Central Arkansas  
Educational Specialist (EdS) in Digital Age Teaching and Learning (Dr. Walker)
- \*19. Institutional Certification Advisory Committee: Resolutions (Ms. Alana Boles)
- 20. Letters of Notification (Ms. Lillian Williams)
- 21. Letters of Intent (Ms. Williams)

\*Numbers refer to main agenda.

**ARKANSAS HIGHER EDUCATION COORDINATING BOARD**  
**Special Meeting**  
**October 24, 2019**

**Minutes of Meeting**

The Arkansas Higher Education Coordinating Board held a special meeting on Thursday, October 24, 2019, at the University of Arkansas – Fort Smith. Acting Chair Dr. Charles Allen called the meeting to order at 4:00 p.m.

Coordinating Board present:

Dr. Charles Allen  
Dr. Olin Cook  
Lori Griffin  
Greg Revels

Coordinating Board absent:

Dr. Jim Carr, Chair  
Al Brodell, Vice Chair  
Chris Gilliam, Secretary  
Keven Anderson  
Dr. Michael Stanton

Department staff present:

Dr. Maria Markham, Director  
Nick Fuller, Deputy Director  
Dr. Jessie Walker, Senior Associate Director for Academic Affairs/Research & Analytics  
Ann Clemmer, Senior Associate Director for Governmental Relations  
Sonya Hazelwood, Associate Director for Research & Analytics  
Alisha Lewis, Associate Director for Communications  
Nichole Abernathy, Executive Assistant

Presidents, chancellors, institutional representatives, members of the press, and guests were also present.

Chairman Carr welcomed presidents and chancellors to the special board meeting and thanked everyone for attending.

Agenda Item No. 1  
Report on Academic Program Deletions

Sonia Hazelwood provided a five-year summary and detailed information about academic program deletions at all Public Arkansas Colleges and Universities for the academic years 2015 – 2019. In AY 2019, colleges and universities deleted 108 programs as compared to 104 in AY 2018, 69 deletions in AY 2017, 46 deletions in AY 2016, and 43 deletions in AY 2015. Of the 108 programs deleted in AY 2019, 2-Year Colleges deleted 49, while the 4-Year Universities deleted 59 programs. Out of the 108 Academic Program deletions in AY 2019, 28% of them were from Health

Professions and Business, Management and Marketing programs. Another 12% were from the Education field of study.

There were no questions.

Agenda Item No. 2  
Report on 2018 Fall College-Going Rate

Ms. Hazelwood presented the college-going rate, which measures the proportion of students enrolling in postsecondary education in the fall semester after finishing high school. Of the 31,745 public high school students graduating from an Arkansas public high school in 2018, 14,965 enrolled at an Arkansas public or private/independent institution in Fall 2018, the fall term immediately following their high school graduation. This represents a College-Going Rate of 47.1%, which is a 1.1% decrease from the previous year of 48.2%.

Greg Revels asked if during the past five years, ADHE received consistent data from the institutions and if we were concerned about the over 4% drop in the college-going rate.

Hazelwood said that this drop has not been as significant compared to the overall enrollment drop. This includes adult non-traditional students.

Revels asked why the Department of Education and other state agencies could obtain data from the National Student Clearinghouse, but ADHE couldn't.

Hazelwood said that ADHE was unaware that the Division of Elementary and Secondary Education (DESE) had the files. However, once ADHE requested the data from DESE, they immediately shared it.

Revels expressed concern over the 5% drop in five years.

Dr. Charles Allen asked if there was a way to compare Arkansas with the national decline. Is there a trend and where would we stand nationally?

Hazelwood said it is hard to compare the two because the way the data is collected and calculated isn't comparable.

Lori Griffin asked if ADHE tracked online and out-of-state students.

Hazelwood said that ADHE does not collect data on Arkansas students that enroll out-of-state or online.



Agenda Item No. 3  
Annual Status Report for  
Sexual Assault Prevention on Campus

Under Act 563 of 2017, the Higher Education Coordinating Board was directed to develop an action plan to address the prevention of sexual assault. ADHE collected the plans from all but one campus (as of this report date), reported Ann Clemmer. This information was relayed to the AHECB and reported to the House and Senate Chairs of Education Committees and the House and Senate Chairs of the Committees of Public Health, Welfare, and Labor. ADHE has collected the annual campus status reports for the 2018–2019 academic year, as required by the legislation.

There were no questions.

Agenda Item No. 4  
Unplanned Pregnancy Prevention Annual Report

Under Act 943 of 2015, the Arkansas Higher Education Coordinating Board (AHECB) was directed to develop an action plan to address unplanned pregnancies on college campuses. In the uncodified portion of the legislation, the high rate of unplanned pregnancy among older teens of college age was addressed and institutions of higher education were called upon to act. ADHE has collected the campus implementation reports for 2018-2019.

There were no questions.

Agenda Item No. 5  
Review of Audit by Governing Board

In accordance with A.C.A. §10-4-418, the audit report and accompanying comments and recommendations relating to any entity of the state or political subdivision of the state were reviewed by the applicable governing body if the entity has such a governing body.

The governing body shall take appropriate action relating to each finding and recommendation contained in the audit report. The minutes of the governing body shall document the review of the findings and recommendations and the action taken by the governing body.

In accordance with A.C.A. §10-4-418, the Director of the Department of Higher Education reported on the 2018 audit findings, comments and recommendations to the Higher Education Coordinating Board.

Dr. Markham noted that the audit findings had been addressed by ADHE staff.

Greg Revels noted that ADHE has had multiple student loan findings over the years.

Dr. Markham explained that the issue is due to a third party collection service. ADHE is encouraged that the issue will be resolved due to changes in the collection service. Markham noted that ADHE has committed their resources to resolving the issue.

Next, Dr. Terisa Riley, chancellor of the University of Arkansas - Fort Smith, briefly explained a few logistical changes for the evening events.

With no further comments, the meeting adjourned at 4:40 p.m.

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Nichole Abernathy

APPROVED:

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Chris Gilliam, Secretary

**ARKANSAS HIGHER EDUCATION COORDINATING BOARD  
Regular Quarterly Meeting  
October 25, 2019**

**Minutes of Meeting**

The October 25, 2019, regular meeting of the Arkansas Higher Education Coordinating Board (AHECB) was held at the University of Arkansas – Fort Smith. Chairman Jim Carr called the meeting to order at 9:00 a.m., with a quorum present.

Coordinating Board present:

Dr. Jim Carr, Chair  
Al Brodell, Vice Chair  
Dr. Olin Cook  
Lori Griffin  
Greg Revels

Coordinating Board absent:

Dr. Charles Allen  
Keven Anderson  
Chris Gilliam  
Dr. Michael Stanton

Department staff present:

Dr. Maria Markham, Director  
Nick Fuller, Deputy Director  
Dr. Jessie Walker, Senior Associate Director for Academic Affairs/Research & Analytics  
Ann Clemmer, Senior Associate Director for Governmental Relations  
Sonia Hazelwood, Associate Director for Research and Analytics  
Alisha Lewis, Director of Communications  
Nichole Abernathy, Executive Assistant

Presidents, chancellors, institutional representatives, members of the press, and guests were also present.

Chairman Carr began by thanking Chancellor Terisa Riley for her hospitality on Thursday evening. He then introduced Dr. Riley for a welcome.

Dr. Riley began by thanking everyone for coming to her campus for the meeting. She then thanked her staff for their work to make the meeting a great success. Dr. Riley noted that UAFS was awarded a \$2.25 million, five-year Title III grant from the Department of Education. This funding allows us to put programs into place that will benefit our students, said Dr. Riley.

Chairman Carr thanked Dr. Riley for her welcome.

Agenda Item No. 1  
Approval of Minutes

Greg Revels moved to approve Agenda Item No. 1. Al Brodell seconded the motion and the Board unanimously approved.

Agenda Item No. 2  
Appointment of Nominating Committee

Chair Jim Carr appointed members of the Arkansas Higher Education Coordinating Board nominating committee. The nominating committee will recommend Board officers for 2020-21 at the January 31, 2020 meeting. The members included Dr. Michael Stanton (Chair), Chris Gilliam and Lori Griffin.

Greg Revels moved to approve Agenda Item No. 2. Al Brodell seconded the motion and the Board unanimously approved.

Agenda Item No. 3  
Approval of 2020 Coordinating Board  
Meeting Schedule

The Arkansas Higher Education Coordinating Board meets quarterly to act upon Board initiatives and to respond to campus proposals.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board agrees to the following dates for regular quarterly meetings during 2020: January 31, April 24, July 31, and October 30.

**FURTHER RESOLVED**, That the Board expresses its appreciation and accepts the invitations to meet in January and April at the Arkansas Division of Higher Education, in July at Arkansas State University - Jonesboro and in October at the Division of Higher Education.

Greg Revels moved to approve Agenda Item No. 3. Al Brodell seconded the motion and the Board unanimously approved.

Agenda Item No. 4  
Director's Report

*Staff Changes*

Dr. Markham announced that Financial Aid Director Jonathan Coleman transferred to UA Little Rock. His last day was September 27, 2019. Lisa Smith has been appointed the interim Director for Financial Aid.

*Veterans Training*

Dr. Markham announced that as part of the Governor's transformation efforts, ADHE has added the State Approving Agency for Veterans Training (SAA). In Arkansas, the SAA has the single responsibility for approval of all schools and training sites that wish to provide veterans' education and training. The SAA approves all public and private university, college, and technical/vocational school programs so that the veteran can use his/her education benefits. In addition, the Arkansas SAA is responsible for

approval of On-the-Job Training and Apprenticeship programs that are offered to veterans.

### *Institutional Leadership Changes*

Christina Drale, Ph.D., has been named chancellor of the University of Arkansas at Little Rock. Drale has served as interim executive vice chancellor and provost of the campus since October 2018.

Elaine Kneebone, General Counsel for Henderson State University, will serve as acting president until an interim search is completed. Kneebone is a 1997 graduate of Henderson State University with a bachelor of arts degree in history.

### *Closing the Gap Award Recipient*

Dr. Barbara Johnson, Vice President for Academic Affairs at Arkansas Tech University (ATU), provided information about the Career Advancement Academy at ATU. Founded in 2017, the ATU Norman Career Services Elevate program utilizes National Association of Colleges and Employers (NACE) career readiness standards and makes career preparation accessible to all students by providing it through self-paced, online learning.

### *HSU Financial Update*

Dr. Elaine Kneebone, Acting President at Henderson State University, provided a financial update following the institutions request for a \$6 million advance from the Budget Stabilization Trust Fund. Dr. Kneebone explained that due to an increase in the number of unpaid student accounts, HSU ended fiscal year 2019 with a \$4.9 million deficit. Other contributing factors were deferred maintenance costs, over estimated revenues and under estimated expenses. As part of the approval for the advance, HSU agreed to explore the possibility of joining a system, to improve financial controls and provide other advantages. Dr. Kneebone outlined additional corrective measures taken by HSU to improve their financial controls and increase their financial reserves.

Greg Revels asked if HSU would be able to pay back the \$6 million loan at the end of the year. Dr. Kneebone said they have to. The question is, whether or not they will have to request another loan at the end of the year, said Kneebone.

Greg Revels questioned the deferred maintenance costs, asking why the AHECB mandated maintenance fee wasn't set aside or used. Nick Fuller explained that the maintenance fees only cover routine maintenance and only applies to new facilities constructed after 2010.

Dr. Carr asked if HSU had to terminate any employees since they cut salaries by 3% and cut back on TIAA-CREF. Dr. Kneebone said no.

Dr. Charles Welch, President of the ASU System, clarified that the policy on maintenance fees, predated the HSU buildings that required maintenance.

Agenda Item No. 5  
Arkansas Concurrent Challenge Scholarship

In compliance with Act 456 of 2019, the proposed rules and regulations for the Arkansas Concurrent Challenge Scholarship Program are presented to the Arkansas Higher Education Coordinating Board (AHECB) for review. If approved, the rules will go to the Governor and the Administrative Rules and Regulations Committee.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the review of the rules and regulations presented in this agenda item for the Arkansas Concurrent Challenge Scholarship Program.

**FURTHER RESOLVED**, That the Director of the Arkansas Division of Higher Education or her designee is authorized to provide the rules and regulations presented in this agenda item to the Governor and Administrative Rules and Regulations Committee.

Greg Revels asked if there is enough funds to cover this scholarship. Nick Fuller said currently there is enough.

Greg Revels moved to approve Agenda Item No. 5. Al Brodell seconded the motion and the Board unanimously approved.

Agenda Item No. 6  
Recommendation for Distribution of Productivity Funding  
for State-Supported Institutions of Higher Education

A.C.A. §6-61-234 directs the Arkansas Higher Education Coordinating Board (AHECB) to adopt polices developed by the Arkansas Division of Higher Education (ADHE) necessary to implement a productivity-based funding model for state-supported institutions of higher education.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board adopts the recommendation for distribution of productivity funding to the Arkansas public institutions of higher education in the 2020-21 fiscal year as included in Table A.

**FURTHER RESOLVED**, That the Director of the Arkansas Division of Higher Education is authorized to prepare appropriate documents for transmission to the Governor and the General Assembly of the 2020-21 productivity funding distribution recommendation of the Arkansas Higher Education Coordinating Board.

**FURTHER RESOLVED**, That should any errors of a technical nature be found in this recommendation, the Director of the Arkansas Division of Higher Education is authorized to make appropriate corrections consistent with the policy established by the Board's action on these recommendations.

Al Brodell asked if ADHE received concerns or feedback regarding the funding, from the institutions. Nick Fuller stated that there were no public comments during the rules change process. There isn't a perfect model; however, this is the best model to distribute the funds at this time, said Fuller.

Greg Revels moved to approve Agenda Item No. 6. Dr. Jim Carr seconded the motion and the Board unanimously approved.

Agenda Item No. 7  
Report on Intercollegiate Athletic Revenues  
and Expenditures for 2018-19

Act 245 of 1989 (A.C.A. §6-62-106) directed the Coordinating Board to develop and establish uniform accounting standards and procedures for reporting revenues and expenditures. Based on these standard definitions and formats, the Coordinating Board is to collect the financial data and provide a uniform report of each institution's athletic revenues and expenditures for the previous fiscal year to the Legislative Joint Auditing Committee and the public by November of each year.

Athletic revenues and expenditures for 2018-19 for each institution have been collected according to uniform standards and compiled in a summary report that follows this agenda item. An explanation of the reporting format follows:

**RESOLVED**, That the Arkansas Higher Education Coordinating Board accepts the Report of 2018-19 Intercollegiate Athletic Revenues and Expenditures as prepared in accordance with Arkansas Higher Education Coordinating Board uniform accounting standards and definitions for athletic reporting.

**FURTHER RESOLVED**, That the Coordinating Board authorizes the Director to transmit the Report of 2018-19 Intercollegiate Athletic Revenues and Expenditures to the Legislative Joint Auditing Committee according to the provisions of A.C.A. §6-62-106.

Nick Fuller noted that policy states that institutions must present a budget to ADHE prior to the fiscal year. However, three institutions did not submit one prior to reporting their expenses at the end of the year. ADHE did receive letters from all three institutions explaining why they did not follow the procedure.

Greg Revels asked what the penalty is for not following the procedures. Fuller said there is no penalty outlined in law.

Revels asked if the AHECB could develop the penalties since they developed the procedures. Fuller said yes, they could go through the rules process.

Dr. Jim Carr questioned the three institutions rationale for not following the procedures. Fuller said the institutions were unaware that they needed to submit a budget to ADHE.

Revels stated that Act 366 of 1991 prohibits athletic deficits. However, if there is a deficit, a student fee must be charged. There are four institutions with a deficit. Fuller said that corrected information had been sent in by two of the institutions. Therefore, only two still have a deficit.

Dr. Jim Carr moved to recommend the approval of Agenda Item No. 7 to the full Board for consideration. Greg Revels seconded and the Committee approved.

Agenda Item No. 8  
Bond/Loan Feasibility Update

Nick Fuller presented an update of the actual terms for bond and loan issues receiving AHECB approval that occurred October 2018 through October 2019. An annual update was requested by the AHECB during the July 30, 2010 quarterly meeting.

There were no questions.

Agenda Item No. 9  
Report on AHECB Policy for Maintenance  
of New Facilities

The AHECB policy for maintenance of new facilities passed October 29, 2010, states that a report on the amount transferred to plant funds would be presented annually at the October Board meeting. This policy was proposed to ensure that in the future, all newly constructed or purchased facilities would have a source of funding for maintenance of the new facility. Institutions seeking approval of a loan or a bond issue for the construction or purchase of a new facility must provide for the maintenance of that facility by transferring annually to plant funds an amount as recommended by the Association of Physical Plant Administrators of Universities and Colleges (APPA). This is currently \$2.50 per gross square foot for an educational and general facility or \$1.25 per gross square foot for an auxiliary facility. A lower rate per gross square foot for a specific building/facility can be approved with appropriate justification.

It is the expectation that the institution provide for the long-term maintenance of the facility for which the funds were accrued. Funds may be utilized for facility renovation and upkeep including upgrade or replacement of equipment and furnishings of the designated building. These funds will be transferred to the plant fund annually, shall begin in the fiscal year following the completion and occupancy of the facility, and will continue as long as the building is in use. The funds can also be used for critical and deferred maintenance of the institution. This report includes the status of the FY2017-18 and FY2018-19 maintenance transfers.

There were no questions.



Agenda Item No. 10  
Bachelor of Science in Data Science  
University of Arkansas, Fayetteville

The proposed Bachelor of Science in Data Science is a 120 credit hour program designed to leverage the state of Arkansas's strengths in data science and analytics. Students pursuing the Bachelor of Science in Data Science will have the choice to choose from a variety of pathways with concentrations in Accounting Analytics; Bioinformatics; Biomedical and Healthcare Informatics; Business Data Analytics; Computational Analytics; Data Science Statistics; Geospatial Data Analytics; Operations Analytics; Social Data Analytics; and Supply Chain Analytics. The concentrations are 20-21 credit hours and provide specific domain knowledge in addition to the required 47 credit hour data science core. The proposed program will integrate real-world industry-based open-ended challenges for workforce development and education by creating a rigorous data science curriculum as a partnership of the College of Engineering, the Walton College of Business, and the Fulbright College of Arts and Sciences. The objective of the program is to develop graduates who will be prepared for successful careers in data science with an amalgamation of capabilities.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Bachelor of Science in Data Science with concentrations in Accounting Analytics; Bioinformatics; Biomedical and Healthcare Informatics; Business Data Analytics; Computational Analytics; Data Science Statistics; Geospatial Data Analytics; Operations Analytics; Social Data Analytics; and Supply Chain Analytics (CIP 30.7099; 120 credit hours) offered by the University of Arkansas, Fayetteville, effective Fall 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of the University of Arkansas System and the Chancellor of the University of Arkansas, Fayetteville of the approval.

Dr. Terry Martin, Senior Vice Provost for Academic Affairs at the University of Arkansas, provided additional background information for this program.

There were no questions.

Agenda Item No. 11  
Master of Science in Economic Analytics  
University of Arkansas, Fayetteville

The proposed Master of Science in Economic Analytics is a 100% online 30 credit hour graduate program that will guide students through economic modeling and theory to computational practice and cutting-edge tools, providing a thorough training in descriptive, predictive, and prescriptive analytics. Students will gain a solid knowledge of econometric and machine learning methods, optimization, and computing. These "big-data" skills, combined with knowledge of economic modeling, will enable them to identify, assess, and seize the opportunity for data-driven value creation in the private

and public sector. Further, the proposed program will enable students to analyze, digest, visualize, and ultimately harness the data to drive decision making in business, science, and society. Upon successful completion of the proposed program, students will be eligible to apply for an Enterprise Systems (Business Analytics Concentration) Graduate Certificate in addition to the Master of Science in Economic Analytics degree.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Master of Science in Economic Analytics (CIP 45.0603; 30 credit hours; 100% online) offered by the University of Arkansas, Fayetteville, effective Fall 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of the University of Arkansas System and the Chancellor of the University of Arkansas, Fayetteville of the approval.

Dr. Terry Martin provided additional background information for this program.

Dr. Jim Carr commended UA for having no new costs associated with their program.

Lori Griffin asked how many positions are currently available. Dr. Jessie Walker said approximately 20 positions were listed in the program proposal.

Agenda Item No. 12  
Master of Science in Healthcare Data Analytics  
University of Arkansas for Medical Sciences

The proposed 39 credit hour Master of Science in Healthcare Data Analytics takes a multidisciplinary approach to train individuals with the analytical, informatics, and computational skills required to be competitive for health analytics and data science positions in the current and future job markets. The competency-based curriculum offered by the program provides students with advanced skills in data aggregation methods, statistical methods, data mining and forecasting algorithms, visualization techniques, and data management, including database skills and database design techniques. Graduates of the proposed program can expect to be proficient in multiple state-of-the-art software tools and have a deep understanding of complex data analytic approaches. In the final semester of the proposed program, students will be required to complete a thesis/capstone project to synthesize and apply knowledge of the methods and theories gained during coursework.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Master of Science in Healthcare Data Analytics (CIP 26.1103; 39 credit hours) offered by the University of Arkansas for Medical Sciences, effective Fall 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of the University of Arkansas System and the Chancellor of the University for Medical Sciences of the approval.

Dr. Kristen Sterba, Associate Provost for Students and Administration at UAMS, provided additional background information for this program.

Dr. Carr expressed concern regarding the projected enrollment number saying it should be higher based on the need demand. Dr. Sterba said she anticipates the program will expand as the need grows.

Al Brodell asked if this program was geared more towards mapping and projecting patient demographics as it applies to reimbursement. Dr. Sterba said yes.

Agenda Item. No. 13  
James Black School of Bladesmithing and Historic Trades  
University of Arkansas Community College at Hope-Texarkana

The administration and Board of Trustees of the University of Arkansas System and the University of Arkansas Community College at Hope-Texarkana (UAHT) request Arkansas Higher Education Coordinating Board to recognize an off-campus instructional site in Washington, Arkansas to be called the James Black School of Bladesmithing and Historic Trades. UAHT is also requesting Coordinating Board approval to offer the Certificate of Proficiency in Bladesmithing degree. The proposed program will be completed at the off-campus site.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board (AHECB) approves the establishment of the James Black School of Bladesmithing and Historic Trades at the Historic Washington State Park in Washington, AR; and the offering of the Certificate of Proficiency in Bladesmithing degree, effective Spring 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education (ADHE) to inform the President and Chair of the Board of Trustees of the University of Arkansas System and the Chancellor of the University of Arkansas Community College at Hope-Texarkana of the approval. Dr. Jim Coleman, Provost and Vice Chancellor for Academic Affairs provided additional information.

Laura Clark, Vice Chancellor for Academics at UAHT, provided additional information for this program.

Dr. Jim Carr asked how many students do they expect to have in this program. Ms. Clark said the program anticipates 8 – 16 graduates. She noted that Master Bladesmith Jerry Fisk, helped UAHT design the program.

Agenda Item No. 14  
Institutional Certification Advisory Committee

**ADHE Executive Staff Recommendation**

**Initial Program Certification-Distance Technology**

**RESOLVED**, That pursuant to A.C.A. §6-61-301, the Arkansas Higher Education Coordinating Board grants initial certification to the institutions listed on pages 1 - 2 to offer the specified degree programs to Arkansas residents for a period of three years through December 31, 2022.

**FURTHER RESOLVED**, That the Director of the Arkansas Department of Higher Education is authorized to notify the administration of said institutions that the certification of the degree programs requires the institution to notify the Arkansas Department of Higher Education whenever any of the following occurs: (1) major reorganization of the controlling body; (2) changes in the charter or incorporation documents of the institution; or (3) changes in the method of operation of the institution's programs in Arkansas.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director to notify the administration of said institutions that any advertisement or published materials using the name of the Arkansas Higher Education Coordinating Board or the Arkansas Department of Higher Education must contain the following statement:

Arkansas Higher Education Coordinating Board certification does not constitute an endorsement of any institution or program. Such certification merely indicates that certain criteria have been met as required under the rules and regulations implementing institutional and program certification as defined in A.C.A. §6-61-301.

**New Institution – Distance Technology**

Central Christian College of Kansas, McPherson, Kansas

There were no questions.

Agenda Items No. 15 & 16  
Letters of Notification and Letters of Intent

The Director of the Arkansas Department of Higher Education approved institutional requests for new programs not requiring Board action unless further review is requested by the Board. During this period, the Institutional Certification Advisory Committee received notice of requests from out-of-state institutions to offer degree programs to Arkansas residents. The program notice lists appear in the Letters of Notification on pages 15-1 through 15-34 and in the Letters of Intent on pages 16-1 through 16-34 of the agenda book.

Dr. Jim Carr moved to recommend the approval of Agenda Items No. 10 - 14 to the full Board for consideration. Dr. Olin Cook seconded and the Committee approved.

#### Report of the Committees

Al Brodell presented the report of the Finance Committee and moved approval of Agenda Items 6 – 7. The board approved.

Lori Griffin presented the report of the Academic Committee and moved approval of Agenda Items 10 – 14. The board approved.

#### Remarks by Presidents and Chancellors

After a brief announcement regarding the number of students that go on to college nationally, Dr. Carr announced that the next Arkansas Higher Education Coordinating Board meeting would be held at the Arkansas Division of Higher Education on January 31, 2020.

With no further comments, the meeting adjourned at 10:57 a.m.

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Nichole Abernathy

APPROVED:

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Chris Gilliam, Secretary

Agenda Item No. 2  
Higher Education Coordinating Board  
January 31, 2020

## **REPORT OF NOMINATING COMMITTEE**

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The Nominating Committee (Chair Dr. Michael Stanton, Chris Gilliam and Lori Griffin) will make a recommendation on the slate of Board officers for 2020 -21, and the Board will act upon the recommendation.

**STATE BOARD OF HIGHER EDUCATION FOUNDATION  
ELECTION OF SUPERVISORY COMMITTEE**

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The State Board of Higher Education Foundation was established on May 2, 1992. The Board for the Foundation includes three annually elected members: a president, a vice president and a secretary/treasurer. The Foundation was established in order to accept private funds for specific projects for the benefit of higher education in Arkansas. The current officers are:

President – Chris Gilliam  
Vice President – Lori Griffin  
Secretary/Treasurer – Dr. Olin Cook

The terms for these members have lapsed, requiring a re-election or new appointments.

The following resolution is presented for Board consideration:

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves and elects members to serve as the State Board of Higher Education Foundation Supervisory Committee.

Chris Gilliam – President  
Lori Griffin – Vice President  
Dr. Olin Cook – Secretary/Treasurer

**APPROVAL OF REIMBURSEMENT OF EXPENSES FOR MEMBERS  
OF THE HIGHER EDUCATION COORDINATING BOARD AND  
INSTITUTIONAL CERTIFICATION ADVISORY COMMITTEE**

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Although members of the Arkansas Higher Education Coordinating Board (AHECB) and its Institutional Certification Advisory Committee (ICAC) by law serve without compensation, they may receive expense reimbursement for performing official board duties after following certain procedures set out by Act 1211 of 1995 (A.C.A. §25-16-901 et seq.).

Prior to the passage of Act 1211 of 1995, members were authorized to receive reimbursement for actual expenses. Act 1211 provided that each state board may, by a majority vote of the total membership of the board cast during its first regularly scheduled meeting of each calendar year, authorize expense reimbursement for each board member for performing official board duties. The act also stated that the expense reimbursement shall not exceed the rate established for state employees by state travel regulations.

Act 250 of 1997 amended Arkansas Code §6-61-201(e), which provided for reimbursement of actual expenses for the Board, and §6-61-302(d), which provided for reimbursement of normal expenses for members of the ICAC, to conform with the 1995 Act. Act 114 of 1997, which created the Arkansas Higher Education Coordinating Board, also states, "(l) Members of the board shall serve without compensation but may receive expense reimbursement in accordance with §25-16-901 et seq."

Because Act 1211 of 1995 (A.C.A. §25-16-901 et seq.) is the sole authority for expense reimbursement, it is necessary for the Coordinating Board to adopt a resolution authorizing expense reimbursement for board members and members of the ICAC. The following resolution is presented for the Coordinating Board's consideration:

**RESOLVED**, That the Arkansas Higher Education Coordinating Board, by a majority vote of its total membership, authorizes expense reimbursement for each board member and member of the ICAC for performing official board duties.

**FURTHER RESOLVED**, That the expense reimbursement shall not exceed the rate established for state employees by state travel regulations.



**FURTHER RESOLVED,** That the Coordinating Board instructs the Director of the Department of Higher Education to send a copy of this resolution to the Department of Finance and Administration to notify that agency of compliance with Act 1211 of 1995.

## REPORT OF THE DIRECTOR

### Arkansas Scholarship Lottery Recognitions

This fall, Director Markham and institutional representatives have taken to the fields to recognize the millions in state-funded scholarships, which have been provided to Arkansas students since 2015.



## **Annual Trustees Conference**

The 2019 Trustees Conference convened on November 1, at the University of Arkansas - Pulaski Technical College in North Little Rock with a welcome by Johnny Key, Secretary of the Department of Education. Key thanked the Governing Board members from all over the state for participating in the conference. In addition to board members, conference attendees included presidents and chancellors, as well as administrators from state and independent institutions.

Governor Asa Hutchinson motivated attendees to fulfill their obligation towards improving educational attainment in Arkansas. The Governor also eluded to the creation of a new needs-based scholarship.

George Pernsteiner, consultant with the Association of Governing Boards (AGB), delivered the keynote address. He outlined the fiduciary duties of higher education governing boards and how to translate fiduciary duties into effective board conduct. Pernsteiner also emphasized ethics in trusteeship, conflicts of interest, and elements of external influences.

The conference also featured presentations from Robert McGough with the Department of Information Services, and Thomas Pennington with Arkansas Tech University.

Robert McGough discussed data-driven approaches to education and workforce alignment. McGough identified the need for data resources to assess skills gaps and support alignment of academic programs with workforce needs. He noted that states like Pennsylvania and Texas produce more detailed, actionable supply/demand gap analysis reporting.

Thomas Pennington presented information on legal issues and higher education governing boards. He highlighted new anticipated regulations implementing Title IX on college campuses, new accreditation requirements from the Higher Learning Commission and free speech issues that can arise on campuses.

In addition, Dr. Maria Markham led panel discussions on building relationships with your president/chancellor and views of trustees on higher education issues. The panelists included presidents, chancellors, trustees, and Coordinating Board members.

Hosted by ADHE, the Trustees Conference assists institutions in providing legislative mandated training for the trustees of public institutions of higher education.

The conference presentations can be found at <https://www.adhe.edu/about-adhe/coordinating-board/board-presentations> .

**SREB State Leaders Forum**

November 13 - 14, Dr. Maria Markham joined leaders from Oklahoma and Alabama to discuss the courage to stay the course toward improvement during the SREB State Leaders Forum in Atlanta. The State Leaders Forum provides an opportunity for legislators, policymakers, state board members, secondary and postsecondary education leaders, and workforce development agency representatives to shape a new set of goals that will guide and support states as they advance all levels of education and improve the social and economic vitality of the SREB region.



**UACCM Names Lisa Willenberg as New Chancellor**



Lisa Willenberg was selected as chancellor of the University of Arkansas Community College at Morrilton, effective Nov. 1, 2019.

Willenberg has worked at UACCM for 27 years, previously serving as vice chancellor for finance and operations, general accountant and vice chancellor. Willenberg is the college’s fourth leader since its founding in 1963 and the first woman named to the top post.

**UAM Names Peggy Doss as Next Chancellor**

Peggy Doss was selected as chancellor of the University of Arkansas at Monticello, effective January 1, 2020.

Dr. Doss has served as provost and vice chancellor for academic affairs. Doss also served as dean of the university’s College of Education for 10 years.



**SouthArk names Bentley Wallace as Next President**



Bentley Wallace will become the fifth president of South Arkansas Community College, on February 1, 2020.

Dr. Wallace served as the dean of the School of Technical and Professional Studies at the University of Arkansas-Pulaski Technical College since 2018, after having been the vice chancellor for economic development at UAPTC since 2013. Prior, he was the director of business and transportation technology at ASU-Newport for seven years.

**NEW AHECB Members**

Bill Clary of Conway has been appointed to the Arkansas Higher Education Coordinating Board. Mr. Clary will serve a term that will expire May 1, 2025. He replaced Sam Sicard whose term recently expired.

Chad Hooten of Benton has been appointed to the Arkansas Higher Education Coordinating Board. Mr. Hooten will serve a term that will expire May 1, 2025. He replaced Dr. Charles Allen whose term recently expired.

Andy McNeill of Russellville has been appointed to the Arkansas Higher Education Coordinating Board. Mr. McNeill will serve a term that will expire May 1, 2022. He replaced Randy Sims.

**ADHE Staff Changes**

Financial Aid Manager Jonathan Coleman transferred to the University of Arkansas at Little Rock. Lisa Smith was promoted to Financial Aid Manager, effective October 20.

Quinton Morgan, Program Specialist for Financial Aid, began on December 2.

Rachel Lewis, Senior Technology Analyst, began on January 7.

**Activities of the Director**

- October 26 ASU Scholarship Check Presentation
- October 28 Panelist, Digital Government Summit
- October 31 Gap Analysis Review Meeting
- November 1 Annual Trustees Conference
- November 4 Data and Transparency Panel
- November 4 Education Committee Meeting
- November 4 Meeting with Arkansas State Teachers Association
- November 5 Arkansas 529 Plan Meeting

November 6	Annual Chamber Meeting
November 6	Meeting with Arkansas Community Colleges
November 7	Meeting with UAMS Leadership Team
November 7	Legislative Joint Audit Meeting
November 7	Strategic Planning Meeting with ACC
November 12	NWACC Scholarship Check Presentation
November 13-14	SREB State Leaders Meeting in Atlanta, GA
November 15	ASU-Beebe Check Presentation
November 15	ASTA Board Meeting
November 16	UCA Scholarship Check Presentation
November 18	High School data for Reporting Meeting
November 19	Southark Tour and Scholarship Check Presentation
November 20	Political Animals
November 20	ADHE/OSD Discussion
November 25	Career Coach Meeting
November 27	SHEEO Conference Call
November 29	UA Scholarship Check Presentation
December 3	Meeting with NWTI
December 5-6	ECS Commissioners Meeting in Denver, CO
December 9	Arkansas Business Interview
December 9	UALR Cybersecurity Event
December 10	Senior Staff Meeting
December 10	Career Education Workforce Development Board Meeting
December 11	Panelist, SREB Dual Advisory Meeting in Atlanta, GA
December 12	Work Based Learning Meeting
December 12	Joint Audit Meeting
December 12	Upskill Press Conference
December 13	UAC Scholarship Check Presentation
December 16	ALC-Lottery Oversight Subcommittee
December 17	ALC PEER Meeting
December 17	Southwest Arkansas Information Technology Pathway Meeting
December 17	ALC Personnel
December 17	Meeting with ATU
December 18	Reporting Meeting
December 18	ArFuture Meeting
December 18	Secondary Center Meeting
December 19	Data Sharing Task Force
December 20	Arkansas Legislative Council
December 30	Secondary Center Funding Meeting
January 7	AWDB Committee Meeting

January 7	Presidents Council Meeting
January 7	COTO Scholarship Check Presentation
January 9	SHEEO Conference Call
January 16	Regional Workforce Educator Prep Introductory Meeting
January 17	ASTA Board Meeting
January 23	ACC Board Meeting
January 25	NAC Scholarship Check Presentation
January 29	College Saver Meeting
January 30	SAU Tech Scholarship Check Presentation

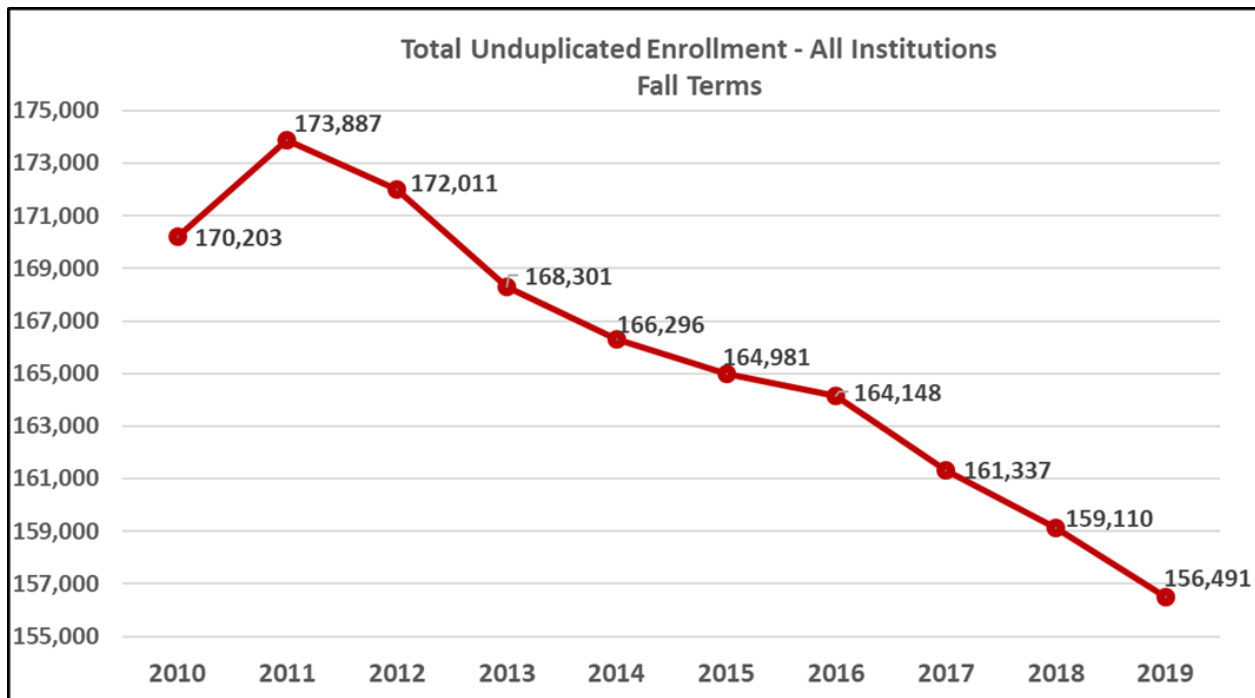
## ANNUAL ENROLLMENT REPORT

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The **total** unduplicated enrollment for the fall 2019 term in all sectors of Arkansas higher education, including public universities, public colleges, private/independent colleges and universities, and nursing schools<sup>1</sup> was **156,491 students**; representing a 1-year decline of 1.6 percent.

The last time Arkansas higher education reported an increase in fall term enrollment was the fall 2011 term. Fall 2011 total unduplicated enrollment of 173,887 represents the largest fall term enrollment ever. Although the declines from year to year range from .5 to 2.2 percent, Arkansas higher education currently has almost 18,000 fewer students compared to the fall 2011 term.

Of the 156,491 students enrolled in fall 2019, 1,203 students enrolled at more than one institution. This is only 1.2 percent of the total fall 2019 enrollment. The number of students attending more than one institution has been declining similar to overall enrollment. The largest number of students attending more than one institution was 3,110 in fall 2011.

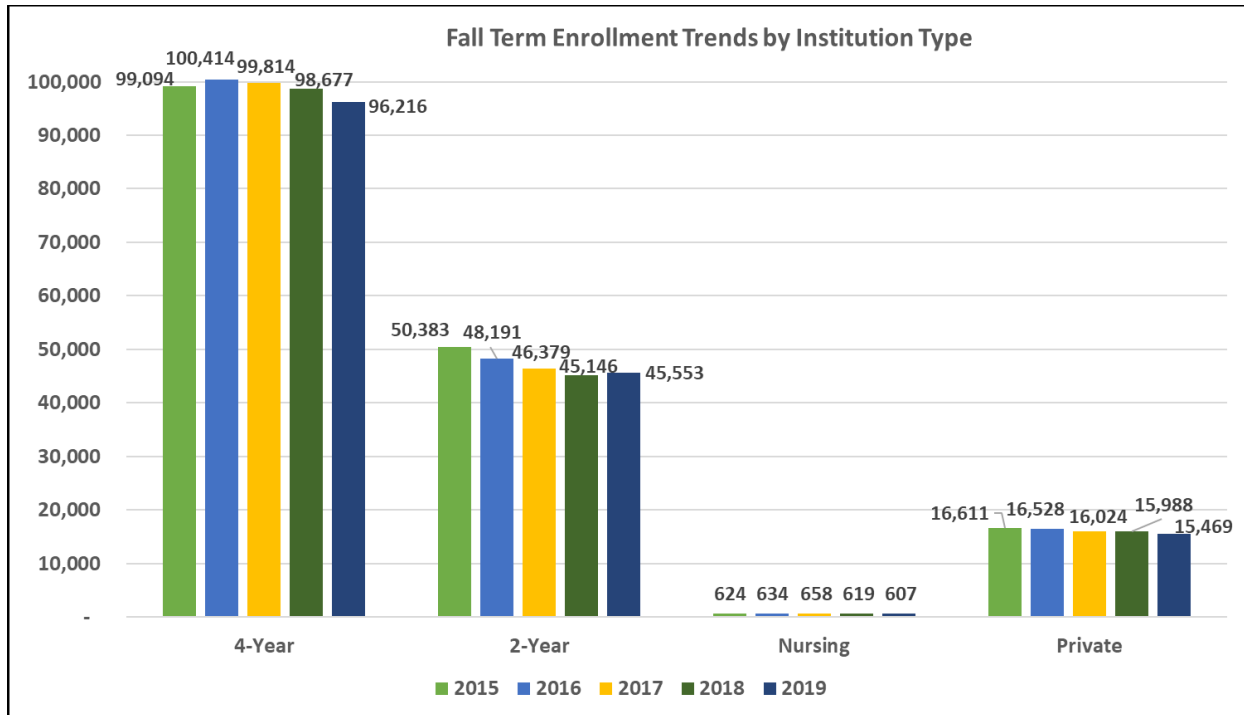



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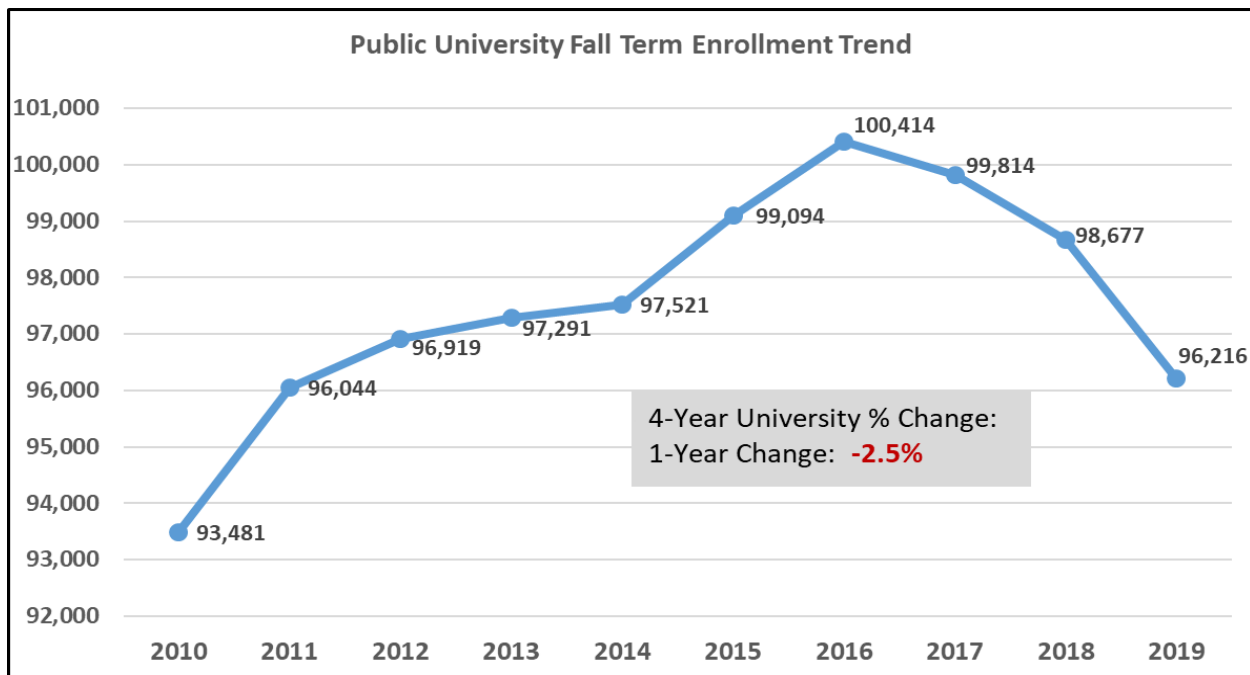
<sup>1</sup> The nursing schools of BSN (Baptist Health College) and JSN (Jefferson Regional Medical School of Nursing) report data to ADHE due to the Academic Challenge Scholarship reporting requirements.



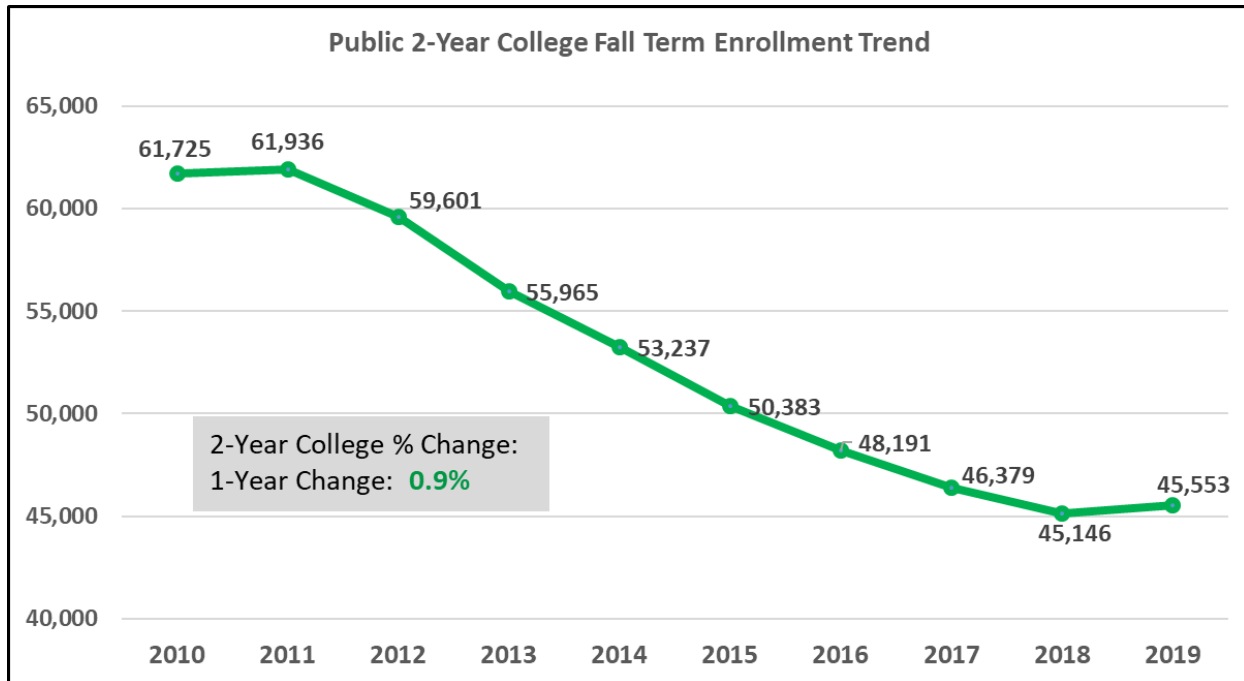
The following graph provides a five-year total enrollment trend for each sector of Arkansas higher education. 4-Year universities, nursing schools, and the private and independent institutions all experienced a decline in enrollment, while the 2-Year colleges reported their first increase in enrollment since fall 2011.



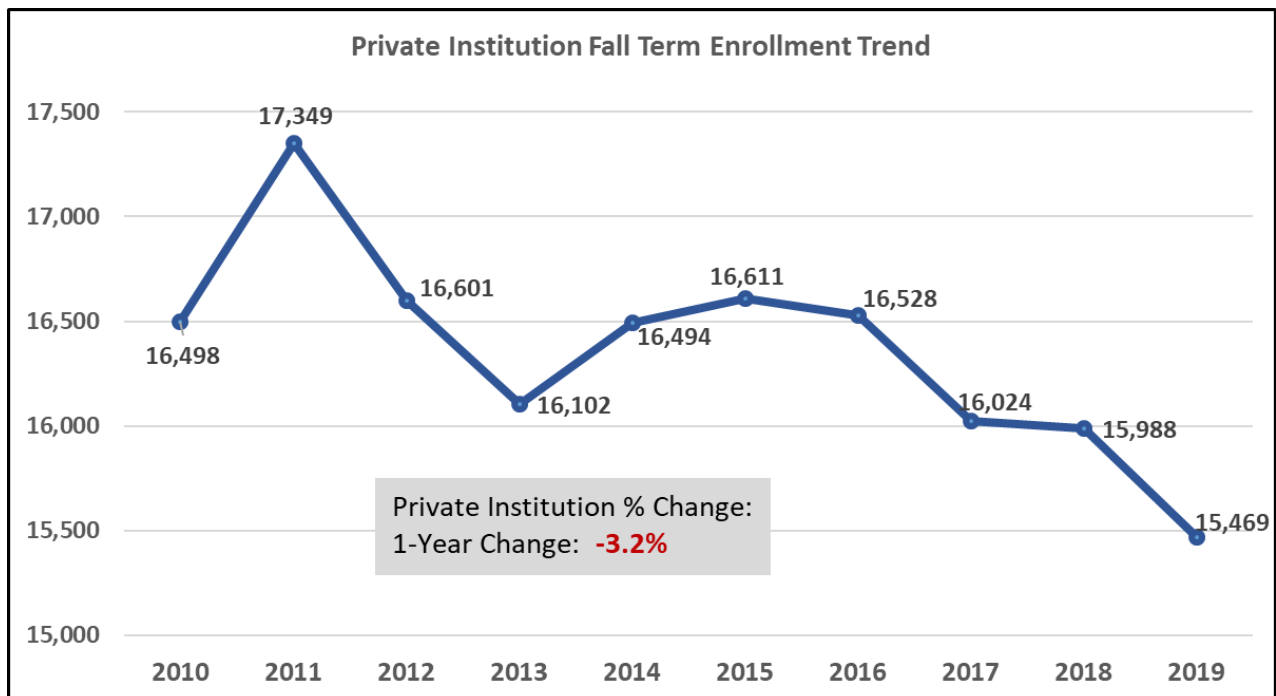
The 4-Year Public Universities reported a fall term decline for the third year in a row. They experienced their highest enrollment in the fall 2016 term of 100,414.



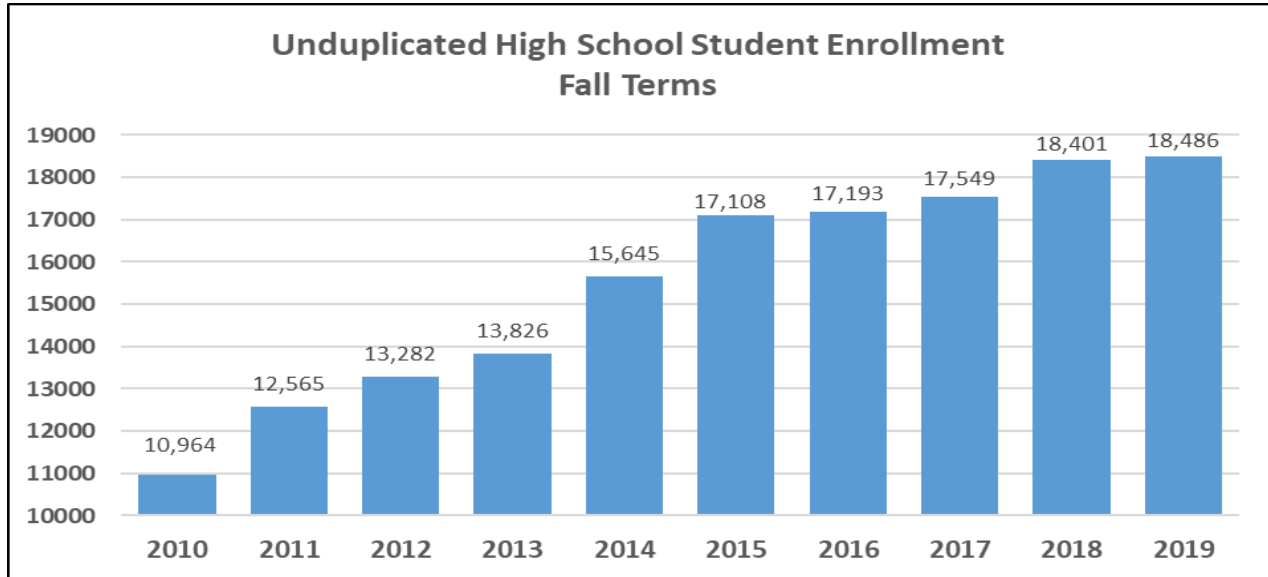
The 2-Year Public Colleges reported their first fall term enrollment increase since fall 2011 where they reported their highest enrollment of 61,936.



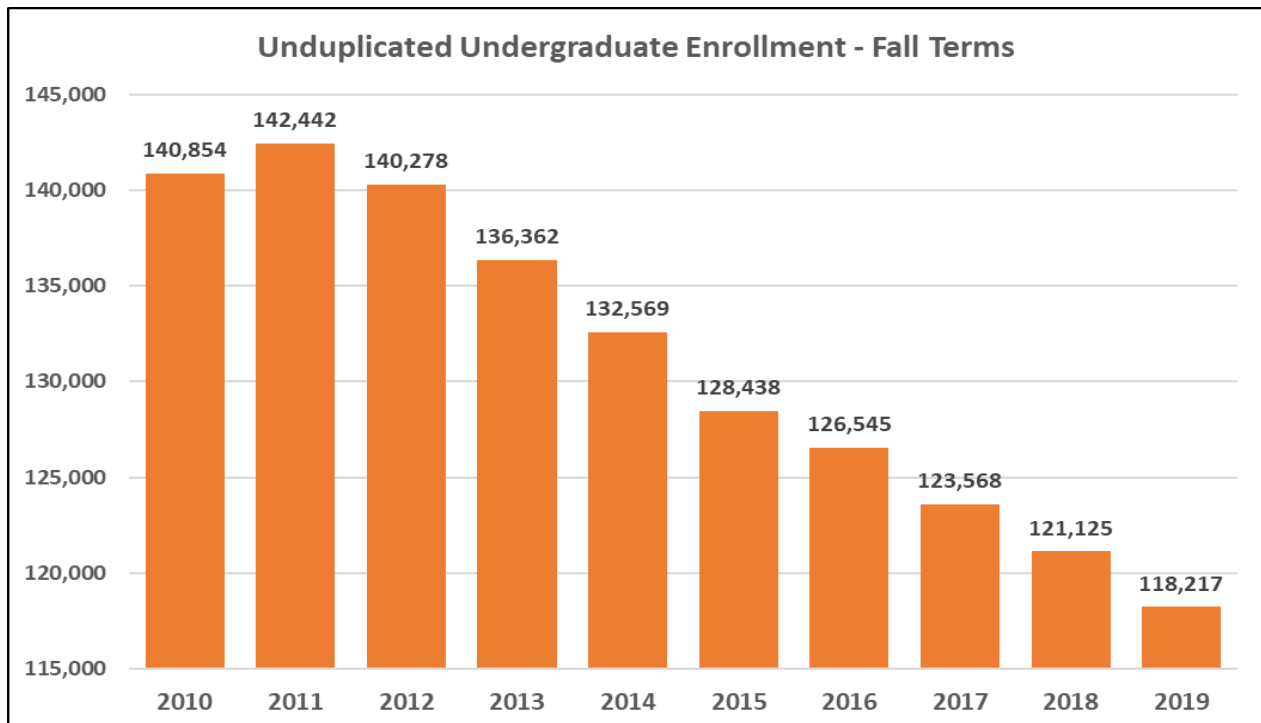
The Private/Independent Colleges fall term enrollment has declined the last four years. The 17,349 students reported in fall 2011 is their largest fall enrollment ever.



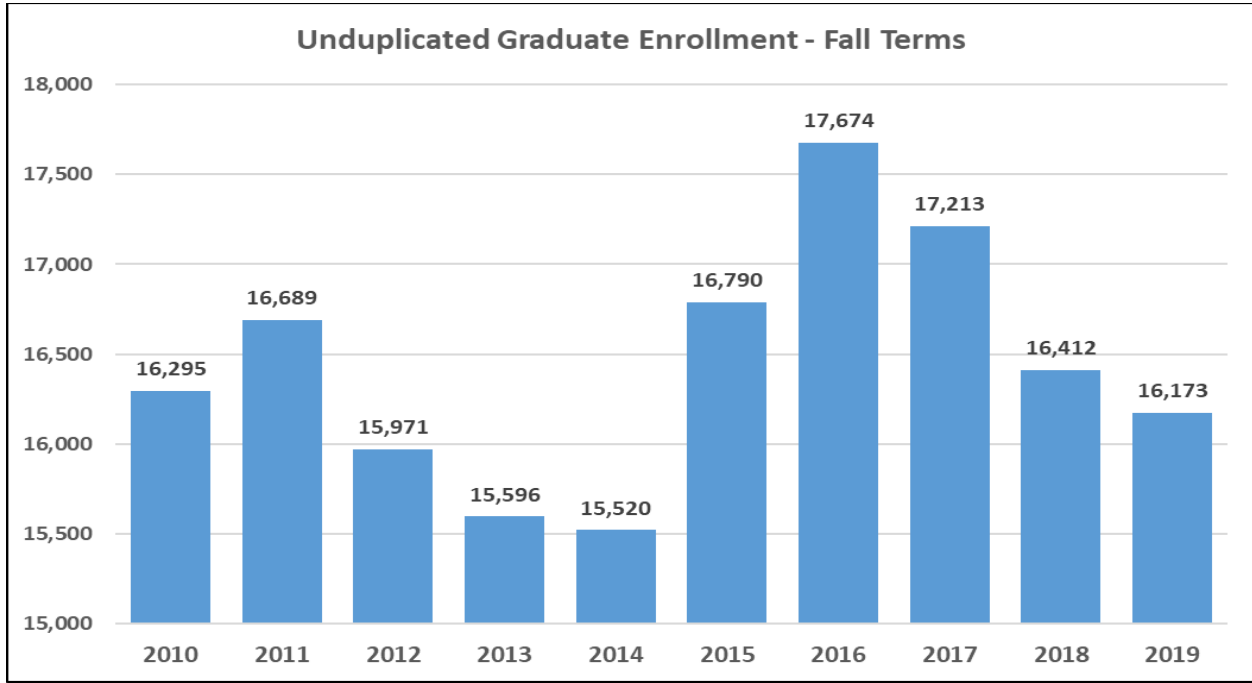
High School student enrollment, including both concurrent and dually enrolled students, continued to increase, but fall 2019 gained only 85 students over fall 2018 high school student enrollment. Each fall term, about 700 or 4 percent of high school students enroll in courses at more than one institution.



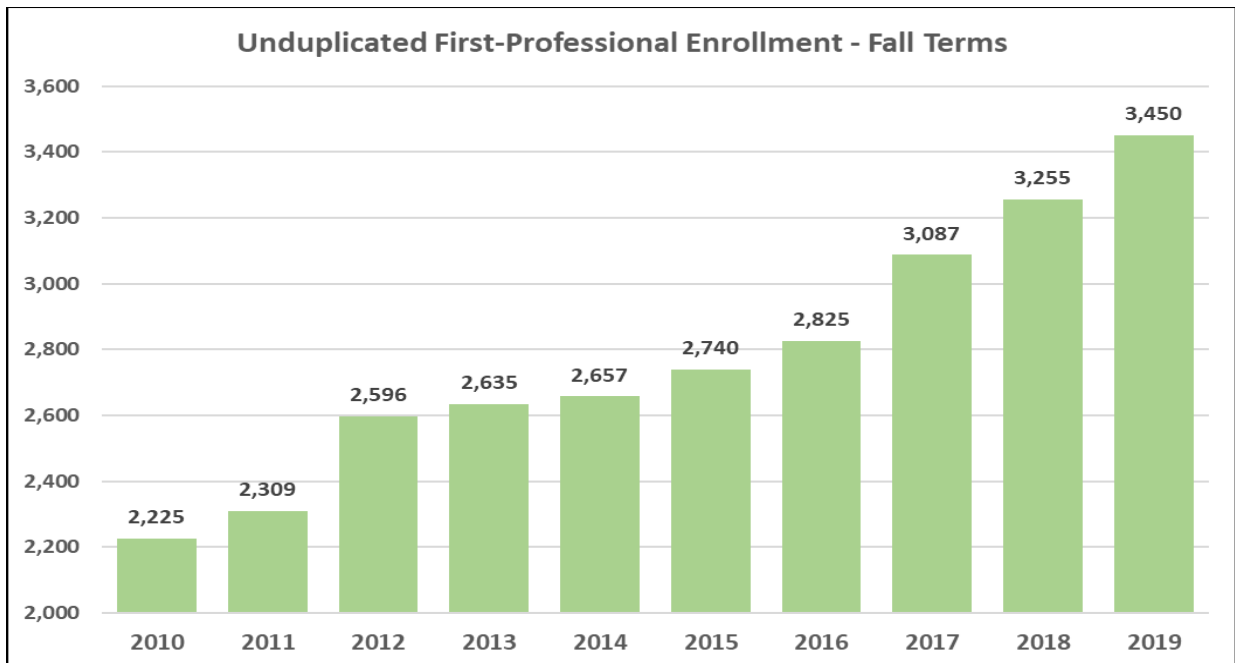
Undergraduate enrollment had its largest decline in five years of -2.6 percent. The largest undergraduate class on record is 142,442 reported in fall 2011. Undergraduate enrollment reported here does not include high school student enrollment.



Graduate enrollment for all public and private institutions is reporting a decline for the third year in a row. The largest graduate enrollment on record was reported in fall 2016 at 17,674.



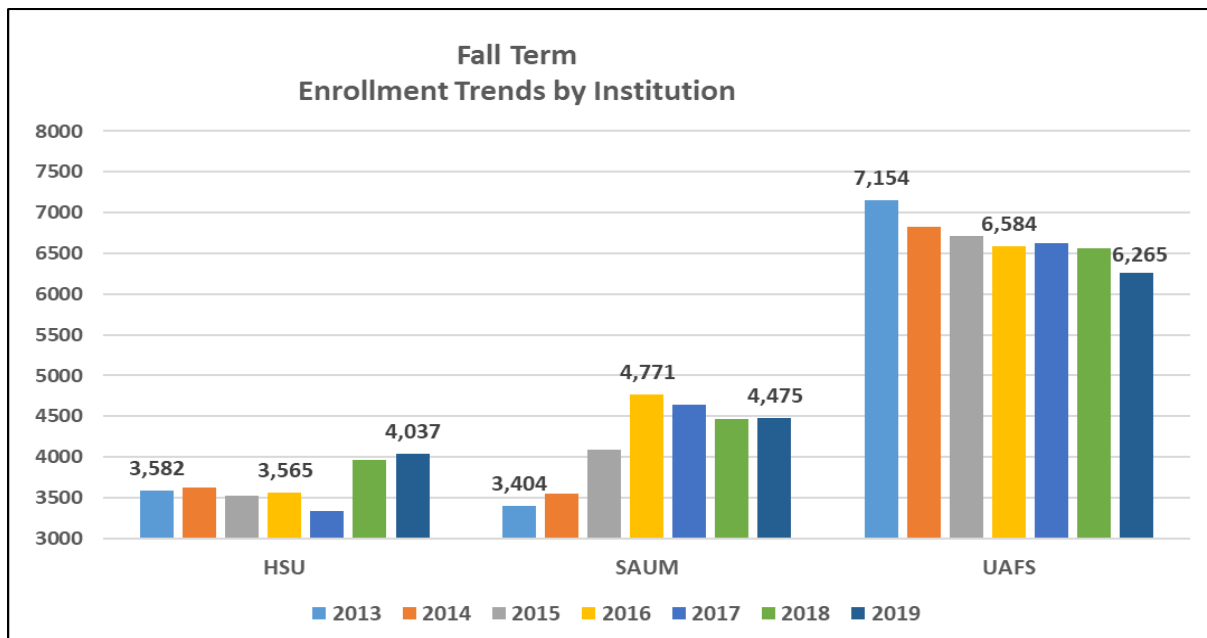
First-Professional enrollment has grown each of the last ten years. Enrollment includes students in law, medicine, pharmacy, advanced nursing programs, occupational and physical therapies.

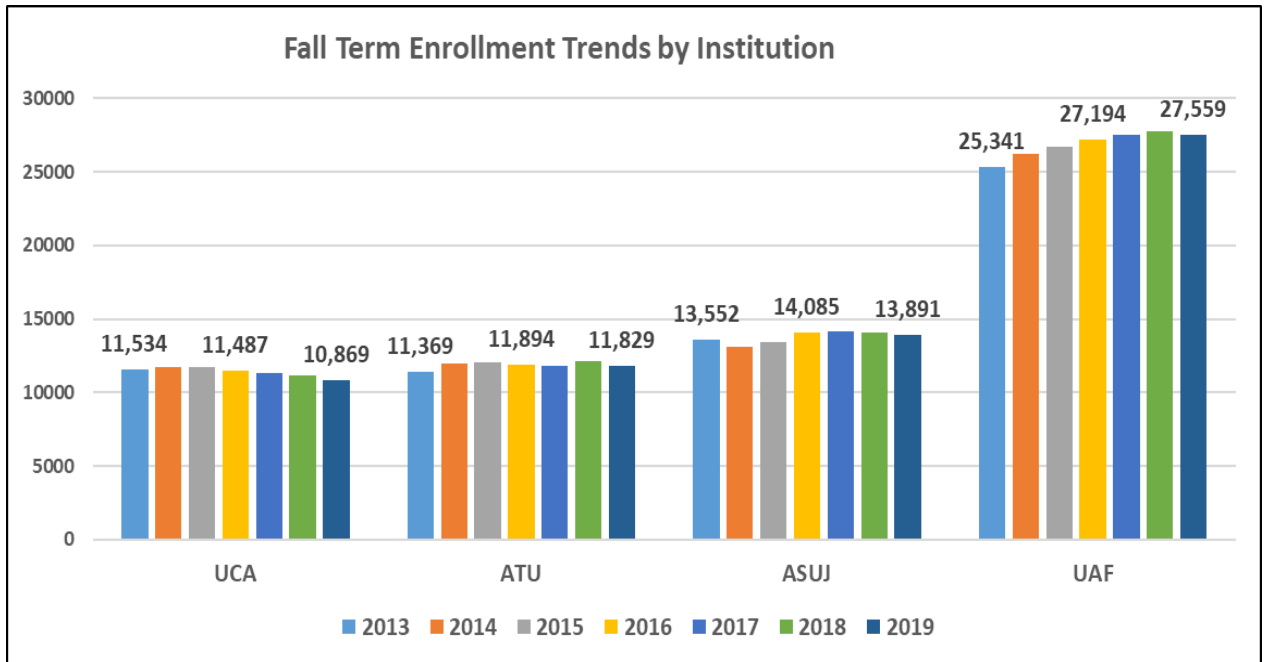
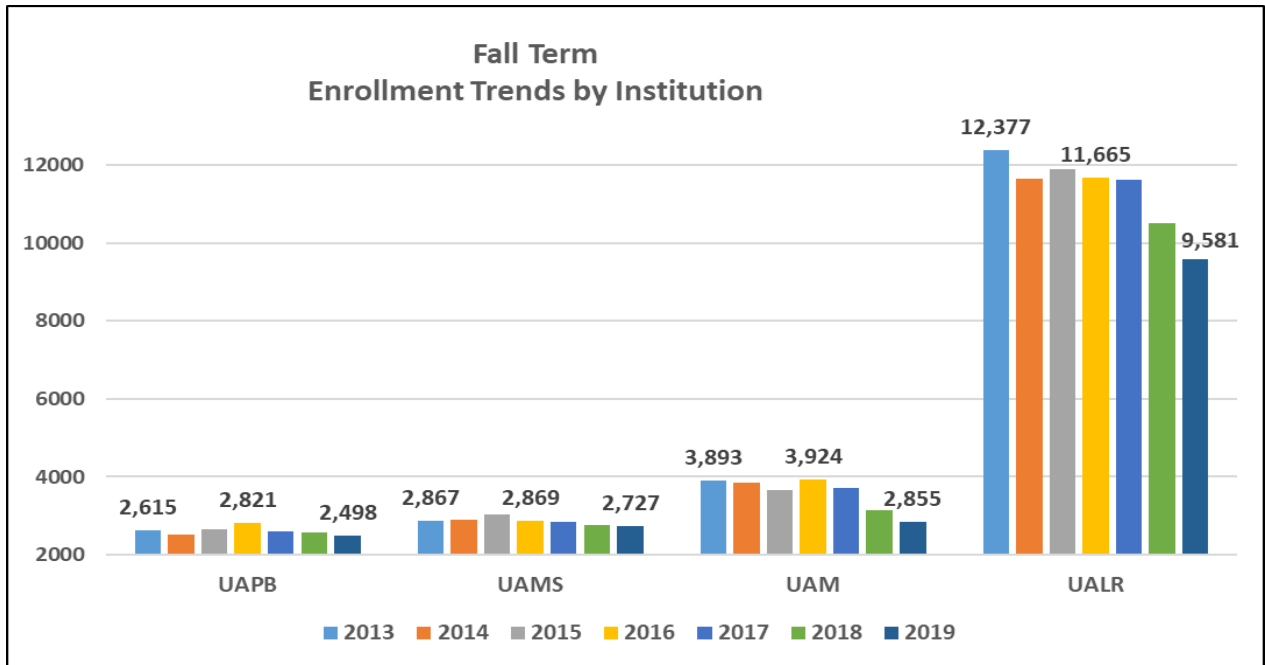


### Public 4-Year College Fall Term Enrollment Trends

The following charts provide a five- and seven-year fall term enrollment trend for all public 4-year universities. Actual enrollment counts in the graphs are provided for fall terms 2013, 2016 and 2019. Henderson State University and Southern Arkansas University-Magnolia were the only two 4-Year universities reporting an increase in fall term enrollment for fall 2019.

Public Universities - Total Enrollment Trends							
	Fall Term					Change from Fall 2015	Change from Fall 2018
	2015	2016	2017	2018	2019		
ASUJ	13,410	14,085	14,144	14,058	13,891	3.6%	-1.2%
ATU	12,054	11,894	11,830	12,101	11,829	-1.9%	-2.2%
HSU	3,529	3,565	3,336	3,959	4,037	14.4%	2.0%
SAUM	4,095	4,771	4,643	4,468	4,475	9.3%	0.2%
UAF	26,754	27,194	27,558	27,778	27,559	3.0%	-0.8%
UAFS	6,710	6,584	6,626	6,557	6,265	-6.6%	-4.5%
UALR	11,891	11,665	11,624	10,515	9,581	-19.4%	-8.9%
UAM	3,646	3,924	3,700	3,132	2,855	-21.7%	-8.8%
UAMS	3,021	2,869	2,834	2,758	2,727	-9.7%	-1.1%
UAPB	2,658	2,821	2,612	2,579	2,498	-6.0%	-3.1%
UCA	11,754	11,487	11,350	11,177	10,869	-7.5%	-2.8%

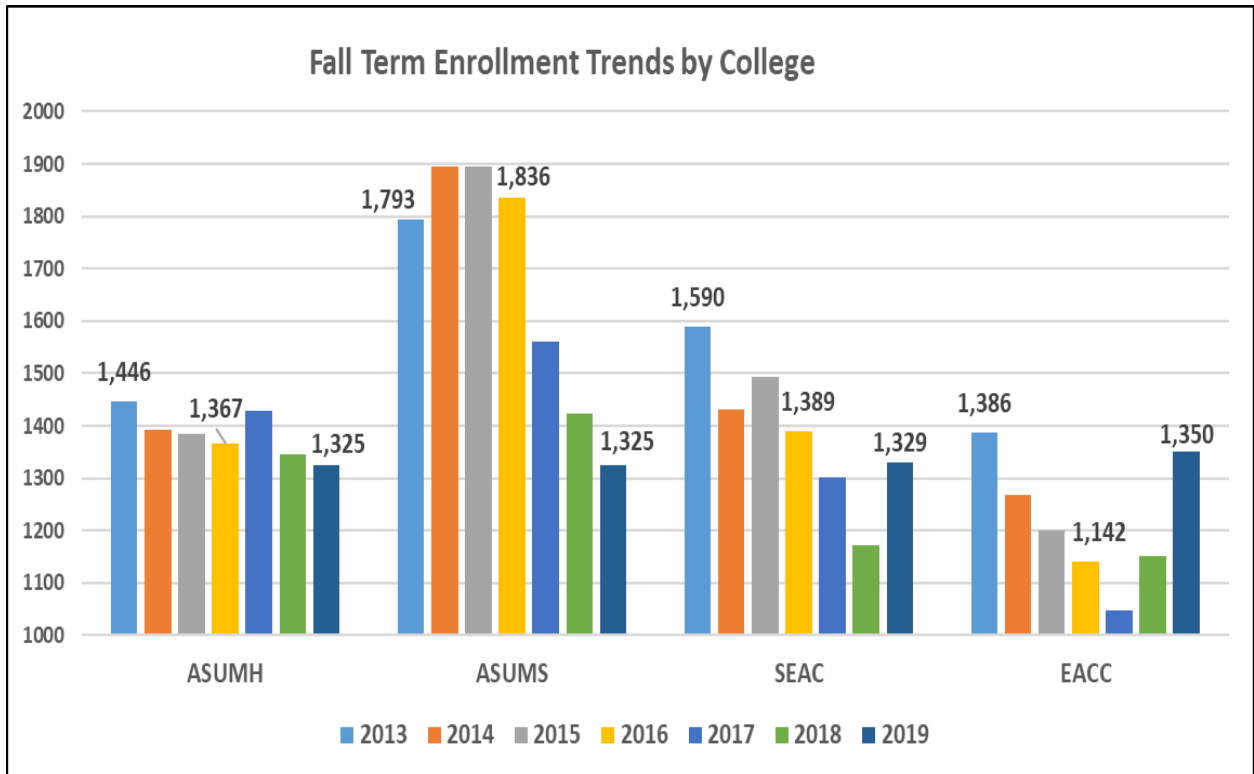
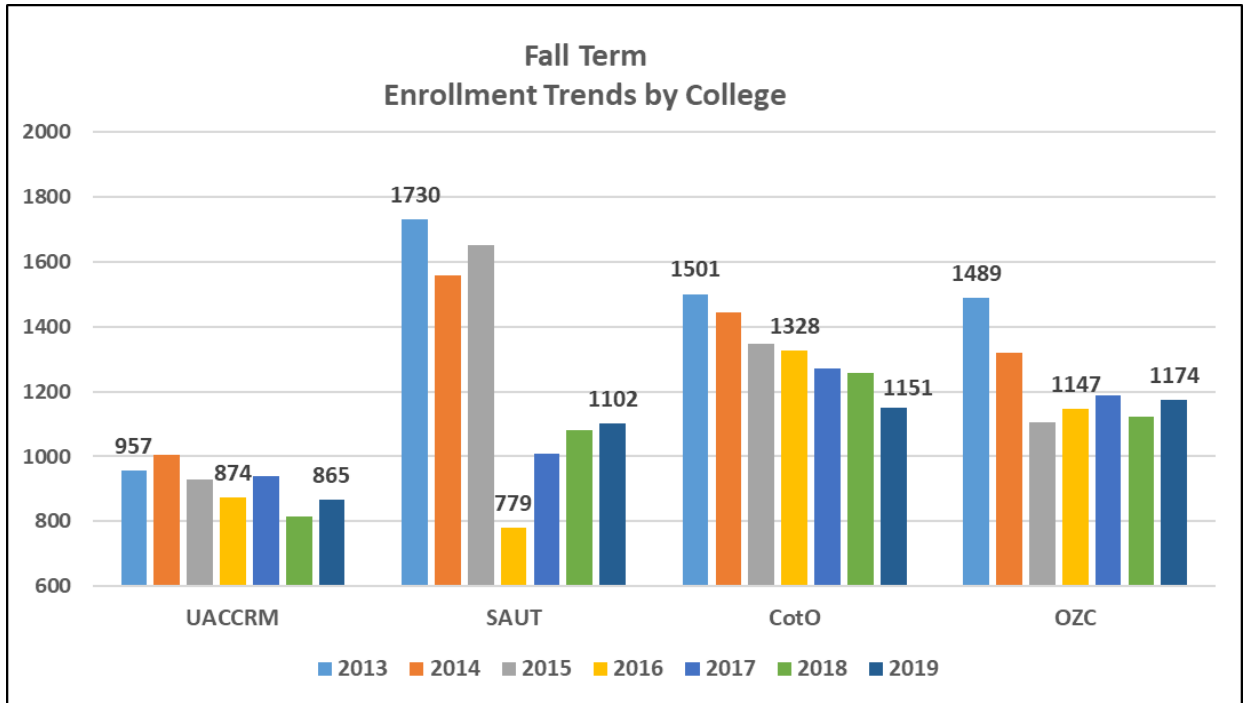




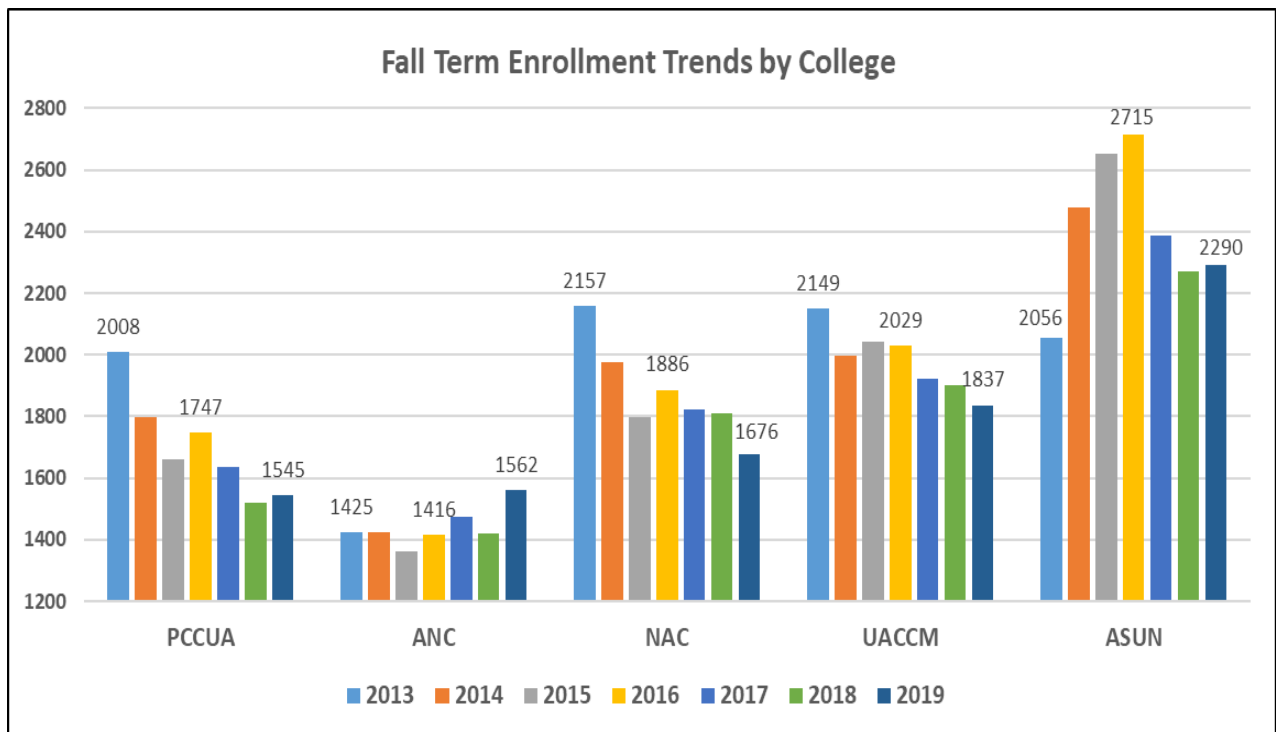
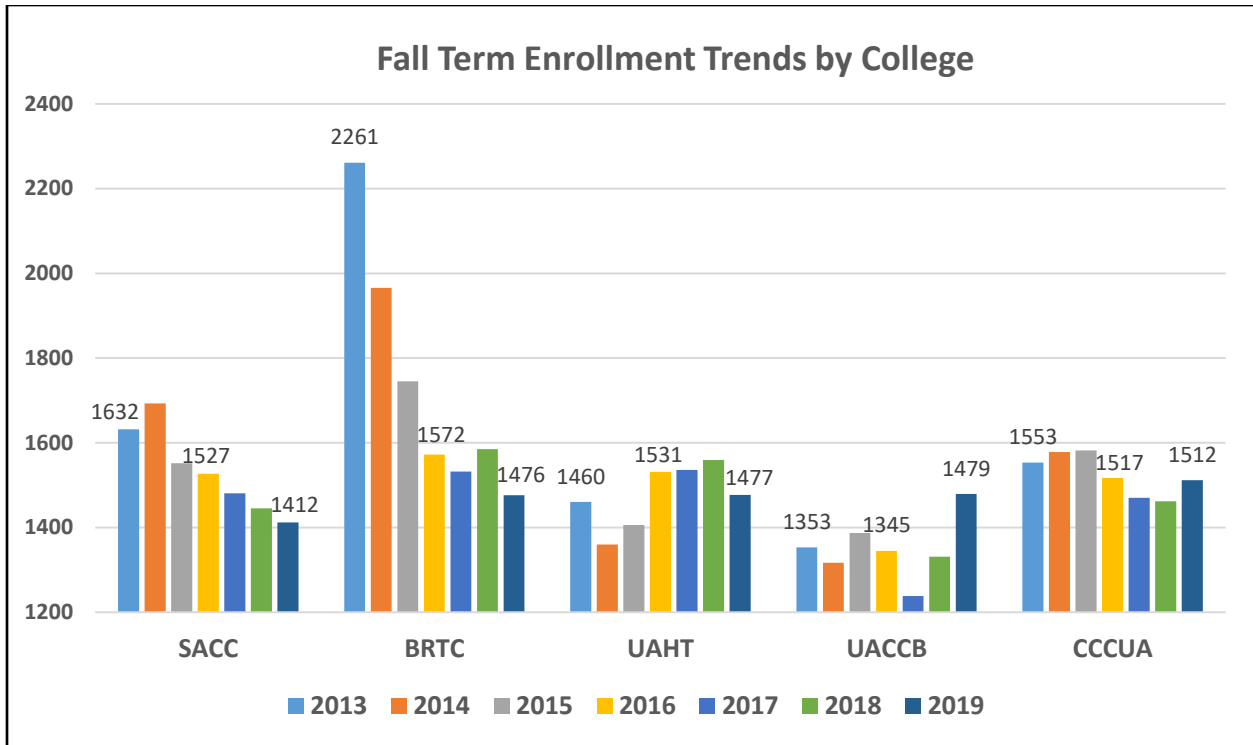
**Public 2-Year College Fall Term Enrollment Trends**

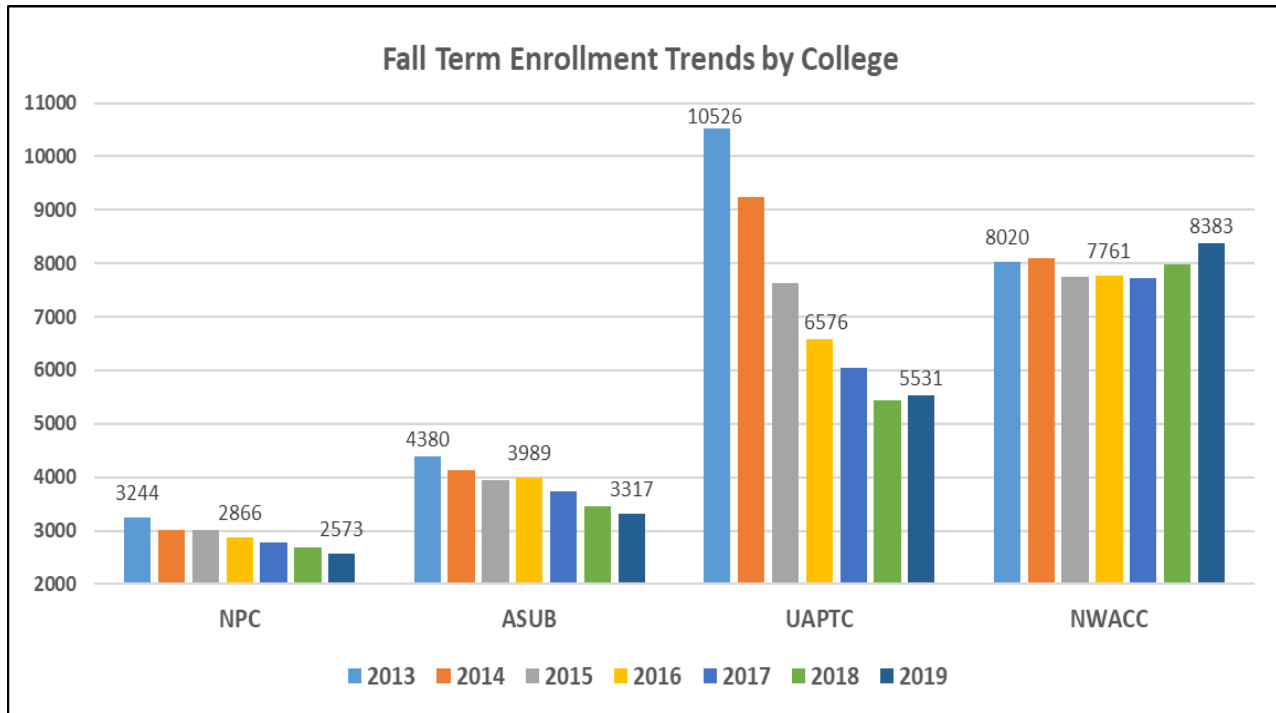
The following charts provide a five- and seven-year fall term enrollment trend for all public 2-year colleges. Actual enrollment counts in the graphs are provided for fall terms 2013, 2016 and 2019. Colleges are grouped by similar enrollment counts to allow for better graphing results. Twelve 2-Year colleges reported an increase in fall term enrollment. East Arkansas Community College showed 17.3% growth, which was the largest percent increase. College of the Ouachitas reported the largest decline in fall term enrollment at 8.6%. Only six 2-year colleges reported a one year increase in the Fall 2018.

2-Year Colleges - Total Enrollment Trends							
	Fall Term					Change from Fall 2015	Change from Fall 2018
	2015	2016	2017	2018	2019		
ANC	1,361	1,416	1,474	1,422	1,562	14.8%	9.8%
ASUB	3,935	3,989	3,739	3,446	3,317	-15.7%	-3.7%
ASUMH	1,384	1,367	1,429	1,345	1,325	-4.3%	-1.5%
ASUMS	1,896	1,836	1,561	1,423	1,325	-30.1%	-6.9%
ASUN	2,651	2,715	2,386	2,270	2,275	-14.2%	0.2%
BRTC	1,745	1,572	1,532	1,585	1,476	-15.4%	-6.9%
CCCUA	1,582	1,517	1,470	1,462	1,512	-4.4%	3.4%
COTO	1,346	1,328	1,272	1,259	1,151	-14.5%	-8.6%
EACC	1,200	1,142	1,047	1,151	1,350	12.5%	17.3%
NAC	1,796	1,886	1,821	1,812	1,676	-6.7%	-7.5%
NPC	3,015	2,866	2,768	2,695	2,573	-14.7%	-4.5%
NWACC	7,744	7,761	7,715	7,979	8,383	8.3%	5.1%
OZC	1,105	1,147	1,187	1,122	1,174	6.2%	4.6%
PCCUA	1,661	1,747	1,636	1,520	1,545	-7.0%	1.6%
SACC	1,552	1,527	1,481	1,445	1,412	-9.0%	-2.3%
SAUT	1,650	779	1,010	1,082	1,102	-33.2%	1.8%
SEAC	1,494	1,389	1,301	1,173	1,329	-11.0%	13.3%
UACCB	1,387	1,345	1,238	1,331	1,479	6.6%	11.1%
UACCM	2,044	2,029	1,921	1,902	1,837	-10.1%	-3.4%
UACCRM	929	874	938	814	865	-6.9%	6.3%
UAHT	1,406	1,531	1,536	1,559	1,477	5.0%	-5.3%
UAPTC	7,641	6,576	6,035	5,445	5,531	-27.6%	1.6%









### Private/Independent/Nursing - Total Enrollment Trends

	Fall Term					Change from Fall 2015	Change from Fall 2018
	2015	2016	2017	2018	2019		
BHCLR	597	587	612	558	561	-6.0%	0.5%
JSN	27	47	46	61	46	70.4%	-24.6%
ABC	956	843	529	486	515	-46.1%	6.0%
ACHE	0	0	162	318	515	-	61.9%
CBC	881	832	745	730	518	-41.2%	-29.0%
CCC	0	0	0	92	80	-	-13.0%
CRC	226	229	215	193	185	-18.1%	-4.1%
EC	198	209	190	200	194	-2.0%	-3.0%
HC	1,339	1,328	1,233	1,206	1,121	-16.3%	-7.0%
HU	5,984	5,875	5,511	5,052	4,793	-19.9%	-5.1%
JBU	2,780	2,707	2,613	2,440	2,318	-16.6%	-5.0%
LC	715	689	669	671	661	-7.6%	-1.5%
OBU	1,537	1,494	1,545	1,689	1,633	6.2%	-3.3%
PSC	585	765	891	1,000	996	70.3%	-0.4%
SC	236	408	472	565	568	140.7%	0.5%
UO	651	686	752	872	824	26.6%	-5.5%
WBU	531	464	502	488	554	4.3%	13.5%

Agenda Item No. 7  
Higher Education Coordinating Board  
January 31, 2020

**ANNUAL REPORT ON STUDENT ENROLLMENT AND GRADUATION  
INSTITUTIONS CERTIFIED UNDER ARKANSAS CODE ANNOTATED §6-6-301  
INSTITUTIONAL CERTIFICATION ADVISORY COMMITTEE**

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An update on the number of Arkansas residents pursuing academic degrees offered by out-of-state and for-profit institutions certified to operate in Arkansas will be presented.

**RECOMMENDATIONS FOR EDUCATIONAL AND GENERAL OPERATIONS  
STATE-SUPPORTED INSTITUTIONS OF HIGHER EDUCATION  
FISCAL YEAR 2020-21**

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**Background**

A.C.A. §6-61-234 (Act 148 of 2017) directs the Arkansas Higher Education Coordinating Board (AHECB) to adopt polices developed by the Arkansas Division of Higher Education (ADHE) necessary to implement a productivity-based funding model for state-supported institutions of higher education. That language reads as follows:

“(a) (1) (A) The Arkansas Higher Education Coordinating Board shall adopt policies developed by the Division of Higher Education necessary to implement a productivity-based funding model for state-supported institutions of higher education.”

Productivity-based funding is a mechanism to align institutional funding with statewide priorities for higher education by incentivizing progress toward statewide goals. At the same time, such models encourage accountability to students and policymakers by focusing on the success of students through the achievement of their educational goals. The new funding model is built around a set of shared principles developed by institutions and aligned with goals and objectives for post-secondary attainment in our state.

At its October 27, 2017 meeting, the AHECB approved the productivity funding model policies for the two-year colleges and universities. The policies were developed in conjunction with presidents and chancellors after meetings and revisions. The AHECB shall use the productivity-based funding model as the mechanism for recommending funding for applicable state-supported institutions of higher education. According to A.C.A. §6-61-234, the productivity-based funding model shall not determine the funding needs of special units such as a medical school, division of agriculture, or system offices. These special units are known as non-formula entities and ADHE staff reviewed justification requests submitted by the non-formula entities and prepared funding recommendations for Fiscal Year 2020-21 based upon those requests.

**Operating Funding Recommendations for the 2020-21 Fiscal Year**

The operating recommendations are based upon the productivity funding formula policies approved by the AHECB in October 2017 as well as requests submitted by the non-formula entities.

The two-year college and university productivity funding models have been calculated using academic year 2015 through academic year 2018 student data as well as academic year 2014 through academic year 2017 expenditure data reported to and published by the Integrated Postsecondary Education Data System (IPEDS). The productivity funding model calculations represent a total productivity increase of 1.52% for two-year colleges and universities, which supports the recommendation for state funding of those institutions of higher education of \$642,302,315 in 2020-21. The total funding recommendation for the non-formula entities is \$237,092,289 in 2020-21.

For the **universities**, an increase in funding is recommended for those institutions with productivity increases for a total change in university funding of \$6,271,012.

For the **two-year colleges**, an increase in funding is recommended for those institutions with productivity increases for a total change in two-year college funding of \$2,194,503.

For the **non-formula entities**, the recommendation is for a 1.8% increase based on the HEPI index and a recommendation of full funding of Operations and Program Enhancement requests which combined would require an additional \$24.5 million, of which \$6.1 million would be for the University of Arkansas for Medical Sciences (UAMS).

The individual institutional recommendations for all three types of institutions (Colleges, Universities, and Non-Formula Entities) were determined in the following manner: The general revenue funds were distributed based upon the productivity funding distribution policy adopted by the AHECB in October 2017. The non-formula needs were based on the justifications submitted by the institutions. **The total funding recommendation for 2020-21 for Colleges and Universities is \$8,465,514 in new revenue with \$5,318,002 of that being redistributed from one time incentive funds. The total recommendation for 2020-2021 for the Non-Formula Entities is \$24,464,578 in new revenue.**

In addition to these funding recommendations, an additional appropriation increase recommendation of 2% of the formula based entities funding recommendation has been added to address any changes in disbursements for Educational Excellence Trust Fund revenues or any other state funding adjustments. This increase totals \$9,275,848 for the **universities** and \$3,570,198 for the **two-year colleges**.

ADHE Executive Staff recommend that the Arkansas Higher Education Coordinating Board approve the following resolution.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board adopts the recommendations for state funding of the educational and general operations of Arkansas public institutions

of higher education in the 2020-21 fiscal year as included in Tables 1A, 1B, 1C, 1D and 1E.

**FURTHER RESOLVED**, That the Director of the Arkansas Division of Higher Education is authorized to prepare appropriate documents for transmission to the Governor and the General Assembly of the 2020-21 operating recommendations of the Arkansas Higher Education Coordinating Board.

**FURTHER RESOLVED**, That should any errors of a technical nature be found in these recommendations, the Director of the Arkansas Division of Higher Education is authorized to make appropriate corrections consistent with the policy established by the Board's action on these recommendations.

Table A. Summary of Operating Recommendations for the 2020-21 Fiscal Year



Institution Type	Fiscal Year 2019-20 Base				FY2020-21 AHECB Recommendations		
	EETF Forecast	WF2000	RSA Forecast	Total Base (RSA, EETF & WF2000)	Total Recommendation	New Funds	% Inc
	Universities	41,922,399	2,157,610	416,530,620	457,521,384	463,792,395	6,271,012
Colleges	8,261,439	23,372,671	146,910,063	176,315,417	178,509,920	2,194,503	1.2%
Total	50,183,838	25,530,281	563,440,683	633,836,801	642,302,315	8,465,514	1.3%

Non-Formula Entity Type	Fiscal Year 2019-20 Base			FY2020-21 AHECB Recommendation		
	EETF Forecast	RSA Forecast	Total Base (RSA & EETF)	Total Recommendation	New Funds	% Inc
	Non-Formula Entities	15,441,737	89,408,248	104,849,985	120,960,504	16,110,519
Health Care-Related UAMS	10,859,616	96,918,110	107,777,726	113,327,684	5,549,958	5.1%
Total	26,301,353	186,326,358	212,627,711	234,288,188	21,660,477	10.2%

### Year 3 - Productivity Index

<b>Productivity Index for FY2021 Recommendations</b>	<b>1.52%</b>		
		<b>Universities</b>	<b>Colleges</b>
<b>FY2021 Base RSA Forecast</b>	\$ 558,122,681	74%	26%
<b>Productivity Recommendation</b>	\$ 8,465,514	6,271,012	2,194,503

Institution	FY2020 RSA Forecast	FY2020 Incentive Funding	FY2021 Base RSA	2015-17 Productivity Index	2016-18 Productivity Index	Change in Productivity Index	% Change in Productivity Index
ASUJ	\$ 56,114,738	\$ -	\$ 56,114,738	28,296	29,203	908	3.21%
ATU	\$ 32,809,862	\$ -	\$ 32,809,862	21,408	22,047	639	2.98%
HSU	\$ 18,966,487	\$ -	\$ 18,966,487	7,536	7,529	(7)	-0.09%
SAUM	\$ 17,542,719	\$ 1,565,781	\$ 15,976,938	9,122	10,452	1,330	14.58%
UAF	\$ 122,015,998	\$ 1,523,465	\$ 120,492,533	56,968	59,553	2,584	4.54%
UAFS	\$ 20,574,769	\$ -	\$ 20,574,769	11,798	11,667	(130)	-1.11%
UALR	\$ 56,283,313	\$ -	\$ 56,283,313	20,928	21,011	84	0.40%
UAM	\$ 15,786,582	\$ -	\$ 15,786,582	5,691	5,898	207	3.63%
UAPB	\$ 22,134,337	\$ -	\$ 22,134,337	6,556	6,959	403	6.15%
UCA	\$ 54,301,814	\$ -	\$ 54,301,814	22,602	23,655	1,052	4.66%
<b>4YR SUB</b>	416,530,620	3,089,246	413,441,374	190,905	197,974	7,070	3.70%
ANC	\$ 8,491,281	\$ -	\$ 8,491,281	2,777	2,864	87	3.13%
ASUB	\$ 11,929,786	\$ -	\$ 11,929,786	10,339	10,015	(324)	-3.13%
ASUMH	\$ 3,840,826	\$ 100,965	\$ 3,739,860	3,611	3,519	(92)	-2.55%
ASUMS	\$ 3,945,500	\$ -	\$ 3,945,500	2,721	2,761	41	1.49%
ASUN	\$ 6,973,622	\$ 830,623	\$ 6,142,999	5,047	5,322	274	5.44%
BRTC	\$ 6,052,381	\$ -	\$ 6,052,381	4,086	3,690	(396)	-9.70%
CCCUA	\$ 3,612,602	\$ 131,396	\$ 3,481,206	3,158	3,154	(5)	-0.15%
COTO	\$ 3,523,733	\$ -	\$ 3,523,733	3,081	3,011	(70)	-2.26%
EACC	\$ 8,348,134	\$ -	\$ 8,348,134	2,074	2,048	(26)	-1.24%
NAC	\$ 7,925,968	\$ -	\$ 7,925,968	4,161	3,919	(242)	-5.82%
NPC	\$ 8,956,024	\$ -	\$ 8,956,024	4,895	4,666	(230)	-4.69%
NWACC	\$ 11,406,258	\$ 627,768	\$ 10,778,490	11,966	12,550	584	4.88%
OZC	\$ 3,095,210	\$ -	\$ 3,095,210	2,786	2,652	(135)	-4.83%
PCCUA	\$ 8,972,457	\$ -	\$ 8,972,457	2,374	2,381	7	0.29%
SACC	\$ 6,252,791	\$ 127,969	\$ 6,124,822	3,378	3,262	(117)	-3.45%
SAUT	\$ 5,648,456	\$ -	\$ 5,648,456	3,617	3,567	(50)	-1.37%
SEAC	\$ 5,580,430	\$ -	\$ 5,580,430	3,328	3,128	(200)	-6.00%
UACCB	\$ 4,195,173	\$ 2,146	\$ 4,193,027	3,034	2,968	(65)	-2.15%
UACCHT	\$ 5,012,860	\$ 407,889	\$ 4,604,971	3,253	3,415	162	4.98%
UACCM	\$ 4,985,709	\$ -	\$ 4,985,709	5,465	5,626	161	2.95%
UA-RM	\$ 3,174,800	\$ -	\$ 3,174,800	1,555	1,715	160	10.30%
UA-PT	\$ 14,986,063	\$ -	\$ 14,986,063	15,707	13,560	(2,147)	-13.67%
<b>2 YR SUB</b>	\$ 146,910,063	\$ 2,228,756	\$ 144,681,307	102,414	99,793	(2,621)	-2.56%
<b>TOTAL</b>	\$ 563,440,683	\$ 5,318,002	\$ 558,122,681	293,319	297,768	4,449	1.52%



Table B. 2020-21 Four-Year Universities Recommendations



Inst	FY2019-20					PRODUCTIVITY DISTRIBUTIONS									FY2020-21 Recommendations			
	EETF Forecast	WF2000 Forecast	RSA Forecast	One-Time Incentive Funding in RSA	Total Base (RSA + EETF + WF2000 - Incentive Funding)	% Change in Productivity Index	Productivity Index Increases	Contribution to Increase	Distribution of Productivity Funding (New Funds)	% Increase over RSA	Reallocation Losses (1.5%)	Reallocation of Productivity Losses	RSA Increase (Capped at 2.0%)	Incentive Funding	Total Funding Recommendation	New Funds	2% Appropriation Adjustment	Total Recommendation
ASUJ	\$ 6,825,014	\$ -	\$ 56,114,738	\$ -	\$ 62,939,751	3.21%	908	12.60%	789,877	1.41%	-	30,775	\$ 820,651	\$ -	\$ 63,760,403	\$ 820,651	\$ 1,275,208	\$ 65,035,611
ATU*	\$ 2,342,589	\$ 794,492	\$ 32,809,862	\$ -	\$ 35,946,943	2.98%	639	8.86%	555,850	1.69%	-	21,657	\$ 577,506	\$ -	\$ 36,524,449	\$ 577,506	\$ 730,489	\$ 37,254,938
HSU	\$ 2,423,298	\$ -	\$ 18,966,487	\$ -	\$ 21,389,785	-0.09%	-	0.00%	-	0.00%	16,758	(16,758)	\$ -	\$ -	\$ 21,373,027	\$ (16,758)	\$ 427,461	\$ 21,800,487
SAUM	\$ 1,432,707	\$ -	\$ 17,542,719	\$ 1,565,781	\$ 17,409,645	14.58%	1,330	18.45%	1,157,158	7.24%	-	45,084	\$ 319,539	\$ 882,704	\$ 18,611,887	\$ 1,202,242	\$ 372,238	\$ 18,984,125
UAF	\$ 10,477,800	\$ -	\$ 122,015,998	\$ 1,523,465	\$ 130,970,333	4.54%	2,584	35.86%	2,248,903	1.87%	-	87,620	\$ 2,336,523	\$ -	\$ 133,306,856	\$ 2,336,523	\$ 2,666,137	\$ 135,972,993
UAFS	\$ 3,550,812	\$ -	\$ 20,574,769	\$ -	\$ 24,125,581	-1.11%	-	0.00%	-	0.00%	227,568	(227,568)	\$ -	\$ -	\$ 23,898,013	\$ (227,568)	\$ 477,960	\$ 24,375,974
UALR	\$ 6,153,980	\$ -	\$ 56,283,313	\$ -	\$ 62,437,293	0.40%	84	1.16%	72,845	0.13%	-	2,838	\$ 75,683	\$ -	\$ 62,512,976	\$ 75,683	\$ 1,250,260	\$ 63,763,236
UAM*	\$ 1,236,471	\$ 1,363,118	\$ 15,786,582	\$ -	\$ 18,386,171	3.63%	207	2.87%	179,846	1.14%	-	7,007	\$ 186,853	\$ -	\$ 18,573,024	\$ 186,853	\$ 371,460	\$ 18,944,484
UAPB	\$ 2,146,487	\$ -	\$ 22,134,337	\$ -	\$ 24,280,824	6.15%	403	5.59%	350,840	1.59%	-	13,669	\$ 364,509	\$ -	\$ 24,645,333	\$ 364,509	\$ 492,907	\$ 25,138,240
UCA	\$ 5,333,242	\$ -	\$ 54,301,814	\$ -	\$ 59,635,056	4.66%	1,052	14.60%	915,693	1.69%	-	35,677	\$ 951,370	\$ -	\$ 60,586,426	\$ 951,370	\$ 1,211,729	\$ 61,798,155
<b>Total</b>	\$ 41,922,399	\$ 2,157,610	416,530,620	3,089,246	457,521,384	3.70%	7,207	100%	6,271,012	1.52%	244,326	-	\$ 5,632,635	\$ 882,704	\$ 463,792,395	\$ 6,271,012	\$ 9,275,848	\$ 473,068,243

\*Includes ATU-Ozark  
 \*\*Includes UAM-Crosssett and UAM-McGehee

Table C. 2020-21 Two Year Colleges Recommendations



Inst	FY2019-20					PRODUCTIVITY DISTRIBUTIONS										FY2020-21 Recommendations			
	EETF Forecast	WF2000 Forecast	RSA Forecast	One-Time Incentive Funding in RSA	Total Base (RSA + EETF + WF2000 - Incentive Funding)	% Change in Productivity Index	Productivity Index Increases	Contribution to Increase	Distribution of Productivity Funding (New Funds)	% Increase over RSA	Reallocation Losses (1.5%)	Reallocation of Productivity Losses	RSA Increase (Capped at 2.0%)	Incentive Funding	Total Funding Recommendation	New Funds	2% Appropriation Adjustment	Total Recommendation	
ANC	\$ 835,829	\$ 730,954	\$ 8,491,281	\$ -	\$ 10,058,064	3.13%	87	0.058804022	129,046	1.52%	-	78,101	\$ 169,826	\$ 37,320	\$ 10,265,211	\$ 207,146	\$ 205,304	\$ 10,470,515	
ASUB	\$ 1,667,324	\$ 801,945	\$ 11,929,786	\$ -	\$ 14,399,055	-3.13%	-	0.00%	-	0.00%	178,947	(178,947)	\$ -	\$ -	\$ 14,220,108	\$ (178,947)	\$ 284,402	\$ 14,504,510	
ASUMH	\$ -	\$ 823,929	\$ 3,840,826	\$ 100,965	\$ 4,563,789	-2.55%	-	0.00%	-	0.00%	56,098	(56,098)	\$ -	\$ -	\$ 4,507,691	\$ (56,098)	\$ 90,154	\$ 4,597,845	
ASUMS	\$ -	\$ 2,190,914	\$ 3,945,500	\$ -	\$ 6,136,414	1.49%	41	2.75%	60,356	1.53%	-	36,528	\$ 78,910	\$ 17,974	\$ 6,233,298	\$ 96,884	\$ 124,666	\$ 6,357,964	
ASUN	\$ -	\$ 1,417,628	\$ 6,973,622	\$ 830,623	\$ 7,560,627	5.44%	274	18.59%	408,061	6.64%	-	246,965	\$ 122,860	\$ 532,167	\$ 8,215,653	\$ 655,027	\$ 164,313	\$ 8,379,967	
BRTC	\$ -	\$ 2,245,209	\$ 6,052,381	\$ -	\$ 8,297,590	-9.70%	-	0.00%	-	0.00%	90,786	(90,786)	\$ -	\$ -	\$ 8,206,804	\$ (90,786)	\$ 164,136	\$ 8,370,940	
CCCUA	\$ -	\$ 1,350,337	\$ 3,612,602	\$ 131,396	\$ 4,831,543	-0.15%	-	0.00%	-	0.00%	5,167	(5,167)	\$ -	\$ -	\$ 4,826,376	\$ (5,167)	\$ 96,528	\$ 4,922,904	
COTO	\$ -	\$ 1,156,386	\$ 3,523,733	\$ -	\$ 4,680,119	-2.26%	-	0.00%	-	0.00%	52,856	(52,856)	\$ -	\$ -	\$ 4,627,263	\$ (52,856)	\$ 92,545	\$ 4,719,808	
EACC	\$ 872,552	\$ 783,221	\$ 8,348,134	\$ -	\$ 10,003,907	-1.24%	-	0.00%	-	0.00%	103,829	(103,829)	\$ -	\$ -	\$ 9,900,079	\$ (103,829)	\$ 198,002	\$ 10,098,080	
NAC	\$ 515,319	\$ 575,177	\$ 7,925,968	\$ -	\$ 9,016,464	-5.82%	-	0.00%	-	0.00%	118,890	(118,890)	\$ -	\$ -	\$ 8,897,574	\$ (118,890)	\$ 177,951	\$ 9,075,526	
NPC	\$ 1,305,024	\$ 668,021	\$ 8,956,024	\$ -	\$ 10,929,069	-4.69%	-	0.00%	-	0.00%	134,340	(134,340)	\$ -	\$ -	\$ 10,794,729	\$ (134,340)	\$ 215,895	\$ 11,010,623	
NWACC	\$ 1,153,305	\$ -	\$ 11,406,258	\$ 627,768	\$ 11,931,795	4.88%	584	39.58%	868,598	8.06%	-	525,690	\$ 215,570	\$ 1,178,718	\$ 13,326,083	\$ 1,394,288	\$ 266,522	\$ 13,592,604	
OZC	\$ -	\$ 1,271,841	\$ 3,095,210	\$ -	\$ 4,367,051	-4.83%	-	0.00%	-	0.00%	46,428	(46,428)	\$ -	\$ -	\$ 4,320,623	\$ (46,428)	\$ 86,412	\$ 4,407,036	
PCCUA	\$ 849,748	\$ 529,856	\$ 8,972,457	\$ -	\$ 10,352,061	0.29%	7	0.46%	10,114	0.11%	-	6,121	\$ 16,236	\$ -	\$ 10,368,297	\$ 16,236	\$ 207,366	\$ 10,575,663	
SACC	\$ 596,763	\$ 461,389	\$ 6,252,791	\$ 127,969	\$ 7,182,974	-3.45%	-	0.00%	-	0.00%	91,872	(91,872)	\$ -	\$ -	\$ 7,091,101	\$ (91,872)	\$ 141,822	\$ 7,232,923	
SAUT	\$ 235,253	\$ -	\$ 5,648,456	\$ -	\$ 5,883,709	-1.37%	-	0.00%	-	0.00%	77,544	(77,544)	\$ -	\$ -	\$ 5,806,165	\$ (77,544)	\$ 116,123	\$ 5,922,288	
SEAC	\$ -	\$ 1,975,199	\$ 5,580,430	\$ -	\$ 7,555,629	-6.00%	-	0.00%	-	0.00%	83,706	(83,706)	\$ -	\$ -	\$ 7,471,923	\$ (83,706)	\$ 149,438	\$ 7,621,361	
UACCB	\$ -	\$ 866,760	\$ 4,195,173	\$ 2,146	\$ 5,059,787	-2.15%	-	0.00%	-	0.00%	62,895	(62,895)	\$ -	\$ -	\$ 4,996,892	\$ (62,895)	\$ 99,938	\$ 5,096,829	
UACCH	\$ -	\$ 1,958,947	\$ 5,012,860	\$ 407,889	\$ 6,563,918	4.98%	162	10.98%	240,848	5.23%	-	145,765	\$ 92,099	\$ 294,514	\$ 6,950,532	\$ 386,613	\$ 139,011	\$ 7,089,542	
UACCM	\$ -	\$ 1,291,186	\$ 4,985,709	\$ -	\$ 6,276,895	2.95%	161	10.90%	239,297	4.80%	-	144,827	\$ 99,714	\$ 284,410	\$ 6,661,019	\$ 384,124	\$ 133,220	\$ 6,794,239	
UA-RM	\$ 230,322	\$ -	\$ 3,174,800	\$ -	\$ 3,405,122	10.30%	160	10.85%	238,183	7.50%	-	144,152	\$ 63,496	\$ 318,839	\$ 3,787,457	\$ 382,335	\$ 75,749	\$ 3,863,206	
UA-PT	\$ -	\$ 2,273,772	\$ 14,986,063	\$ -	\$ 17,259,835	-13.67%	-	0.00%	-	0.00%	224,791	(224,791)	\$ -	\$ -	\$ 17,035,044	\$ (224,791)	\$ 340,701	\$ 17,375,745	
<b>Total</b>	\$ 8,261,439	\$ 23,372,671	\$ 146,910,063	\$ 2,228,756	\$ 176,315,417	-2.56%	1,476	100%	2,194,503	1.52%	1,328,150	-	\$ 858,711	\$ 2,663,941	\$ 178,509,920	\$ 2,194,503	\$ 3,570,198	\$ 182,080,118	

**Table D. 2020-21 Non-Formula Entities Recommendations**



Institution/Entity	FY2019-20			FY 2020-21 Recommendations			
	EETF Forecast	RSA Forecast	Total Base (RSA & EETF)	1.8% Continuing Level of RSA	Base Operations & Program Enhancements	Total New Funds over 2019-20 Rec.	Total Recommendation
ADTEC/ADWIRED	\$ -	\$ 1,527,000	\$ 1,527,000	\$ 27,486	\$ -	\$ 27,486	\$ 1,554,486
AREON	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
ASU-System Office	\$ 163,475	\$ 2,405,208	\$ 2,568,683	\$ 43,294	\$ -	\$ 43,294	\$ 2,611,977
ASU-Heritage	\$ -	\$ 356,300	\$ 356,300	\$ 6,413	\$ 2,079,580	\$ 2,085,993	\$ 2,442,293
HSU-CEC	\$ -	\$ 81,234	\$ 81,234	\$ 1,462	\$ -	\$ 1,462	\$ 82,697
NWACC-CPTC	\$ -	\$ -	\$ -	\$ -	\$ 228,232	\$ 228,232	\$ 228,232
SACC-Arboretum	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
SAUT-ETA	\$ 39,313	\$ 375,035	\$ 414,348	\$ 6,751	\$ 100,000	\$ 106,751	\$ 521,098
SAUT-FTA	\$ 99,499	\$ 1,680,943	\$ 1,780,442	\$ 30,257	\$ 638,792	\$ 669,049	\$ 2,449,491
UA-SYS	\$ 520,248	\$ 3,479,473	\$ 3,999,721	\$ 62,631	\$ 572,103	\$ 634,734	\$ 4,634,455
UA-AS	\$ 150,872	\$ 2,369,273	\$ 2,520,145	\$ 42,647	\$ -	\$ 42,647	\$ 2,562,792
UA-DivAgri	\$ 6,192,688	\$ 63,930,540	\$ 70,123,228	\$ 1,150,750	\$ 2,250,000	\$ 3,400,750	\$ 73,523,978
UA-ASMSA	\$ 8,275,641	\$ 1,133,049	\$ 9,408,690	\$ 20,395	\$ 500,000	\$ 520,395	\$ 9,929,085
UA-CS	\$ -	\$ 2,336,895	\$ 2,336,895	\$ 42,064	\$ 107,000	\$ 149,064	\$ 2,485,959
UA-CJI	\$ -	\$ 1,858,633	\$ 1,858,633	\$ 33,455	\$ 699,464	\$ 732,919	\$ 2,591,552
UAF-ARTP	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
UAF-Autism	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
UAF-GWG	\$ -	\$ -	\$ -	\$ -	\$ 740,000	\$ 740,000	\$ 740,000
UAF-Pryor Center	\$ -	\$ -	\$ -	\$ -	\$ 104,784	\$ 104,784	\$ 104,784
UAF-WTC AR	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
UALR-RAPS	\$ -	\$ 4,161,417	\$ 4,161,417	\$ 74,906	\$ 1,437,500	\$ 1,512,406	\$ 5,673,823
UAPB-Nonformula*	\$ -	\$ 3,713,248	\$ 3,713,248	\$ 66,838	\$ 768,716	\$ 835,554	\$ 4,548,802
<b>Total</b>	<b>\$ 15,441,737</b>	<b>\$ 89,408,248</b>	<b>\$ 104,849,985</b>	<b>\$ 1,609,348</b>	<b>\$ 14,501,171</b>	<b>\$ 16,110,519</b>	<b>\$ 120,960,504</b>

\*UAPB's Recommendation for RSA funding is for federal matching purposes.

**Health-Related Non-Formula Entity - UAMS**

Institution/Entity	FY2019-20			FY 2020-21 Recommendations			
	EETF Forecast	RSA Forecast	Total Base (RSA & EETF)	1.8% Continuing Level of RSA	Base Operations & Program Enhancements	Total New Funds over 2019-20 Rec.	Total Recommendation
UAMS	\$ 10,595,948	\$ 88,012,881	\$ 98,608,829	\$ 1,584,232	\$ 3,805,432	\$ 5,389,664	\$ 103,998,493
UAMS-ABUSE/RAPE/DV	\$ -	\$ 748,230	\$ 748,230	\$ 13,468	\$ -	\$ 13,468	\$ 761,698
UAMS-Child Safety	\$ -	\$ 733,559	\$ 733,559	\$ 13,204	\$ -	\$ 13,204	\$ 746,763
UAMS-Ped/Psych/Res.	\$ -	\$ 1,985,100	\$ 1,985,100	\$ 35,732	\$ -	\$ 35,732	\$ 2,020,832
UAMS-IC	\$ 263,668	\$ 5,438,340	\$ 5,702,008	\$ 97,890	\$ -	\$ 97,890	\$ 5,799,898
<b>Total</b>	<b>\$ 10,859,616</b>	<b>\$ 96,918,110</b>	<b>\$ 107,777,726</b>	<b>\$ 1,744,526</b>	<b>\$ 3,805,432</b>	<b>\$ 5,549,958</b>	<b>\$ 113,327,684</b>

**PERSONAL SERVICES RECOMMENDATIONS FOR  
CLASSIFIED AND NON-CLASSIFIED PERSONNEL  
2020-21 FISCAL YEAR**

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A.C.A. §6-61-209 requires the Arkansas Higher Education Coordinating Board to present a consolidated budget request from the state-supported colleges and universities to the General Assembly and the Governor prior to each regular session of the General Assembly. As part of this process, the quantity of positions, titles, and line-item maximum salaries for all non-classified administrative, academic, and auxiliary positions at each Arkansas public institution of higher education have been reviewed, and changes are recommended.

These recommendations, to be effective July 1, 2020, recognize the varying structures and sizes of institutions, while maintaining reasonable consistency among similar positions at institutions. The primary objective of the Arkansas Division of Higher Education (ADHE) staff was to maintain relative uniformity in titles and line-item maximums for similar positions in comparable institutions, while recognizing the varying missions and structures of institutions, priorities of the new biennium, and FTE enrollment growth.

During the 2019-21 Personal Service Request process, institutions of higher education requested positions based on a two-year term. Due to this, requests for the 2020-21 fiscal year were expected to be minimal. Recommendations included in this agenda item are for position needs that could not be addressed using central pool positions or other means. ADHE staff reviewed all position requests and provided recommendations.

While additional positions and titles were recommended when institutions demonstrated a compelling need, ADHE staff attempted to keep the net growth at a minimum due to concerns over budget shortfalls and the expansion of state services. Salary recommendations for new positions were based on salaries for similar positions previously established at comparable Arkansas institutions.

Institutions of higher education, apart from UAMS, have 28,031 positions currently authorized. For the 2020-21 Fiscal Year, institutions requested an increase of 127 positions and the deletion of 169 positions, for a net new request of (42) positions. ADHE staff recommends a net decrease of (45) positions, for a total recommendation of 27,986 positions (a (0.2) percent increase). UAMS currently has 11,558 authorized positions and did not submit a request to change this total. ADHE staff recommends the current level of 11,558 positions.

Institutions' state funding is not based on the number of approved positions. Additional positions do not generate a need for new funding. If institutional growth necessitates additional positions during the year, positions may be requested from the appropriate pool.

Summaries of authorized, requested, and recommended positions for two-year and four-year institutions that made requests are shown in Table 9-A and Table 9-B. Recommended maximum salaries for selected key administrative and academic positions are shown in Table 9-C and Table 9-D.

ADHE Executive Staff recommend that the Arkansas Higher Education Coordinating Board approve the following resolution.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board adopts the recommended number of positions, titles, and maximum salaries for non-classified positions in academic, administrative, and auxiliary positions for the 2020-21 fiscal year as recommended by staff.

**FURTHER RESOLVED**, That the Director of the Arkansas Division of Higher Education is authorized to make technical corrections consistent with Coordinating Board action.

**FURTHER RESOLVED**, That the Coordinating Board requests the Director to transmit the Personal Services recommendations to the Governor and the General Assembly for consideration for the 2020-21 fiscal year.





**TABLE 9-C**  
**MAXIMUM LINE ITEM COMPARISONS FOR SELECTED**  
**KEY POSITIONS - AHECB RECOMMENDATIONS**  
**FOR FOUR-YEAR INSTITUTIONS: FY 2020-21**

INSTITUTION	CHIEF EXECUTIVE OFFICER	CHIEF ACADEMIC OFFICER	CHIEF FISCAL OFFICER	CHIEF STUDENT OFFICER	DEAN	DEPT CHAIR	9-MONTH			
							PROFESSOR	ASSOC PROFESSOR	ASSIST PROFESSOR	INSTRUCTOR
UAF**	320,510	239,292	214,509	192,038	206,128	262,354	196,766	154,223	149,498	99,379
UALR	315,559	219,066	183,788	183,788	175,414	164,241	158,657	139,102	116,443	90,858
ASUJ	289,263	219,066	180,997	180,997	175,414	164,241	158,657	139,102	116,443	90,858
ATU	289,263	219,066	183,788	180,997	175,415	164,241	158,657	139,102	116,443	90,858
UCA	289,263	219,066	183,788	180,997	175,414	164,241	158,657	139,102	116,443	90,858
HSU	262,966	176,110	176,110	173,433	168,080	157,374	152,022	133,276	111,579	87,054
SAUM	262,966	164,239	158,544	153,782	141,895	130,651	122,128	107,910	99,385	82,329
UAM	236,670	164,239	158,544	153,782	141,895	130,651	122,128	107,910	99,385	82,329
UAPB	237,625	164,239	158,544	153,782	141,895	130,651	122,128	107,910	99,385	82,329
UAFS	236,670	189,371	176,109	173,433	141,895	157,373	152,021	133,276	111,578	87,054
UAMS*	394,449	380,764	321,793	N/A	314,825	458,634	319,977	293,312	277,314	219,840
ASU/SYS	355,609	206,680	222,887	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UA/SYS	459,120	239,292	226,151	N/A	N/A	N/A	N/A	N/A	N/A	N/A

\*UAMS faculty salaries are for 12-month positions.

\*\*UAF Chief Student Officer is listed as a Vice Provost



**TABLE 9-D  
MAXIMUM LINE ITEM COMPARISONS FOR SELECTED  
KEY POSITIONS - AHECB RECOMMENDATIONS  
FOR TWO-YEAR INSTITUTIONS: FY 2020-21**

INST	CHIEF	CHIEF	CHIEF	CHIEF	DIVISION CHAIR	9-MONTH				
	EXECUTIVE OFFICER	ACADEMIC OFFICER	FISCAL OFFICER	STUDENT OFFICER		FACULTY	ASSOC PROFESSOR	ASSIST PROFESSOR	INSTRUCTOR	
ANC	169,818	136,300	127,815	127,815	119,284	90,859				
ASUB	169,818	136,300	127,815	127,815	119,284		97,492	91,917	81,331	70,860
ASUMH	169,818	136,300	127,815	127,815	119,284	90,859				
ASUMS	169,818	136,300	127,815	127,815	119,284	90,859				
ASUN	169,818	136,300	127,815	127,815	119,284		97,492	91,917	81,331	70,860
BRTC	169,818	136,300	127,815	127,815	119,284	90,859				
CCCUA	169,818	136,300	127,815	127,815	119,284	90,859				
COTO	169,818	136,300	127,815	127,815	119,284	90,859				
EACC	169,818	136,300	127,815	127,815	119,284	90,859				
NAC	169,818	136,300	127,815	127,815	119,284	90,859				
NPC	169,818	136,300	127,815	127,815	119,284	90,859				
NWACC	169,818	136,300	127,815	127,815	119,284	90,859				
OZC	169,818	136,300	127,815	127,815	119,284	90,859				
PCCUA	169,818	136,300	153,070	127,815	119,284	90,859				
SACC	169,818	136,300	136,300	127,815	119,284	90,859				
SAUT	169,818	136,300	127,815	127,815	119,284	90,859				
SEAC	169,818	136,300	127,815	127,815	119,284	90,859				
UACCB	169,818	136,300	127,815	127,815	119,284	90,859				
UACCH-T	169,818	136,300	136,300	127,815	119,284	90,859				
UACCM	169,818	136,300	127,815	127,815	119,284	90,859				
UACCRM	169,818	136,300	127,815	127,815	119,284	90,859				
UA-PTC	169,818	142,194	127,815	127,815	119,284	90,859				

AGENDA ITEM NO. 10  
HIGHER EDUCATION COORDINATING BOARD  
JANUARY 31, 2020

# ANNUAL FINANCIAL CONDITION REPORT

# JANUARY 2020

A REPORT TO  
THE ARKANSAS HIGHER EDUCATION  
COORDINATING BOARD



2020 JANUARY 31, 2020

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# **The Financial Condition of Arkansas Institutions of Higher Education**

## **Introduction**

The purpose of this report is to describe the financial condition as well as the challenges experienced by Arkansas's Public Institutions of Higher Education. These challenges have been brought on by a number of competing, and often conflicting demands: fluctuations in enrollments; lagging or declining state support; increasing public and political pressure to hold tuition down; underprepared students; and students who come to college with the expectations of new amenities and programs from the institutions.

This financial conditions report will address several topics including performance-based funding, productivity-based funding, revenues versus costs in higher education, funds per full-time equivalent (FTE) student, the increased volume of construction on campuses, a comparison of Arkansas faculty salaries to other Southern Regional Education Board (SREB) states and various charts and graphs on tuition and fees by institution, expenditures by function, fund balances, operating margins, athletic incomes and expenditures, scholarship expenditures and measures of performance. It will also include some recommendations for future financial policies of the Arkansas Higher Education Coordinating Board.

## **Performance-Based to Productivity-Based Funding**

From the early 1990s to the present, Arkansas has experienced a more positive pattern of growth than the nation as a whole. Unfortunately, because of lower rates of educational growth and development throughout most of the 20<sup>th</sup> century, Arkansas still lags significantly behind the region and the nation. Former Governor Mike Beebe recognized the importance of Arkansas's educational attainment for the future economic growth and the prosperity of its people. On January 11, 2011, Governor Beebe issued a challenge to the State and to its institutions of higher education by stating: "We can and must double the number of college graduates in Arkansas by 2025 if we are to stay competitive. This is a lofty goal aimed at the future, but we must begin implementing it today." More recently, Governor Asa Hutchinson has established a goal of 60% of Arkansans with a post-secondary credential by 2025.

In response to former Governor Beebe's challenge of doubling the number of college graduates, the Arkansas General Assembly, ADHE and the state's public institutions of higher education accepted the challenge by supporting Act 1203 of 2011 (AN ACT TO PROMOTE ACCOUNTABILITY AND EFFICIENCY AT STATE-SUPPORTED INSTITUTIONS OF HIGHER EDUCATION; TO CLARIFY FUNDING FORMULA CALCULATIONS FOR STATE-SUPPORTED INSTITUTIONS OF HIGHER EDUCATION). Act 1203 of 2011 was enacted by the Arkansas General Assembly and on April 5, 2011, former Governor Beebe signed it into law. Over a period of five years starting with FY 2014, 25 percent of an institution's base funding will be allocated according to performance or outcomes.

Significant time and effort from ADHE and all of the public institutions was put into developing models for implementing the performance-based funding component of Act 1203. Some of the guiding principles in developing the models included increasing credentials without compromising academic rigor; missions, role and scope; economic development; need for flexibility; keeping it simple; and data-driven decision making.

The performance-based funding models were designed to assist Arkansas students to succeed in their higher education goals, and in doing so to reach the statewide goal of doubling the number of graduates by 2025. In the first two years of implementation of the performance-based funding, all universities and colleges successfully maintained 100 percent of the portion of their base funding allocated to performance or outcomes. Additionally, during the 2013 Regular Session of the 89th General Assembly A.C.A. § 6-61-233 changed the way in which the performance-based funding would be implemented in that the implementation of the funding component shall not progress beyond the 2014-15 school year until such time as the ADHE determines all institutions are funded at the minimum standard of equity defined as seventy-five percent (75%) of needed state funding, as determined by the needs-based component of the funding formula models. Also, in any fiscal year that the general revenue funding available for higher education institutions is less than the amount in the 2012-13 fiscal year, the ADHE will not further implement the funding component until such time as the general revenue for higher education institutions is restored to the 2012-13 fiscal year level.

As described above, Arkansas has historically funded higher education loosely based on enrollment-based formulas, with a performance component introduced in 2011 which penalizes institutions that do not meet predetermined performance measures. Most research around state funding formulas suggest that both approaches can be problematic. Additionally, funding has fallen short of the amounts recommended by the formulas due to limitations on the state's budget. As a result, only a small number of institutions have received the full amount recommended by the formula.

A fully outcomes-based model was proposed in the Closing the Gap 2020: A Master Plan for Arkansas Higher Education to address these concerns. Substantial efforts to adopt such a model began through an established Institutional Funding work group. The group held an initial meeting in October 2015 and continued to work since that time to develop the model. The Arkansas Higher Education Coordinating Board (AHECB) adopted a framework for the outcomes-based model at its meeting on July 29, 2016 and the new funding policy was enacted with the passage of Act 148 of 2017.

Act 148 of 2017 repealed the needs-based and outcome-centered funding formulas that were created by Act 1203 of 2011. This act directs the AHECB to adopt policies developed by the Department of Higher Education necessary to implement a productivity-based funding model for state supported institutions.

Productivity-based funding is a mechanism to align institutional funding with statewide priorities for higher education by incentivizing progress toward statewide goals. At the same time, such models encourage accountability to students and policymakers by focusing on the success of students through the achievement of their educational goals. The new funding model is built around a set of shared principles developed by institutions and aligned with goals and objectives for post-secondary attainment in our state.

The productivity measures consist of four categories: (1) Effectiveness; (2) Affordability; (3) Adjustments; and (4) Efficiency. Each of these categories contain certain metrics. Effectiveness

(Credentials, Progression, Transfer Success, Gateway Course Success) makes up eighty percent (80%) of the formula. Affordability (Time to Degree, Credits at Completion) makes up twenty percent (20%). Adjustments are applied for Research (4-year only) and Diseconomies of Scale (2-year only). And, Efficiency (Core Expense Ratio, Faculty to Administrator Salary Ratio) applies a plus/minus two percent (2%) change to the formula. Other future technical modifications, such as an addition of an inflationary index and refining of existing metrics will be considered when necessary.

In the formula, institutions receive points based on the requirements of each metric. Points are totaled and applied according to the weight of the metric. Once the points for the Effectiveness and Affordability measures are totaled, the Adjustments will be applied to the points accordingly. Finally, the Efficiency measure will be applied against the adjusted total. This final total of points will become the institution's Productivity Index. That Productivity Index will be compared to the prior year's index for that institution. For example, in 2018 the Productivity Index uses data averages from the Baseline subset of AY2014, AY2015, and AY2016 and compares it to the 3-year average from the Comparative subset of AY2015, AY2016, and AY2017. The difference in the Baseline Index and the Comparative Index is the Change in Productivity Index. This percent change determines the distribution of funding.

The AHECB will limit the funding recommendation generated by the productivity-based funding model to no more than a 2% growth over the prior year's Revenue Stabilization Act (RSA) general revenue funding amount for four- and two-year institutions. The total RSA general revenue recommendation for each four- and two-year institution will include any new state funding recommendation and reallocated funding recommendation. If an institution's funding recommendation is greater than a 1% increase in 2018-2019; 1.5% increase in 2019-20; 2% increase thereafter over its existing RSA general revenue funding, the Board will recommend that the amount of funding recommendation up to 2% based on the graduated scale would be added to an institutions existing RSA general revenue and any funding recommendation in excess would be one-time incentive funding for that institution. The AHECB will recommend redistribution of one-time incentive funding in the following year based on productivity index changes.

Within each four- and two-year institution group, RSA general revenue funding will be recommended for reallocation from institutions with productivity index declines to institutions with productivity index increases. Reallocation of RSA general revenue funding to institutions with productivity increases will be calculated as a percentage of the contribution to the overall four- or two-year institution productivity index increases. Reallocation for institutions with productivity index declines will be based on their percentage of productivity index decline. Recommended reallocation will be introduced on a graduated scale starting with 1% of an institution's RSA general revenue funding being reallocated in 2019-2020; up to 1.5% in 2020-2021; and up to 2% in 2021-2022 and thereafter.

### **Revenue versus Cost in Higher Education**

Every organization – whether it is for-profit, nonprofit or government – faces the same financial imperative: It must cover its financial outflows (costs or expenditures) with financial inflows (revenues). Although deficits can occur, they cannot be maintained forever. The one exception to this rule may be the federal government, which has the power to tax and print currency – even these actions have political limits. “Every other type of organization must choose a cash-flow strategy that ensures that revenues will at least cover its expenditures and debt service.” – *Robert E. Martin, “Revenue-to-Cost Spiral in Higher Education”*

Colleges and universities represent a specific type of nongovernment cash-flow strategy. Higher education is composed of state-supported colleges and universities, private nonprofit schools, and a number of for-profit schools. State-supported schools are the largest component. While they are part of state governments, they are very similar to private higher education in terms of their cash-flow management challenges, governance structures, role of third-party payers and the services they provide.

The foregoing was presented to establish that colleges and universities, whether state-supported or private non-profit institutions, must make certain that their revenues cover their expenditures and debt service, which presents unique challenges for state-supported colleges and universities. Unlike businesses which see their sales and profits decline during an economic downturn, state-supported colleges and universities may experience enrollment increases due to layoffs and



unemployment, thereby increasing cost to educate additional students; along with state revenue decline causing a reduction, thereby creating the need to increase tuition and fees to cover the lost state support.

This demand for services experienced by colleges and universities during an economic downturn is the inverse of the lack of demand for services from for-profit businesses. While businesses are laying off employees, colleges and universities are forced to hire new faculty and support staff (admissions staff, financial aid staff, etc.) to meet the demands of new enrollment. As businesses are cutting expenses, state-supported colleges and universities must increase expenditures if they are to provide services to the larger student body. For example, if state support makes up 50 percent of the funding for higher education and tuition and fees make up the other 50 percent, and no new state dollars are received for higher education, then any cost of living increases or inflation must be balanced by reducing costs/services or by increasing tuition and fees. If inflation increases by 3 percent, costs/services must be cut by 3 percent or tuition and fees must increase 6 percent.

Often, the response is to encourage institutions to seek private funds to replace lost state support. However, many times private donors are unwilling to give to support the ordinary operating expenses associated with educating the students (unrestricted educational and general funds) because they consider those things the responsibility of the state and there is no notoriety or recognition associated with donations for operating expenses. Donors are willing to give to a building fund (to be able to name the building or a room) and to sponsor a specific type of research program that has the potential of benefitting their business, or them personally, but such funds are considered restricted funds since their use is designated by the donor. These funds provide no relief for the overburdened unrestricted educational and general needs of the institution.

Successive economic downturns such as that experienced after Sept. 11, 2001, and during the Great Recession have been devastating for Arkansas higher education, in that institutions are spending less per student from all sources of revenue. During that same time period the enrollment growth in Arkansas has been one of the highest in the SREB and in the nation. The

Delta Cost Study summed it up this way – students are paying more and getting less. Higher education is losing the battle with the combination of more students, less state funding and tuition rates that exceed inflation. Several recent studies show that the institutions are actually spending less per student than they did 10 or 20 years ago in constant dollars, which makes the idea of cutting expenditures less than plausible.

The cost cutting that has occurred has been in the form of using adjunct faculty to replace full-time faculty and the postponement of maintenance of facilities. The shift towards adjunct faculty may cause unintended consequences. Research has shown that an increase in adjunct faculty has negatively impacted graduation and retention rates. More specifically, the impact can be seen on first- to second-year retention because adjuncts are more likely to teach introductory courses. Many of these negative outcomes are caused by lack of professional development for adjunct faculty, adjunct faculty are not paid for office hours which results in students receiving less out of the classroom support, and typically institutional policies are created around full-time faculty. Another undesirable action is to forego the maintenance of facilities allowing for huge deferred maintenance accumulations that represent a high percentage of the replacement value of the facilities. These things are not only true for Arkansas; they are true nationally as well. Impacts of declining state funds on Arkansas Higher Education include:

- Tuition and fee increases
- Reduced access
- No progress on equity funding issues
- Outdated instructional equipment
- Reduced ability to attract external funding
- Inability to recruit and retain faculty/staff
- Further deterioration of facilities
- Worst case scenarios: enrollment caps, loss of accreditation, no new programs, lost jobs
- Program eliminations and reduction in public service.

As the economic recovery has strengthened, enrollments have declined (particularly at community colleges), as jobs have been created and individuals have gone back to work. Though state revenues have recovered, colleges and universities have not seen reinvestment in their funding due to competing demands from K-12, health care and other priorities.

## Funds per FTE Student from All Sources

Table 88 of the *SREB Factbook on Higher Education* published in June 2019 shows that the total funds available per FTE student in Arkansas's universities increased by 7.36 percent in the five year period from 2012-13 to 2017-18. Delaware experienced the lowest increase for this period at around 7.3 percent. Florida experienced the greatest gain in funding available per FTE student, a 36.6 percent increase. For 2017-18, Arkansas's universities ranked ninth (9<sup>th</sup>) in state funding and twelfth (12<sup>th</sup>) in tuition and fee revenues per FTE student in the SREB region.

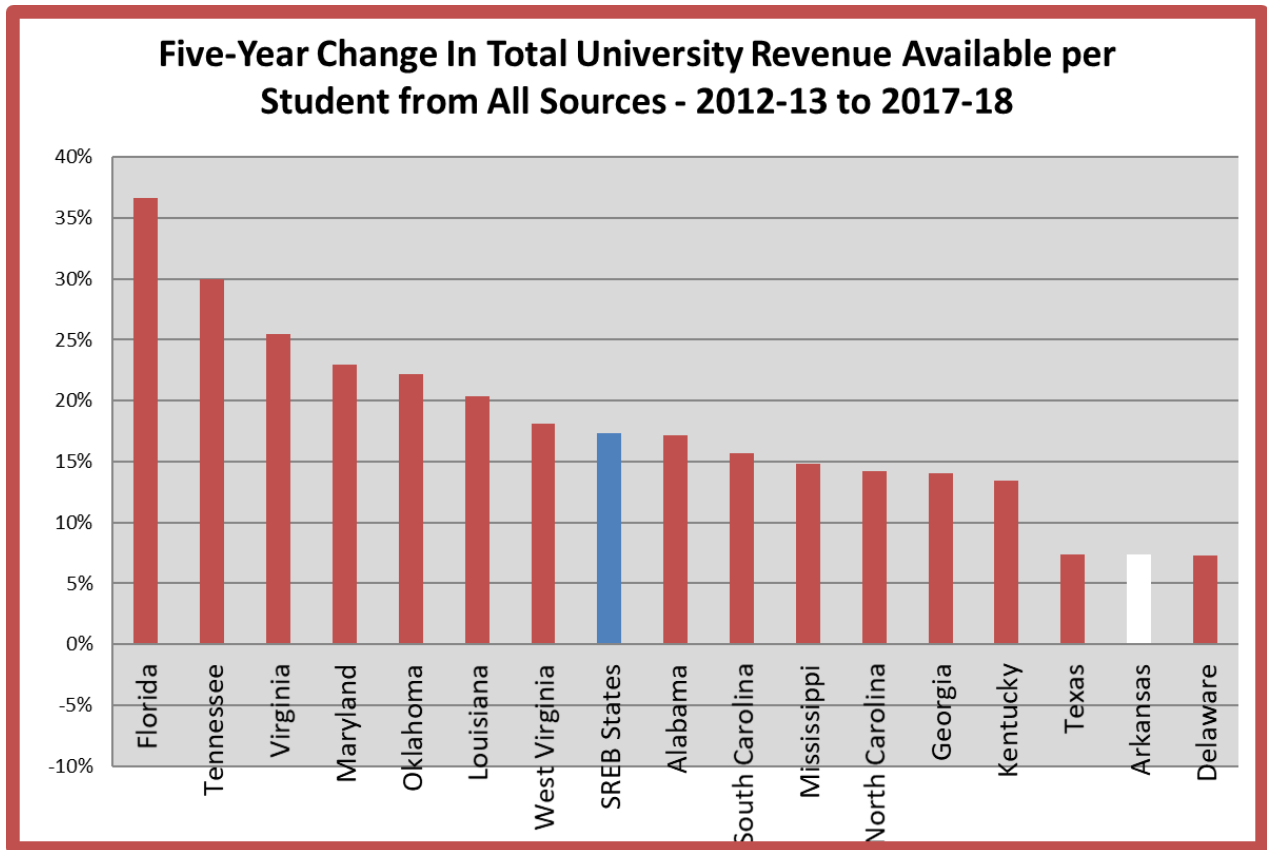
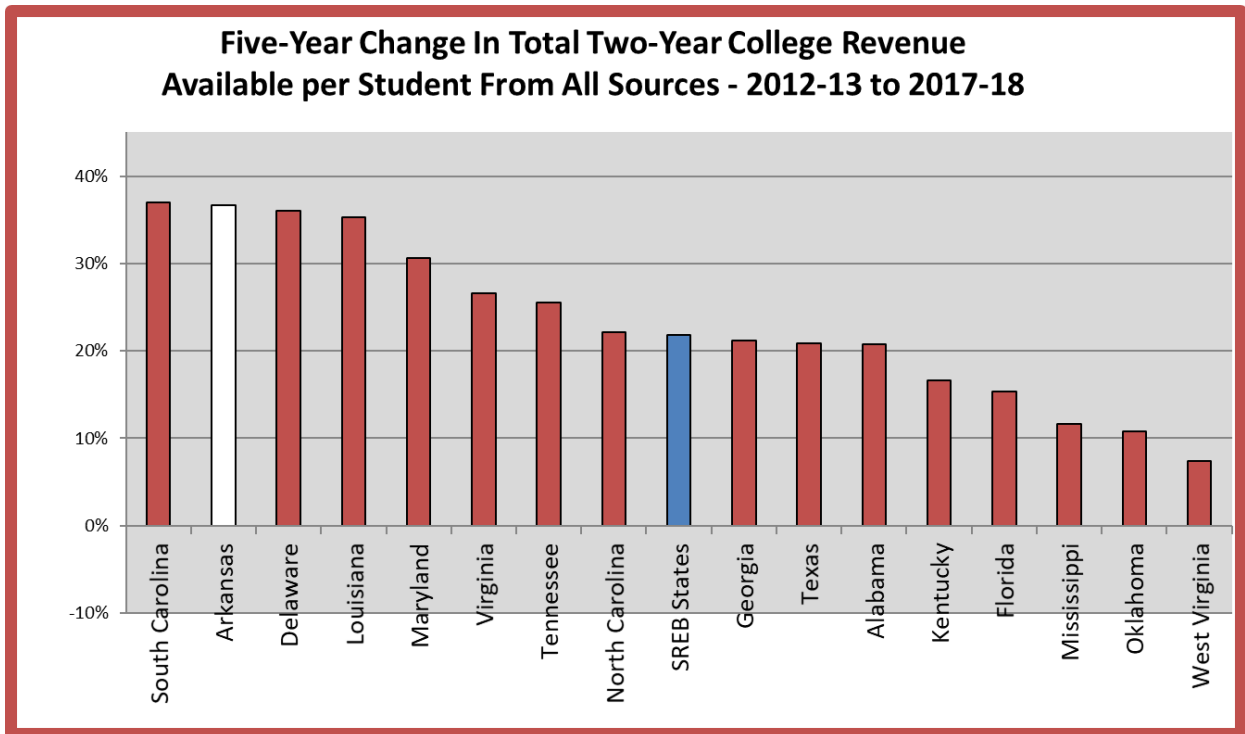
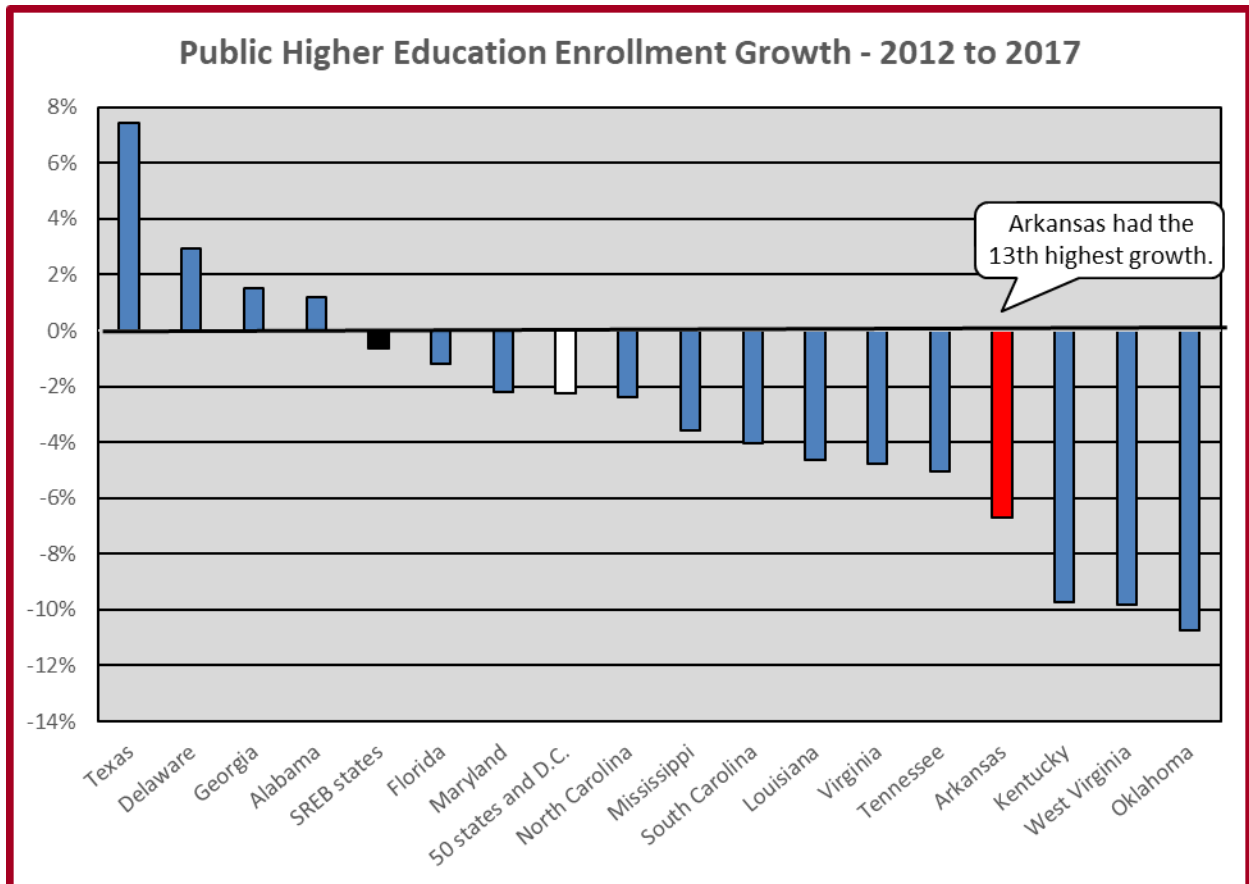


Table 89 of the ***SREB Factbook on Higher Education*** contains the comparable data for Two-Year Colleges. Arkansas’s two-year schools funds per FTE student increased approximately 37 percent over the same five year period. West Virginia experienced the smallest increase for this period at 7 percent, while South Carolina had the greatest gain in funding available per FTE student with a 37.01 percent increase. For 2017-18, Arkansas’s two-year colleges ranked second (2<sup>nd</sup>) in state funding and ninth (9<sup>th</sup>) in tuition and fee revenues per FTE student in the SREB region.



From 2012 to 2017 the enrollment growth (Table 21 of the *SREB Factbook on Higher Education*) in Arkansas Public Higher Education was the thirteenth highest percentage growth rate at -6.7 percent. The average growth rate in the SREB states was -0.62 percent and the national average growth rate was -2.27 percent. Only 4 states produced positive growth over the five-year time period.



### **The Reason for the Volume of Construction on University and College Campuses in Arkansas**

Arkansas universities are making a concerted effort to be good stewards of the facilities that the state and private donors have funded. These facilities require continued maintenance and renovations throughout their existence. Today, over 50 percent of the university facilities are more than 30 years old. After a facility has reached the 30-year mark, most of the life expectancy of the building systems has elapsed. The average Facilities Condition Index (FCI)

for 2018 for Arkansas's educational and general facilities is 50 percent, meaning 50 percent of the life expectancy of the average facility has passed. The national literature states that when the FCI for a campus exceeds 15 percent it should raise a red flag that signals that the facility's maintenance needs improvement and a dedicated source of funding.

In response to the huge accumulated deferred maintenance, universities are renovating many older facilities whose FCI is higher than 50 percent. The choice between renovating a facility and replacing it is based upon the relative cost of the two options.

**Why is all this renovation and new construction necessary?** Today's students are coming to the universities to learn that their high schools had better and more modern labs and equipment than the universities. Many universities' laboratory facilities have been seriously outdated for many years and were not or could not be brought into compliance with Environmental Protection Agency (EPA) regulations. Students come to a university expecting to receive instruction on the latest technology available, but are finding labs with outdated equipment and technology.

If universities are to produce graduates in the sciences and engineering programs who can compete in future economies, facilities must be renovated, updated or replaced, which is why much of the construction activity is taking place on college and university campuses.

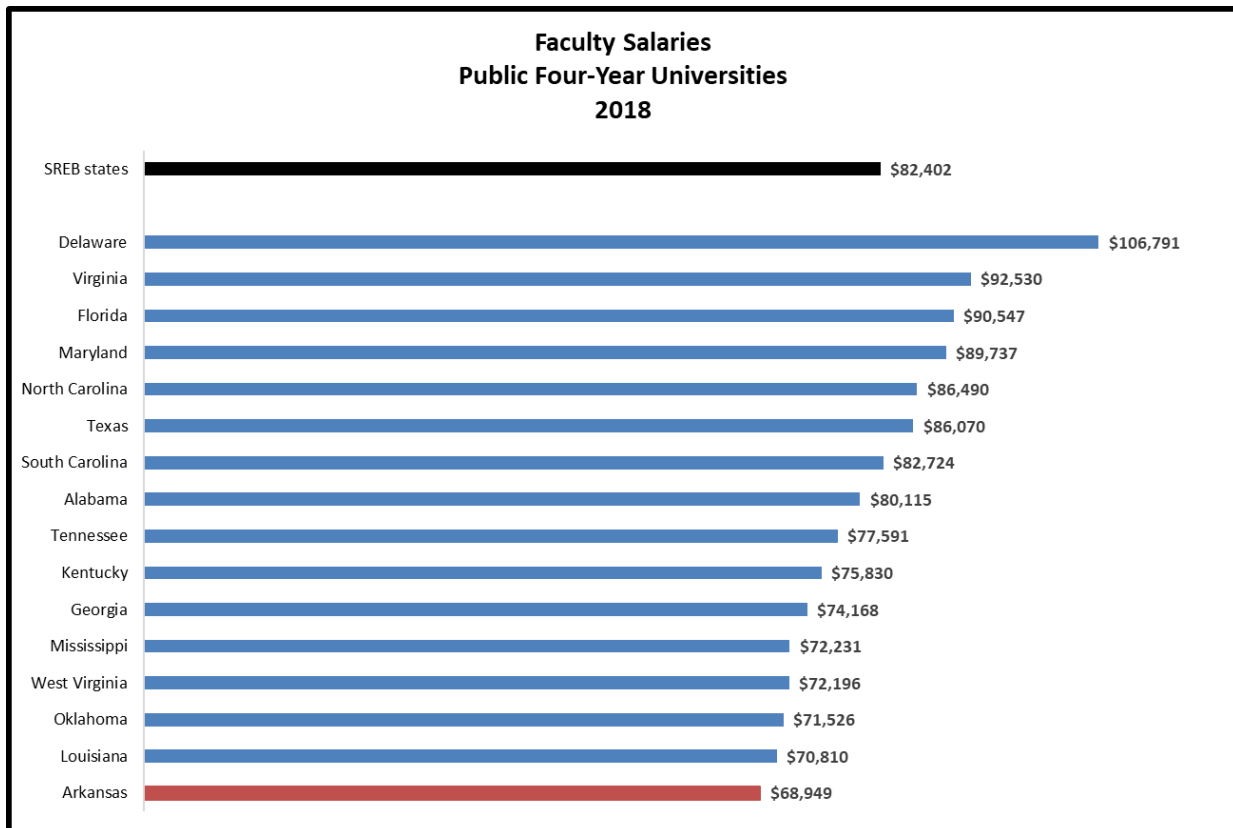
Not surprisingly, systems including electrical, in the older facilities are not adequate to handle all the new computing equipment, which was not even contemplated when the buildings were designed. Computer equipment also places stress on outdated air conditioning systems. In addition, EPA regulations necessitate new plumbing for labs in the sciences and engineering programs. Unless these renovations are completed, graduates will find their degrees have not prepared them for the careers they have chosen.

Lack of dedicated capital improvement funding means that institutions have increasingly turned to bond indebtedness to finance essential improvements, leading to rising tuition or fees. SREB recently surveyed its member states to learn more about state supported funding for capital needs. Only two states, Alabama and Oklahoma, indicated that higher education received no state support for capital needs. The remaining fourteen SREB states do receive state funding to address capital needs either as recurring/designated funding, surplus/non-recurring funding or

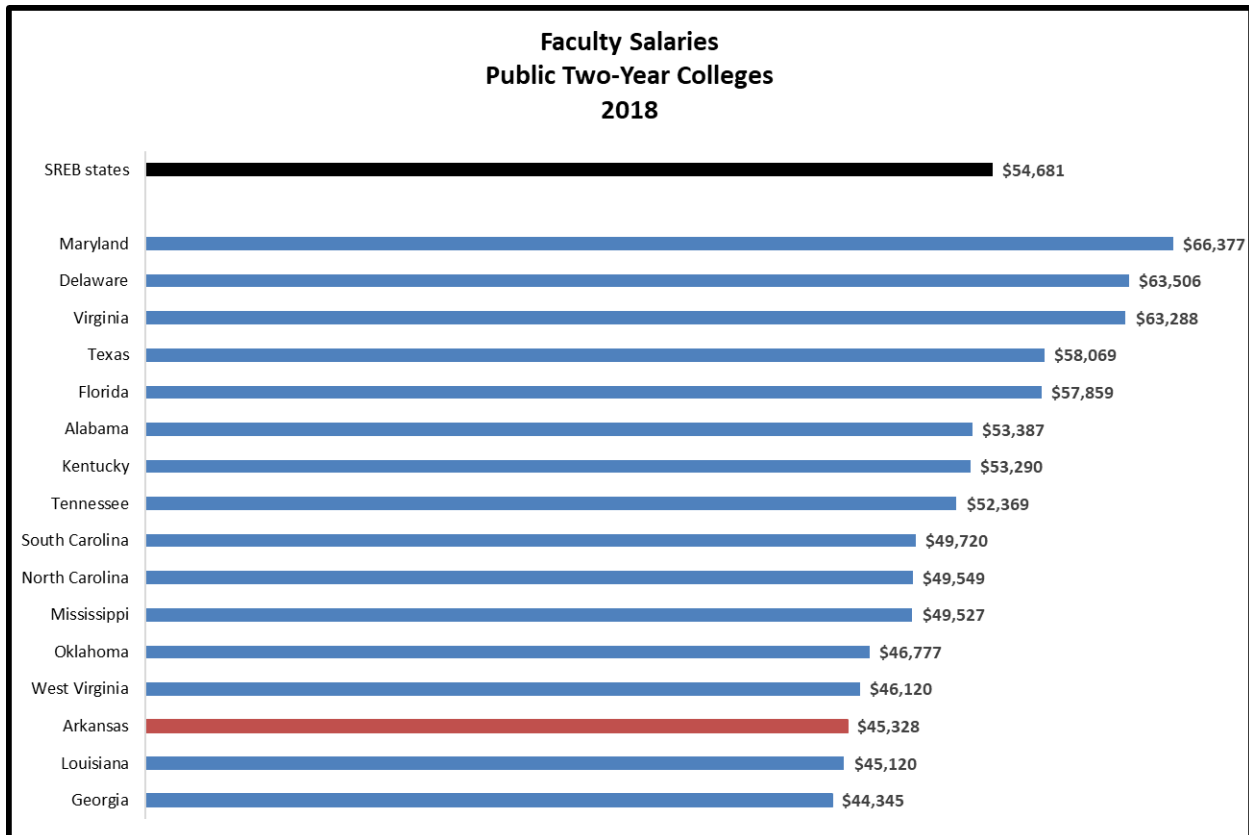
some combination of the two. In 2006, Arkansas did designate funding for higher education capital needs through General Obligation (GO) Bonds, but institutions have had to rely on surplus/non-recurring funds in more recent years. Lack of dedicated capital improvement funding is a common challenge across SREB states and you can find more detail for each SREB state in Appendix A. Eight of the sixteen SREB states are currently considering GO Bonds to address this challenge. Arkansas is not currently considering GO Bonds.

### Arkansas Faculty Salaries

The *SREB State Data Exchange* information published in May 2019 compares average faculty salaries in each of the SREB states with the regional average. The average university faculty member’s salary in Arkansas has decreased from 2017, dropping to the lowest in the region. It is \$13,453 below the SREB average.



Two-year college salaries decreased as well, dropping to 14<sup>th</sup> in 2018. The average faculty salary in Arkansas for two-year colleges of \$45,328 was \$9,353 below the SREB average.



While Arkansas has made great strides in improving faculty salaries, it is hard to be competitive in higher education with salaries still below the regional and national average.

Closing the Gap 2020: A Master Plan for Arkansas Higher Education addresses the need to increase faculty salaries to the regional average. Considering the goals set forth in the master plan, raising salaries to attract and retain quality faculty are essential to improving student retention and completion. In order to remain competitive and affordable, resource allocation decisions are very important. It will be imperative going forward to examine resource allocation by analyzing expenditures per full-time equivalent (FTE) student in the following functional expense categories - Instruction (includes faculty salaries), Academic Support, Student Services and Institutional Support. Institutions must make decisions that will maximize their core functional expenses in a way that will improve student success. One potential study that is being



considered to help in further analyzing resource allocation is the annual SACUBO Benchmarking Study. Appendix C will provide further details for each institution's expenditures per FTE by functional expense category.

## **Why Research Is Important**

Research, the pursuit of knowledge, is the life blood of a university. It is the key to economic development and new higher paying jobs in the state. New developing cutting-edge industries tend to locate near universities that are heavily involved in research related to their industry. Research is the basis for some of the most important parts of the upper level undergraduate and graduate level instruction. It provides students with cutting edge knowledge, problem-solving skills and familiarity with the latest technology which prepare them to be leaders in their chosen field. In addition, research results in a better quality of life for all citizens of Arkansas through the development of better medications, diagnostic equipment, methods of diagnosis and treatment of illness.

Commitment to research is a necessity in attracting the best faculty to a university. Faculty members who are involved in research are also a necessity for quality doctoral programs. Doctoral candidates are required to do research for dissertations and the guidance for both research ideas and methodology can only be provided by faculty who are actively involved in research.

The Nanotechnology research currently being conducted at several of Arkansas's doctoral institutions seems to have almost unlimited potential in numerous fields of human endeavor. This is particularly true in the developments in medicine.

Logistics research has allowed a number of Arkansas trucking firms to be leaders in the nation in their ability to deliver goods across America efficiently, economically and on time. The Arkansas Research and Education Optical Network (ARE-ON) is making the latest medical diagnosis and treatment capabilities available to rural hospitals and improving the health and longevity of those citizens who have not had access before without the expense of traveling a

great distance. Research is improving the quality of life for Arkansans in terms of health care, better jobs, and a quality education.

It is incumbent on Land Grant institutions (University of Arkansas & University of Arkansas at Pine Bluff) to have a commitment to research and to public service. Failure to be involved in both would result in the loss of significant federal funding. The research and public service functions of these Land Grant universities have resulted in our nation's farmers being the most productive in the world and our food supply exceeding our consumption.

Much of the research that has resulted in our major advancements have often started out as theoretical (basic) research, what some may have labeled "pie-in-the-sky," rather than applied research. This simply illustrates that the major thrust of research should not be only on applied research – research with immediate practical outcomes or seeking solutions to existing problems.

In summary, research improves the quality of life, attracts knowledge-based business and industry, improves economic development in the state, and creates better paying jobs in the state.

## **Tuition and Fees**

Certainly, tuition and fee increases at colleges and universities, both public and private, have been under scrutiny in Arkansas and the nation. Some of the major factors responsible for tuition inflation has been rising cost in technology, employee benefits, and campus security.

With the Governor and the Legislature's addition of roughly \$13,000,000 in State funding for higher education since the implementation of the Productivity Funding model in fiscal year 2018-19, institutions have been tasked with trying to limit tuition increases as to keep costs to students as affordable as possible. Even with these new state funds and cost saving measures, four-year institutions found it necessary to increase tuition and fees on average by 3.1 percent and two-year colleges needed to increase tuition and fees on average by 2.7 percent for fiscal year 2019-20 which is reflected in the charts below.

**Annual Full-time Undergraduate Tuition and Mandatory Fees  
for Four-Year Institutions (2014-15 through 2019-20)**

**RESIDENT**

Institution	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	1 YR Increase	5 YR Increase	5 YR Average Increase
ASUJ	7,720	8,050	8,200	8,478	8,608	8,900	3.4%	15.3%	2.6%
ATU	7,248	7,740	8,280	8,880	9,068	9,255	2.1%	27.7%	4.5%
HSU	7,561	7,809	8,116	8,311	8,436	8,811	4.4%	16.5%	3.2%
SAUM	7,656	7,896	8,196	8,346	8,676	8,980	3.5%	17.3%	3.3%
UAF	8,208	8,521	8,819	9,062	9,129	9,385	2.8%	14.3%	2.9%
UAFS	5,962	6,322	6,701	6,935	7,128	7,339	3.0%	23.1%	4.2%
UALR	8,045	8,165	8,633	8,936	9,439	9,529	1.0%	18.4%	4.3%
UAM	6,082	6,447	7,210	7,462	7,696	7,909	2.8%	30.0%	5.2%
UAPB	5,956	6,271	6,676	7,212	7,842	8,064	2.8%	35.4%	5.8%
UCA	7,889	7,889	8,224	8,524	8,751	9,188	5.0%	16.5%	3.9%
<b>Average</b>	<b>7,233</b>	<b>7,511</b>	<b>7,906</b>	<b>8,214</b>	<b>8,477</b>	<b>8,736</b>	<b>3.1%</b>	<b>21.5%</b>	<b>3.9%</b>

**Annual Full-time Undergraduate Tuition and Mandatory Fees  
for Two-Year Institutions (2014-15 through 2019-20)**

**RESIDENT**

Institution	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	1 YR Increase	5 YR Increase	5 YR Average Increase
ANC	2,390	2,600	2,660	2,750	2,780	2,810	1.1%	17.6%	1.6%
ASUB	3,270	3,420	3,480	3,540	3,600	3,660	1.7%	11.9%	2.3%
ASUMH	3,330	3,420	3,480	3,540	3,570	3,630	1.7%	9.0%	1.8%
ASUMS	3,790	3,790	3,880	4,000	4,000	4,090	2.3%	7.9%	2.2%
ASUN	3,150	3,270	3,330	3,450	3,480	3,570	2.6%	13.3%	2.8%
BRTC	3,060	3,240	3,330	3,600	3,660	3,720	1.6%	21.6%	4.3%
CCCUA	2,647	3,030	3,405	3,600	3,840	3,960	3.1%	49.6%	6.7%
COTO	3,310	3,620	3,620	3,680	3,890	4,070	4.6%	23.0%	3.2%
EACC	2,880	3,090	3,150	3,150	3,180	3,234	1.7%	12.3%	1.6%
NAC	3,090	3,270	3,330	3,510	3,600	3,690	2.5%	19.4%	2.5%
NPC	3,490	3,460	3,460	3,780	4,110	4,500	9.5%	28.9%	6.5%
NWACC	4,513	4,633	4,633	4,683	4,683	5,058	8.0%	12.1%	1.8%
OZC	3,325	3,445	3,445	3,640	3,730	3,730	0.0%	12.2%	3.8%
PCCUA	2,968	2,968	3,110	3,200	3,320	3,410	2.7%	14.9%	3.6%
SACC	3,290	3,380	3,510	3,660	3,750	3,750	0.0%	14.0%	3.1%
SAUT	4,050	4,140	4,140	4,500	4,500	4,590	2.0%	13.3%	2.1%
SEAC	3,070	3,070	3,220	3,460	3,850	3,850	0.0%	25.4%	5.1%
UACCB	3,195	3,195	3,375	3,480	3,555	3,555	0.0%	11.3%	3.1%
UACCH-T	2,560	2,650	2,890	2,980	3,070	3,250	5.9%	27.0%	5.4%
UACCM	3,635	3,785	3,980	4,130	4,220	4,320	2.4%	18.8%	3.5%
UACCRM	3,360	3,480	3,630	3,780	4,020	4,260	6.0%	26.8%	5.3%
UAPTC	4,013	4,650	5,280	5,460	5,632	5,670	0.7%	41.3%	6.7%
<b>Average</b>	<b>3,290</b>	<b>3,437</b>	<b>3,561</b>	<b>3,708</b>	<b>3,820</b>	<b>3,926</b>	<b>2.7%</b>	<b>19.6%</b>	<b>3.6%</b>

SOURCE: ADHE FORM 18-1

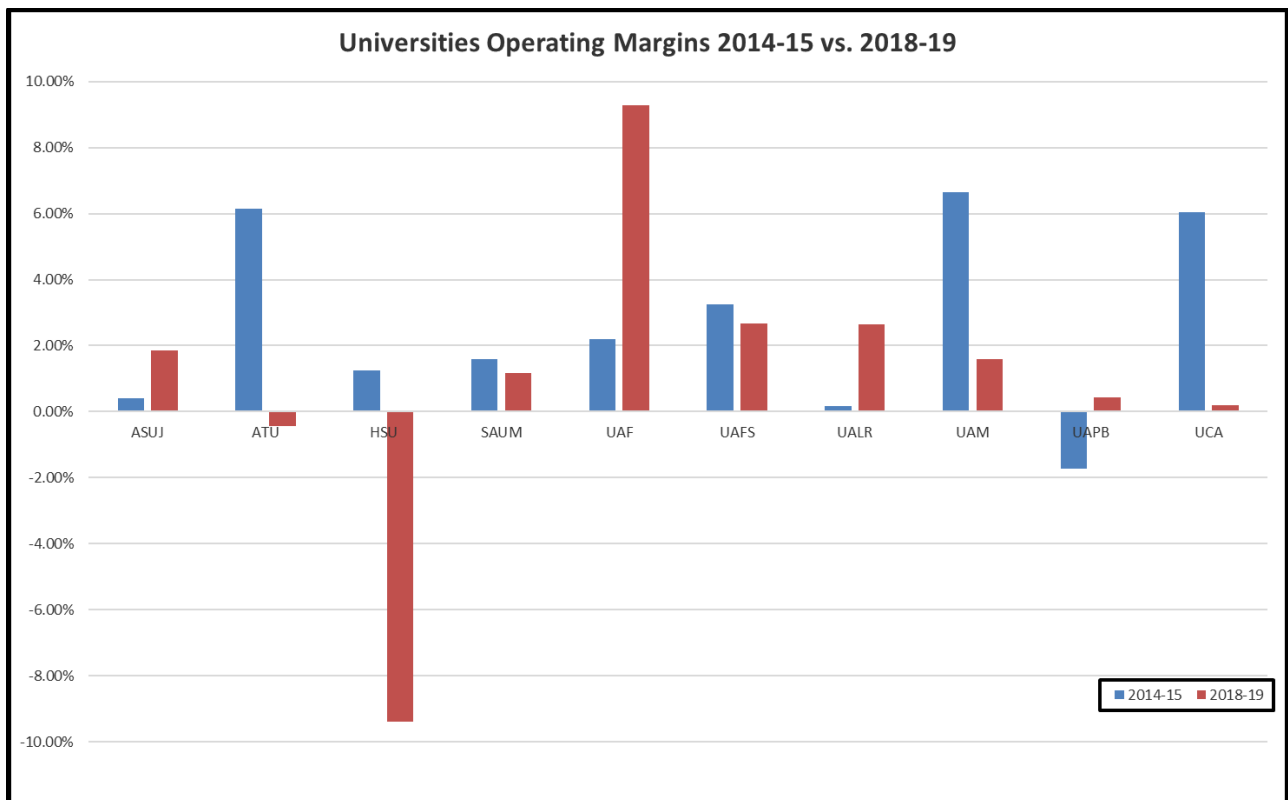
\*\*Mandatory Fees include both E&G and Auxiliary

As tuition and fees continue to rise, many students are finding relief with state and federal aid, including veteran’s benefits. For now, government subsidies and aid from schools are serving to hold down net tuition and fees – the actual cost students pay when grants and scholarships are taken into consideration.

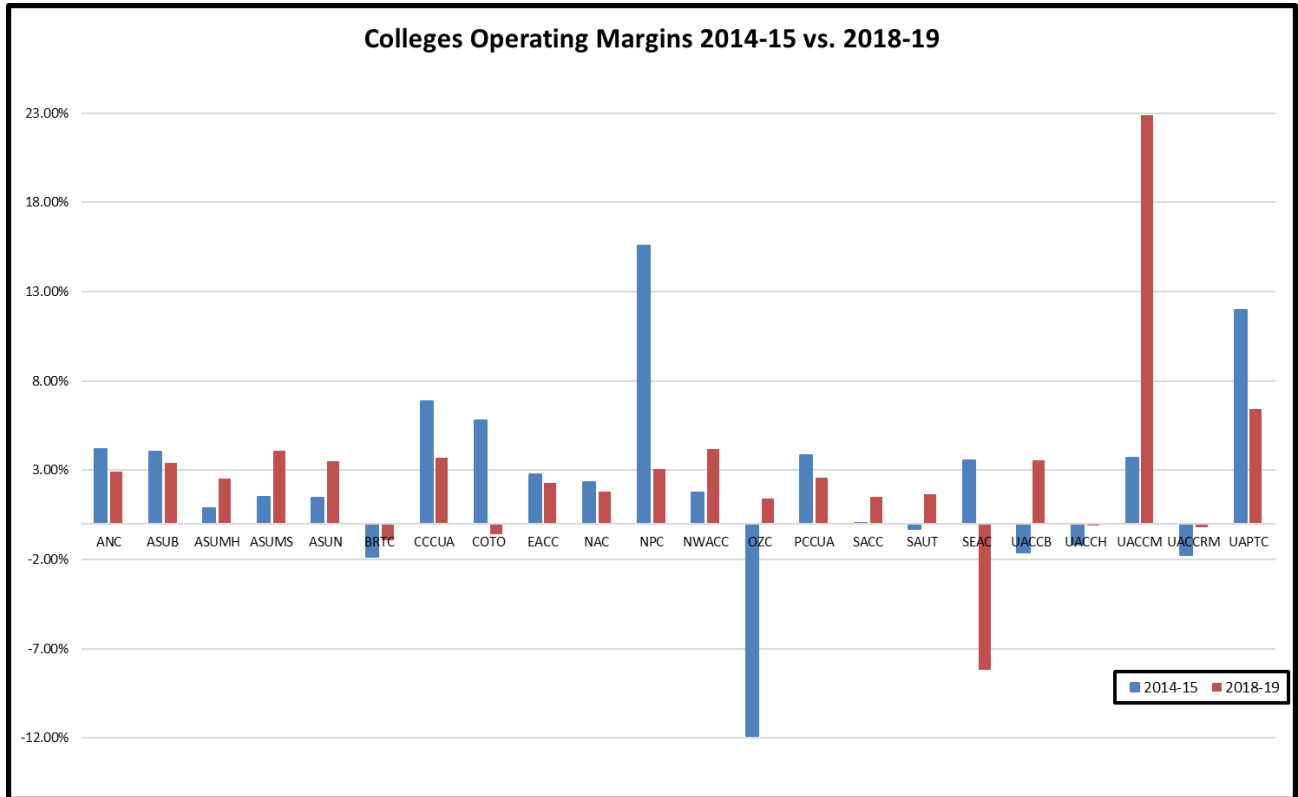
## Operating Margins

Operating Margins are used to measure an institution’s operating efficiency. It is a measurement of what proportion of a college or university's revenue is left over after expenses. The operating margin shows what an institution makes per each dollar of revenue.

Two graphs comparing 2014-15 operating margins to the 2018-19 margins are presented below. The more detailed historical operating margins by institutions are in Appendix B. Of the 10 universities, 2 had negative operating margins compared to 1 in 2014-15



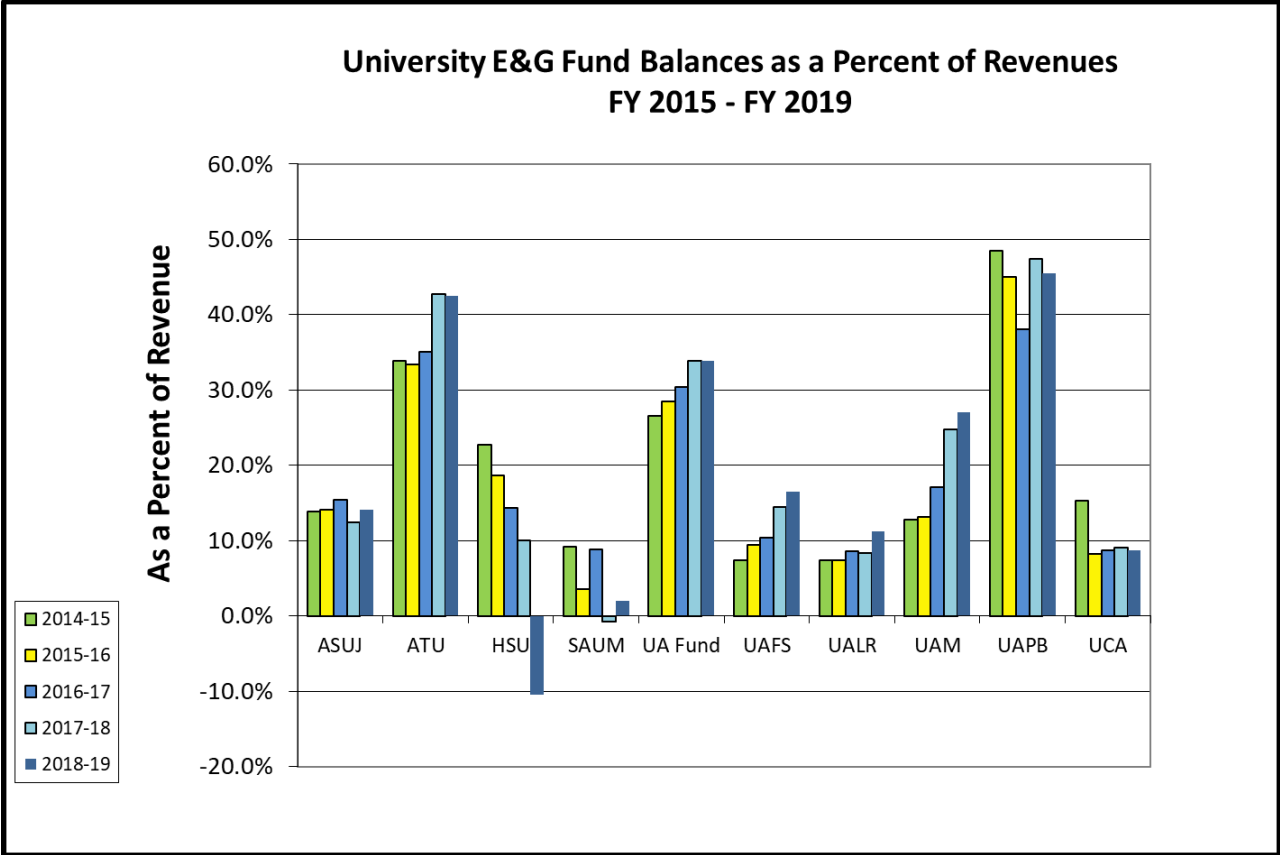
The graph below contains the comparison of 2014-15 and 2018-19 operating margins of the two-year colleges. Of the 22 institutions, five had negative operating margins compared to six in 2014-15.



*\*Note - Often negative operating margins are the result of expending prior year fund balances to complete a serious deferred maintenance problem.*

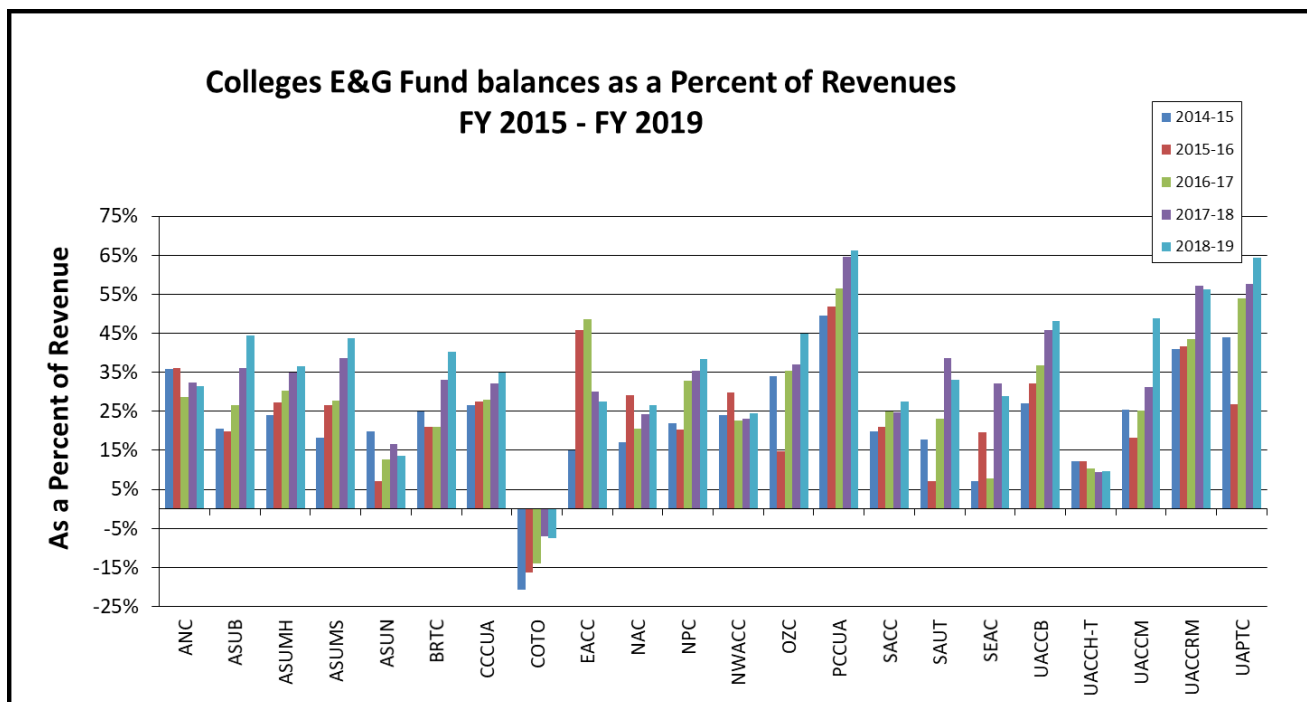
## Fund Balances

Educational and General Fund balances are the perennial measure of the financial condition of institutions for higher education. An institution’s fund balance is a measure of its resources. The fund balance reported is measured by subtracting the total unrestricted E&G liabilities of an institution from the total unrestricted E&G assets. For universities the minimum recommended level is 5 percent of the E&G operating budget with an ideal level of at least 14 percent. In 2018-19, all but two of the universities were able to achieve the minimum recommended level. However, it is important that other fund balances are studied in detail along with these findings.



Almost all of the two-year colleges had fund balances that exceeded the 5 percent recommended for E&G. Although 19 of the two-year institutions fund balances were above the recommended 14 percent, this is not always adequate for the very small institutions. For those institutions with smaller budgets and enrollment, a better benchmark would be \$2.5 million in fund balance.

Another important factor to consider when analyzing an institution’s fund balance is the effect of recognizing post-employment and retirement liabilities. The recognition of these future liabilities will decrease the current year’s fund balance. In addition, the Governmental Accounting Standards Board (GASB) has recently approved a new pension standard that will accelerate the recognition of pension/retirement liabilities. It will be important to continue to monitor the effects of the new GASB standards. The complete report of historical fund balances as a percent of revenue are in Appendix B.



## Institutional Scholarship Expenditures

The report for Institutional Scholarship Expenditures for 2018-19 indicates that the average university's expenditure for scholarships represented 8.9 percent of their total educational and general tuition and mandatory fee revenue. For 2018-19, the legislatively mandated cap on Academic and Performance Scholarships was 20 percent of educational and general tuition and fee revenue. All institutions reported scholarships below this mandated amount.

**Undergraduate Academic and Performance Scholarship Expenditures for Fiscal 2018-19\***

Institution	Academic		Performance		Total Scholarships		Total Tuition & Fee Income	Scholarships as a Percent of Tuition & Fees	Average Academic Award	2018-19 Tuition & Fees
	Awards	Amount	Awards	Amount	Awards	Amount				
ASUJ	2,101	\$11,122,847	543	\$1,041,761	2,644	\$12,164,608	\$101,894,078	11.9%	\$5,294	\$8,608
ATU	1,678	\$8,483,746	41	\$44,943	1,719	\$8,528,689	\$66,250,946	12.9%	\$5,056	\$9,068
HSU	696	\$4,263,471	195	\$376,168	891	\$4,639,639	\$26,291,230	17.6%	\$6,126	\$8,436
SAUM	820	\$4,211,878	141	\$420,634	961	\$4,632,512	\$34,878,651	13.3%	\$5,136	\$8,676
UAF	4,216	\$12,860,231	367	\$1,039,681	4,583	\$13,899,912	\$316,129,466	4.4%	\$3,050	\$9,129
UAFS	602	\$1,799,637	50	\$62,625	652	\$1,862,262	\$36,204,027	5.1%	\$2,989	\$7,128
UALR	1,236	\$5,212,020	77	\$94,620	1,313	\$5,306,641	\$69,025,411	7.7%	\$4,217	\$9,439
UAM	356	\$1,888,777	200	\$447,412	556	\$2,336,189	\$17,851,366	13.1%	\$5,306	\$7,696
UAPB	167	\$1,649,640	113	\$440,963	280	\$2,090,603	\$18,978,958	11.0%	\$9,878	\$7,842
UCA	2,731	\$12,473,117	329	\$713,863	3,060	\$13,186,980	\$87,757,228	15.0%	\$4,567	\$8,751
University Total	14,603	\$63,965,364	2,056	\$4,682,671	16,659	\$68,648,035	\$775,261,362	8.9%	\$4,380	\$8,477

\*A.C.A. § 6-80-106 set a limit of 20% of tuition and fee income that could be used for scholarships. "Academic" and "Performance Scholarships" does not include scholarships made to a student who qualifies for a Pell Grant

A.C.A §6-80-106 establishes limitations on the maximum percent of unrestricted tuition and mandatory fee income that can be spent on academic and performance scholarships, which in 2011-12 was 30 percent. The scholarship cap decreased by 5 percent each fiscal year until it reached a 20 percent cap in 2013-14. Beginning in 2013-14, if an institution exceeds the cap there will be a reduction in the funding recommendation for the next fiscal year. Academic and Performance scholarships awarded to students who qualify for Pell Grants were excluded in the calculation of the scholarship cap in accordance with A.C.A §6-80-106. While these scholarships awarded to Pell qualifiers were excluded in the chart above, they make up 17.2 percent of the total amount of academic and performance scholarships awarded at universities.

The chart below provides a five-year history of the universities' scholarship expenditures for the purpose of observing trends in light of the legislation placing a cap on such expenditures. The 8.9 percent for 2018-2019 is the highest in the five-year span and a 0.7 percent increase from 2016-2017.

**Academic & Performance Scholarship Expenditures as a Percent of Tuition & Fee Income**

Institution		2015	2016	2017	2018	2019
ASUJ	Academic & Performance Scholarship	\$8,469,086	\$9,244,613	\$9,717,174	\$11,126,935	\$12,164,608
	Tuition & Fees	\$91,475,108	\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078
	Scholarship %	9.3%	9.8%	9.9%	11.1%	11.9%
ATU	Academic & Performance Scholarship	\$6,528,051	\$6,440,591	\$6,940,490	\$7,398,314	\$8,528,689
	Tuition & Fees	\$58,501,871	\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946
	Scholarship %	11.2%	10.6%	11.1%	11.0%	12.9%
HSU	Academic & Performance Scholarship	\$2,835,935	\$3,290,782	\$3,880,821	\$3,093,081	\$4,639,639
	Tuition & Fees	\$25,733,640	\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230
	Scholarship %	11.0%	12.5%	14.2%	12.7%	17.6%
SAUM	Academic & Performance Scholarship	\$3,425,055	\$3,467,658	\$4,090,050	\$4,120,329	\$4,632,512
	Tuition & Fees	\$25,468,570	\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651
	Scholarship %	13.4%	10.4%	11.0%	12.0%	13.3%
UAF	Academic & Performance Scholarship	\$9,967,049	\$10,220,490	\$13,710,126	\$14,503,097	\$13,899,912
	Tuition & Fees	\$247,779,330	\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466
	Scholarship %	4.0%	3.8%	4.8%	4.7%	4.4%
UAFS	Academic & Performance Scholarship	\$2,744,287	\$2,806,017	\$2,883,091	\$1,861,529	\$1,862,262
	Tuition & Fees	\$30,930,319	\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027
	Scholarship %	8.9%	8.7%	8.6%	5.4%	5.1%
UALR	Academic & Performance Scholarship	\$8,314,558	\$8,935,337	\$9,462,849	\$4,574,804	\$5,306,641
	Tuition & Fees	\$57,202,277	\$74,498,288	\$76,940,214	\$74,680,770	\$69,025,411
	Scholarship %	14.5%	12.0%	12.3%	6.1%	7.7%
UAM	Academic & Performance Scholarship	\$2,829,612	\$3,046,462	\$2,398,727	\$2,480,579	\$2,336,189
	Tuition & Fees	\$15,848,763	\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366
	Scholarship %	17.9%	18.7%	12.9%	12.6%	13.1%
UAPB	Academic & Performance Scholarship	\$1,271,641	\$2,058,390	\$2,450,745	\$3,780,390	\$2,090,603
	Tuition & Fees	\$16,844,477	\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958
	Scholarship %	7.5%	11.5%	12.8%	20.2%	11.0%
UCA	Academic & Performance Scholarship	\$8,333,265	\$9,015,215	\$9,516,911	\$9,736,595	\$13,186,980
	Tuition & Fees	\$80,038,287	\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228
	Scholarship %	10.4%	11.0%	11.3%	11.3%	15.0%
University Totals	Academic & Performance Scholarship	\$54,718,538	\$58,525,555	\$65,050,983	\$62,675,653	\$68,648,035
	Tuition & Fees	\$649,822,642	\$703,491,292	\$742,335,108	\$766,426,486	\$775,261,362
	Scholarship %	8.4%	8.3%	8.8%	8.2%	8.9%

\*Academic and Performance scholarships awarded to students who qualify for a Pell Grant were excluded in accordance with A.C.A. § 6-80-106.



## **Educational and General Facilities**

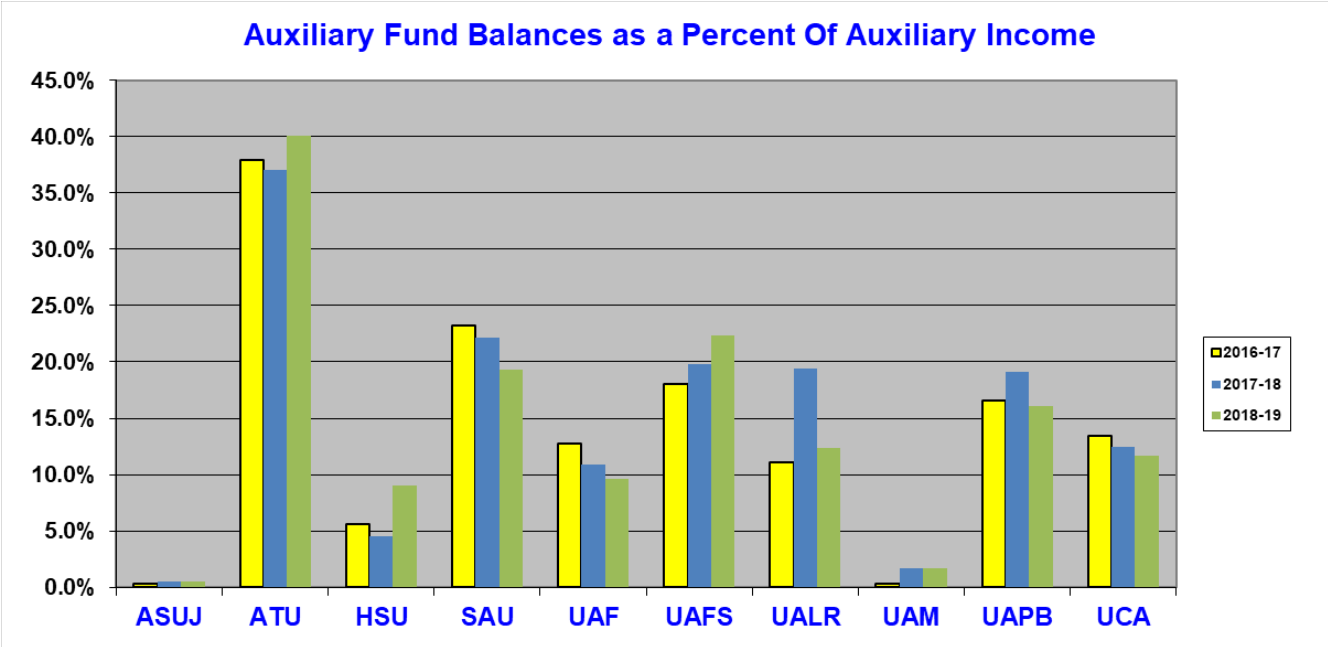
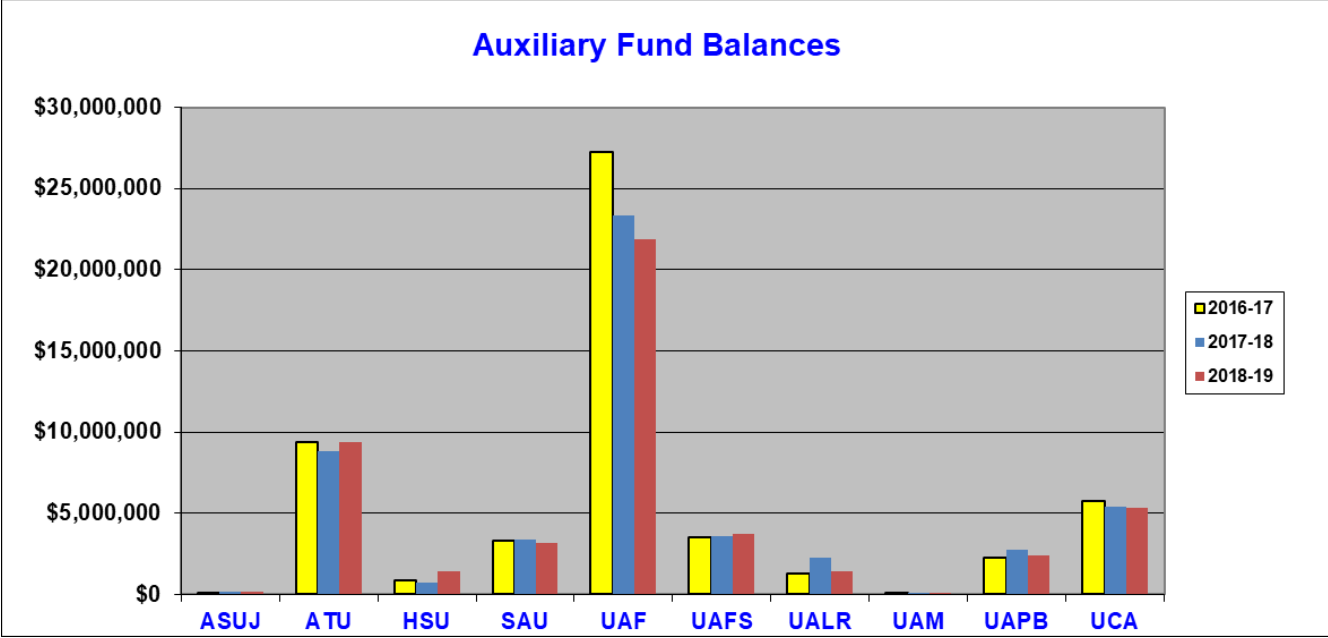
The Facilities Audit Program reported the replacement values for E&G facilities as \$5.3 billion. The **E&G maintenance** needs as of 2018 shows that the institutions have **\$3 billion** in deferred maintenance with **\$244.2 million of that classified as critical**.

If Arkansas's colleges and universities are to prepare students for the economy of the future, they must have *cutting-edge* laboratories and classroom equipment. Yet, students enter college and find that their high school offered better equipped labs and facilities than the college or university they selected. This is a matter of concern for institutions that are expected to be leading the way with the latest technology for the disciplines they offer.

Faculty and staff work to find ways to compensate for the problems of inadequate labs and equipment, the quality of the graduates has not been compromised. The administration and faculty of the institutions deserve to be recognized for their efforts. If the desire is to produce more graduates in math, science and health professions, Arkansas must find funding for the equipment and facilities to support these disciplines. If not, Arkansas will find it difficult to compete in the economy of the 21st century.

## **Auxiliaries**

Auxiliaries are primarily a matter of university concern. Most two-year colleges have minimal auxiliary operations; therefore, the only analyses of auxiliaries in this report deal with the auxiliary operations of universities. The following two graphs deal with the auxiliary fund balances. The first depicts the changing auxiliary fund balances over a three-year period. The second represents the fund balances as a percent of auxiliary income. The auxiliary fund balances for 3 of the 10 institutions presented increased over the previous year.



Below is a series of spreadsheets that give the income and expenditures for institution by each type of auxiliary enterprise for 2017-18. The spreadsheets group the same category of institutions together for a better comparison of the profits and losses of each type of auxiliary enterprise.

From these spreadsheets it is obvious that bookstores are not “cash cows” as commonly believed. The difference you will notice in bookstores and food service are generally due to whether or not an institution has out-sourced/privatized its bookstore or food service operation. Modest income and very low expenditures usually indicate an institution that has out-sourced that operation. Losses in bookstore operations and food service are usually an indicator that the institution is operating its own bookstore and/or food service. As you can see in the graphs, another drain on Auxiliary funds is from the College Unions and/or Student Organizations and Publications.

### Auxiliary Enterprises at Four-Year I\* Institution FY 2019

Auxiliary Enterprise		UAF			
		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 118,754,692	\$ 90,536,290	\$ 14,763,304	\$ 13,455,098
Residence Hall	2	\$ 70,819,480	\$ 39,819,660	\$ 18,453,065	\$ 12,546,755
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ -	\$ -	\$ -	\$ -
College Union	6	\$ 13,904	\$ 661,972	\$ -	\$ (648,068)
Bookstore	7	\$ 13,621,806	\$ 13,157,951	\$ 1,026,947	\$ (563,092)
Student Organizations And Publications	8	\$ 2,542,627	\$ 2,005,629	\$ -	\$ 536,998
Student Health Services	9	\$ 9,227,922	\$ 8,294,755	\$ 694,989	\$ 238,178
Other (Specify On Attached Sheet)	10	\$ 12,073,315	\$ 8,279,858	\$ 4,595,538	\$ (802,081)
<b>Sub-Total</b>	<b>11</b>	<b>\$ 227,053,746</b>	<b>\$ 162,756,115</b>	<b>\$ 39,533,843</b>	<b>\$ 24,763,788</b>
Transfers In	Auxiliary (Athletic and Activity)	12	\$ -		\$ -
	Other	13	\$ -		\$ -
Transfers Out	14		\$ 26,218,033	\$ -	\$ (26,218,033)
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$ 227,053,746</b>	<b>\$ 188,974,148</b>	<b>\$ 39,533,843</b>	<b>\$ (1,454,245)</b>

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

## Auxiliary Enterprises at Four-Year II\* Institutions FY 2019

Auxiliary Enterprise		UALR			
		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 6,059,293	\$ 9,467,885	\$ -	\$ (3,408,592)
Residence Hall	2	\$ 5,428,230	\$ 2,211,094	\$ -	\$ 3,217,136
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ 2,505,114	\$ 2,720,880	\$ -	\$ (215,766)
College Union	6	\$ 675,199	\$ 1,747,435	\$ -	\$ (1,072,236)
Bookstore	7	\$ 309,912	\$ -	\$ -	\$ 309,912
Student Organizations And Publications	8	\$ 441,633	\$ 300,009	\$ -	\$ 141,624
Student Health Services	9	\$ -	\$ -	\$ -	\$ -
Other (Specify On Attached Sheet)	10	\$ 1,160,441	\$ 851,953	\$ 473	\$ 308,015
<b>Sub-Total</b>	<b>11</b>	<b>\$16,579,822</b>	<b>\$17,299,256</b>	<b>\$ 473</b>	<b>\$ (719,907)</b>
Transfers In	Auxiliary (Athletic and Activity)	12	\$ 4,125,793		\$ 4,125,793
	Other	13	\$ 144,207		\$ 144,207
Transfers Out		14		\$ 489,695	\$ 3,923,153
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$20,849,822</b>	<b>\$17,788,951</b>	<b>\$ 3,923,626</b>	<b>\$ (862,755)</b>

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

**Auxiliary Enterprises at Four-Year III\* Institutions  
FY 2019**

Auxiliary Enterprise		ASU				ATU			
		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$12,526,651	\$20,630,511	\$ -	\$ (8,103,860)	\$ 4,569,469	\$ 5,815,173	\$ 225,900	\$ (1,471,604)
Residence Hall	2	\$13,198,563	\$ 5,140,872	\$ 5,480,882	\$ 2,576,809	\$ 8,823,157	\$ 4,973,026	\$ 2,453,466	\$ 1,396,665
Married Student Housing	3	\$ 1,071,372	\$ 244,110	\$ 825,862	\$ 1,400	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ 26,175	\$ 11,048	\$ -	\$ 15,127	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ 1,602,827	\$ 347,044	\$ -	\$ 1,255,783	\$ 7,231,117	\$ 5,283,222	\$ 420,907	\$ 1,526,988
College Union	6	\$ 2,451,463	\$ 1,205,193	\$ 1,200,435	\$ 45,836	\$ -	\$ -	\$ -	\$ -
Bookstore	7	\$ 340,415	\$ 64,594	\$ -	\$ 275,820	\$ 309,528	\$ 202,419	\$ -	\$ 107,109
Student Organizations And Publications	8	\$ (50)	\$ (8,096)	\$ -	\$ 8,046	\$ 515,506	\$ 384,300	\$ -	\$ 131,206
Student Health Services	9	\$ -	\$ -	\$ -	\$ -	\$ 1,753,649	\$ 1,488,861	\$ -	\$ 264,788
Other (Specify On Attached Sheet)	10	\$ 2,602,153	\$ 1,776,724	\$ 409,050	\$ 416,380	\$ 194,073	\$ 131,399	\$ -	\$ 62,674
<b>Sub-Total</b>	<b>11</b>	<b>\$33,819,569</b>	<b>\$29,412,000</b>	<b>\$ 7,916,228</b>	<b>\$ (3,508,658)</b>	<b>\$23,396,499</b>	<b>\$18,278,400</b>	<b>\$ 3,100,273</b>	<b>\$ 2,017,826</b>
Transfers In									
Auxiliary (Athletic and Activity)	12	\$ 3,358,644			\$ 3,358,644	\$ 1,974,240			\$ 1,974,240
Other	13	\$ 150,014			\$ 150,014	\$ 81,340			\$ 81,340
Transfers Out	14		\$ -	\$ -	\$ -		\$ 3,517,641	\$ -	\$ (3,517,641)
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$37,328,228</b>	<b>\$29,412,000</b>	<b>\$ 7,916,228</b>	<b>\$ (0)</b>	<b>\$25,452,079</b>	<b>\$21,796,041</b>	<b>\$ 3,100,273</b>	<b>\$ 555,765</b>

Auxiliary Enterprise		UCA			
		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 8,463,652	\$12,929,184	\$ 672,746	\$ (5,138,278)
Residence Hall	2	\$19,649,593	\$ 9,985,755	\$ 6,289,677	\$ 3,374,161
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$10,434,139	\$ 7,666,802	\$ -	\$ 2,767,337
College Union	6	\$ 1,261,164	\$ 1,030,299	\$ 225,371	\$ 5,494
Bookstore	7	\$ 421,917	\$ 82,437	\$ -	\$ 339,480
Student Organizations And Publications	8	\$ -	\$ -	\$ -	\$ -
Student Health Services	9	\$ 1,753,805	\$ 1,528,806	\$ 328,209	\$ (103,210)
Other (Specify On Attached Sheet)	10	\$ 3,794,470	\$ 2,169,670	\$ 1,081,119	\$ 543,681
<b>Sub-Total</b>	<b>11</b>	<b>\$45,778,740</b>	<b>\$35,392,953</b>	<b>\$ 8,597,122</b>	<b>\$ 1,788,665</b>
Transfers In					
Auxiliary (Athletic and Activity)	12	\$ 1,333,453			\$ 1,333,453
Other	13	\$ 1,892,277			\$ 1,892,277
Transfers Out	14		\$ 5,020,574	\$ -	\$ (5,020,574)
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$49,004,470</b>	<b>\$40,413,527</b>	<b>\$ 8,597,122</b>	<b>\$ (6,179)</b>

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

**Auxiliary Enterprises at Four-Year IV\* Institutions  
FY 2019**

Auxiliary Enterprise		HSU				SAUM			
		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 1,832,060	\$ 4,819,381	\$ -	\$ (2,987,321)	\$ 1,923,768	\$ 4,677,272	\$ 469,544	\$ (3,223,047)
Residence Hall	2	\$ 7,357,823	\$ 2,212,240	\$ 3,361,203	\$ 1,784,380	\$ 7,808,034	\$ 4,466,962	\$ 1,741,527	\$ 1,599,544
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -	\$ 20,765	\$ 7,194	\$ -	\$ 13,571
Food Service	5	\$ 4,654,294	\$ 3,661,235	\$ 213,107	\$ 779,952	\$ 5,178,153	\$ 4,062,417	\$ -	\$ 1,115,737
College Union	6	\$ 146,215	\$ 285,276	\$ 99,662	\$ (238,723)	\$ 11,791	\$ 247,268	\$ -	\$ (235,477)
Bookstore	7	\$ 124,854	\$ -	\$ -	\$ 124,854	\$ 256,192	\$ 12,188	\$ -	\$ 244,004
Student Organizations And Publications	8	\$ 89,177	\$ 90,577	\$ -	\$ (1,400)	\$ 632,601	\$ 611,877	\$ -	\$ 20,724
Student Health Services	9	\$ 289,996	\$ 291,537	\$ -	\$ (1,541)	\$ 340,966	\$ 383,831	\$ -	\$ (42,866)
Other (Specify On Attached Sheet)	10	\$ 1,241,868	\$ 1,043,512	\$ 413,947	\$ (215,591)	\$ 283,012	\$ 60,301	\$ -	\$ 222,711
<b>Sub-Total</b>	<b>11</b>	<b>\$15,736,287</b>	<b>\$12,403,758</b>	<b>\$ 4,087,919</b>	<b>\$ (755,390)</b>	<b>\$16,455,282</b>	<b>\$14,529,310</b>	<b>\$ 2,211,071</b>	<b>\$ (285,100)</b>
Transfers In									
Auxiliary (Athletic and Activity)	12	\$ 1,333,453			\$ 1,333,453	\$ 1,333,453			\$ 1,333,453
Other	13	\$ 136,665			\$ 136,665	\$ 432,676			\$ 432,676
Transfers Out	14		\$ 37,365	\$ -	\$ (37,365)		\$ 1,443,419	\$ -	\$ (1,443,419)
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$17,206,405</b>	<b>\$12,441,123</b>	<b>\$ 4,087,919</b>	<b>\$ 677,363</b>	<b>\$18,221,410</b>	<b>\$15,972,729</b>	<b>\$ 2,211,071</b>	<b>\$ 37,610</b>

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

## Auxiliary Enterprises at Four-Year V\* Institutions FY 2019

		UAM			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 1,200,162	\$ 3,712,835	\$ 119,881	\$ (2,632,554)
Residence Hall	2	\$ 1,908,933	\$ 684,517	\$ 1,012,364	\$ 212,052
Married Student Housing	3	\$ -	\$ 2,566	\$ -	\$ (2,566)
Faculty Housing	4	\$ 6,367	\$ 3,299	\$ -	\$ 3,068
Food Service	5	\$ 1,821,365	\$ 1,449,403	\$ -	\$ 371,962
College Union	6	\$ -	\$ -	\$ -	\$ -
Bookstore	7	\$ 112,563	\$ 2,251	\$ -	\$ 110,312
Student Organizations And Publications	8	\$ -	\$ -	\$ -	\$ -
Student Health Services	9	\$ -	\$ -	\$ -	\$ -
Other (Specify On Attached Sheet)	10	\$ 1,022,482	\$ 131,020	\$ -	\$ 891,462
<b>Sub-Total</b>	<b>11</b>	<b>\$ 6,071,872</b>	<b>\$ 5,985,891</b>	<b>\$ 1,132,245</b>	<b>\$ (1,046,264)</b>
Transfers In	Auxiliary (Athletic and Activity)	12	\$ 1,055,000		\$ 1,055,000
	Other	13	\$ -		\$ -
Transfers Out	14		\$ 8,278	\$ -	\$ (8,278)
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$ 7,126,872</b>	<b>\$ 5,994,169</b>	<b>\$ 1,132,245</b>	<b>\$ 458</b>

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

## Auxiliary Enterprises at Four-Year VI\* Institutions FY 2019

		UAFS				UAPB			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 2,712,461	\$ 3,463,334	\$ -	\$ (750,873)	\$ 3,467,341	\$ 7,481,037	\$ -	\$ (4,013,696)
Residence Hall	2	\$ 3,975,570	\$ 1,720,376	\$ 2,663,256	\$ (408,062)	\$ 5,892,456	\$ 2,667,768	\$ 1,495,660	\$ 1,729,028
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ 1,411,164	\$ 1,282,768	\$ -	\$ 128,396	\$ 4,942,110	\$ 3,548,850	\$ -	\$ 1,393,260
College Union	6	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ 263,491	\$ -	\$ (263,482)
Bookstore	7	\$ 354,700	\$ 20,628	\$ -	\$ 334,072	\$ 100,832	\$ 2,208	\$ -	\$ 98,624
Student Organizations And Publications	8	\$ 2,726,489	\$ 939,372	\$ -	\$ 1,787,117	\$ -	\$ -	\$ -	\$ -
Student Health Services	9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (Specify On Attached Sheet)	10	\$ 329,712	\$ 466,638	\$ -	\$ (136,926)	\$ 314,712	\$ 948,827	\$ -	\$ (634,115)
<b>Sub-Total</b>	<b>11</b>	<b>\$11,510,096</b>	<b>\$ 7,893,116</b>	<b>\$ 2,663,256</b>	<b>\$ 953,724</b>	<b>\$14,717,460</b>	<b>\$14,912,181</b>	<b>\$ 1,495,660</b>	<b>\$ (1,690,381)</b>
Transfers In	Auxiliary (Athletic and Activity)	12	\$ 748,980		\$ 748,980	\$ 1,174,254			\$ 1,174,254
	Other	13	\$ -		\$ -	\$ 184,212			\$ 184,212
Transfers Out	14		\$ 1,624,258	\$ -	\$ (1,624,258)	\$ 61,200	\$ -	\$ -	\$ (61,200)
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$12,259,076</b>	<b>\$ 9,517,374</b>	<b>\$ 2,663,256</b>	<b>\$ 78,446</b>	<b>\$16,075,926</b>	<b>\$14,973,381</b>	<b>\$ 1,495,660</b>	<b>\$ (393,115)</b>

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

## **Athletics**

Athletics are a major component of the auxiliary operations at universities. The athletic report details revenues and expenditures for each institution. Athletic revenues will equal athletic expenditures unless there is an ending fund balance. A.C.A. § 6-62-804 prohibits athletic deficits. A designated athletic fee must be charged to the students by the institution if athletic-generated revenues (i.e., ticket sales, media/tournament/bowl, concessions/program sales, and game guarantees), foundations/clubs and other private gifts, other athletic income, auxiliary profits, and the allowable educational and general transfer do not cover the total expenditures for athletics.

The 2018-19 total amount of athletic expenditures reported by state supported universities is \$201,926,435 and two-year colleges is \$1,067,153. The statewide total is \$202,993,588 – an increase of \$13,431,291 (7.1%) from \$189,562,297 in 2017-18.

A comparison of 2018-19 actual expenditures to 2018-19 budgeted revenues certified to the Coordinating Board in July 2018 is also illustrated at the bottom of the summary chart. Certified budgeted expenditures for 2018-19 totaled \$195,336,238 for all institutions. Total actual expenditures for 2018-19 for all institutions exceeded this budgeted amount by 3.9% percent. Actual expenditures varied from the Board of Trustees certified budgeted expenditures by a range of 1 percent to 61 percent over the budgeted amount.

Athletic expenditures since the 1990s have often grown faster than many institutions' overall budget. However, when athletics' expenditures and their interaction with educational and general income are examined together, a different perspective emerges. The importance of athletics to the educational and general budget becomes evident. Regrettably, such an analysis is beyond the scope and time constraints of this report.

**Summary of Intercollegiate Athletic Revenues, 2018-19**

INSTITUTIONS	ASUJ	ATU	HSU	SAUM	UAF	UAFS	UALR	UAM	UAPB	UCA	4-yr TOTAL	ASUMS	CCCUA <sup>1</sup>	NAC	NPC	SACC <sup>1</sup>	SAUT	UACCRM <sup>1</sup>	2-yr TOTAL	
TICKET SALES	\$1,205,306	\$149,795	\$58,922	\$27,608	\$40,501,312	\$22,497	\$433,387	\$41,396	\$411,449	\$417,755	\$43,269,426	\$2,923	\$0	\$3,560	\$0	\$0	\$4,786	\$0	\$11,259	
STUDENT FEES	\$4,489,209	\$4,323,667	\$1,666,641	\$1,828,347	\$0	\$2,577,209	\$3,586,230	\$1,127,970	\$1,551,970	\$5,215,840	\$26,377,083	\$0	\$0	\$0	\$0	\$0	\$129,218	\$0	\$129,218	
GAME GUARANTEES	\$2,266,935	\$0	\$5,000	\$0	\$327,000	\$5,550	\$288,110	\$11,000	\$1,289,100	\$1,053,000	\$5,225,695	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CONTRIBUTIONS	\$1,091,164	\$0	\$50,183	\$8,356	\$14,540,179	\$94,173	\$730,165	\$0	\$0	\$280,490	\$16,794,711	\$25,000	\$4,670	\$0	\$0	\$0	\$6,877	\$0	\$36,547	
NCA-A CONFERENCE DISTRIBUTIONS	\$1,608,896	\$48,204	\$44,000	\$0	\$13,779,107	\$21,070	\$567,088	\$8,778	\$260,549	\$1,095,227	\$17,432,919	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BROADCAST, TV, RADIO, INTERNET RIGHTS	\$0	\$0	\$0	\$0	\$32,442,958	\$0	\$0	\$0	\$0	\$0	\$32,442,958	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM SALES, CONCESSIONS, NOVELTIES, PARKING	\$0	\$0	\$1,311	\$40,294	\$1,718,741	\$39,582	\$0	\$0	\$51,987	\$10,996	\$1,862,911	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ROYALTIES, LICENSING, ADVERTISEMENTS, SPONSORSHIPS	\$1,131,216	\$33,572	\$0	\$0	\$23,270,068	\$26,328	\$271,501	\$0	\$0	\$381,963	\$25,114,648	\$0	\$0	\$8,500	\$0	\$0	\$0	\$0	\$0	\$8,500
SPORTS CAMPS REVENUES	\$0	\$161,686	\$0	\$68,365	\$151,572	\$22,891	\$0	\$0	\$0	\$0	\$404,514	\$0	\$0	\$11,065	\$0	\$0	\$680	\$0	\$11,745	
ENDOWMENT AND INVESTMENT INCOME	\$159,528	\$27,379	\$0	\$0	\$786,401	\$491	\$0	\$0	\$0	\$0	\$973,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER INCOME	\$564,397	\$15,927	\$6,003	\$19,163	\$765,466	\$37,472	\$182,812	\$11,018	\$29,786	\$19,378	\$1,651,420	\$43,647	\$0	\$16,451	\$0	\$0	\$1,003	\$0	\$61,101	
CWSP FEDERALLY FUNDED PORTION	\$0	\$9,315	\$0	\$57,616	\$11,702	\$0	\$0	\$30,943	\$0	\$130,672	\$240,248	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CWSP FED. PORTION AS % TOTAL CWSP	0%	75%	0%	52%	75%	0%	0%	100%	0%	100%	73%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OTHER AUXILIARY PROFITS	\$4,753,169	\$0	\$1,582,970	\$1,385,424	\$0	\$748,980	\$0	\$1,577,554	\$2,446,324	\$3,698,946	\$16,193,367	\$0	\$0	\$108,333	\$0	\$4,383	\$0	\$0	\$112,716	
TRANSFERS FROM UNRESTRICTED FUND	\$3,358,644	\$1,974,240	\$1,362,789	\$1,333,453	\$0	\$0	\$2,790,449	\$1,055,000	\$1,174,253	\$1,333,453	\$14,382,281	\$157,746	\$29,141	\$153,481	\$86,600	\$5,000	\$97,652	\$48,705	\$578,325	
PRIOR YEAR FUND BALANCE	\$0	\$0	\$0	\$0	\$0	\$24,273	\$662,122	\$0	\$393,115	\$0	\$1,079,510	\$0	\$0	\$23,489	\$0	\$0	\$0	\$0	\$23,489	
<b>Total Revenues for Athletics</b>	<b>\$20,638,464</b>	<b>\$6,743,785</b>	<b>\$4,777,819</b>	<b>\$4,768,627</b>	<b>\$128,294,507</b>	<b>\$3,620,516</b>	<b>\$9,511,864</b>	<b>\$3,863,659</b>	<b>\$7,588,533</b>	<b>\$13,637,719</b>	<b>\$203,445,491</b>	<b>\$229,316</b>	<b>\$33,811</b>	<b>\$324,869</b>	<b>\$86,600</b>	<b>\$9,383</b>	<b>\$240,216</b>	<b>\$48,705</b>	<b>\$972,900</b>	

**R E V E N U E S**



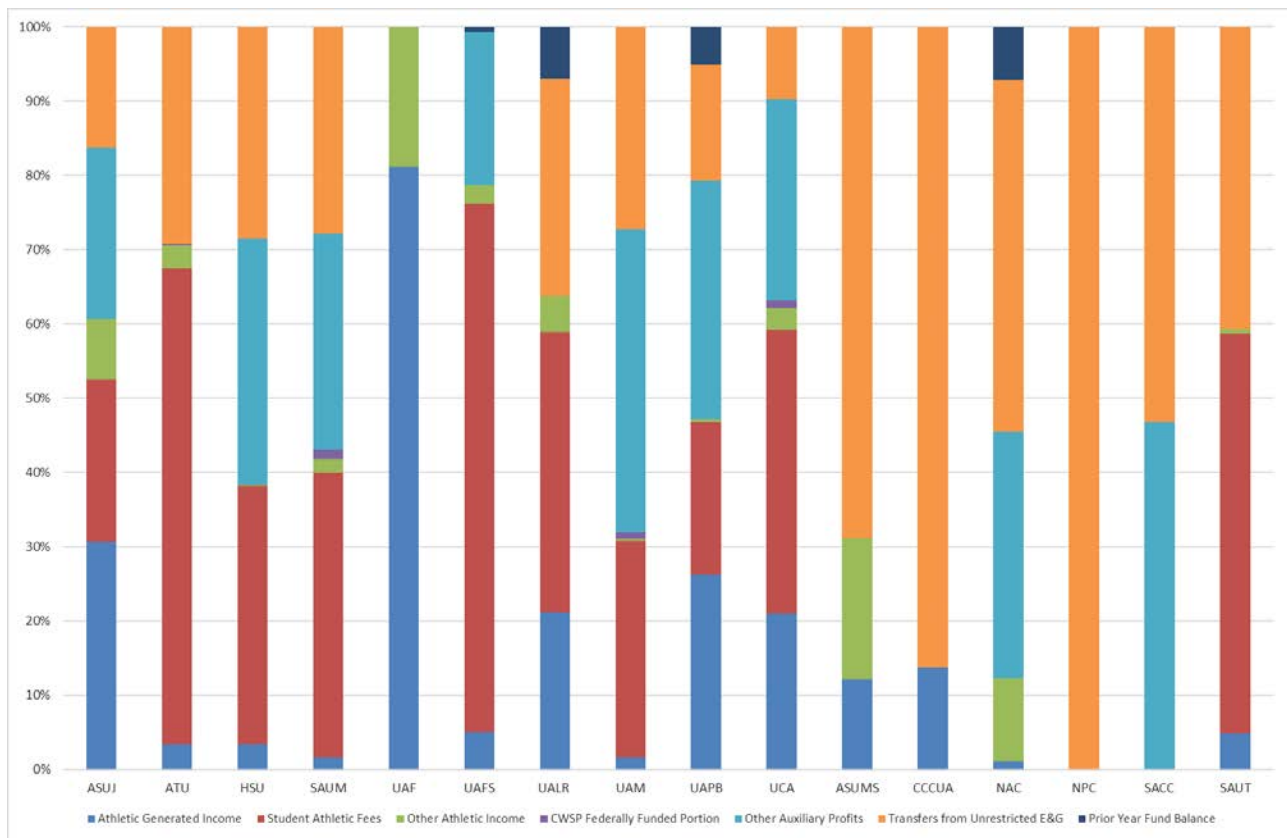
**Summary of Intercollegiate Athletic Expenditures, 2018-19**

INSTITUTIONS	ASUJ	ATU	HSU	SAUM	UAF	UAFS	UALR	UAM	UAPB	UCA	4-yr TOTAL	ASUMS	CCCUA <sup>1</sup>	NAC	NPC	SACC <sup>1</sup>	SAUT	UACCRIM <sup>1</sup>	2-yr TOTAL
SALARIES	\$4,564,203	\$1,586,625	\$1,291,687	\$1,171,987	\$33,715,587	\$934,282	\$3,142,019	\$994,536	\$1,834,043	\$2,945,121	\$52,180,089	\$30,000	\$0	\$60,666	\$0	\$3,125	\$56,500	\$6,000	\$156,291
BUDGETED FTE POSITIONS	\$79	\$30	\$22	\$22	\$358	\$19	\$45	\$25	\$0	\$56	\$655	\$0	\$0	\$1	\$0	\$1	\$2	\$0	\$4
FRINGE BENEFITS	\$1,355,713	\$479,515	\$397,710	\$354,021	\$7,389,845	\$240,181	\$724,366	\$269,998	\$425,209	\$1,010,675	\$12,647,234	\$8,381	\$1,648	\$10,802	\$3,268	\$896	\$16,592	\$3,868	\$45,455
FRINGE BENEFITS AS A % OF SALARIES	29.7%	30.2%	30.8%	30.2%	21.9%	25.7%	23.1%	27.1%	23.2%	34.3%	24.2%	27.9%	0.0%	17.8%	0.0%	28.7%	29.4%	64.5%	29.1%
EXTRA HELP	\$278,859	\$26,283	\$34,714	\$13,938	\$1,517,625	\$6,799	\$58,868	\$107,049	\$122,151	\$185,018	\$2,351,104	\$14,925	\$15,194	\$14,338	\$15,729	\$2,885	\$10,801	\$1,414	\$75,286
OWSP- TOTAL COST (FEDERAL AND STATE MATCH)	\$0	\$12,420	\$23,048	\$111,122	\$15,603	\$4,911	\$0	\$30,943	\$0	\$130,672	\$328,719	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ATHLETIC SCHOLARSHIPS	\$5,844,778	\$1,895,099	\$1,828,752	\$1,760,602	\$10,768,829	\$1,052,929	\$2,628,532	\$1,273,863	\$2,730,048	\$4,554,909	\$34,338,341	\$43,647	\$0	\$67,671	\$0	\$0	\$49,928	\$3,286	\$164,532
RECRUITING	\$522,086	\$68,902	\$62,426	\$28,884	\$3,275,057	\$28,014	\$395,200	\$17,616	\$9,169	\$272,452	\$4,609,807	\$0	\$13,228	\$924	\$0	\$85	\$12,324	\$2,752	\$29,313
TEAM TRAVEL	\$3,119,633	\$424,747	\$449,819	\$496,951	\$8,026,595	\$363,247	\$976,638	\$307,589	\$1,315,698	\$1,759,693	\$17,240,609	\$31,075	\$0	\$45,707	\$19,127	\$0	\$21,163	\$5,819	\$122,911
SPORTS EQUIPMENT, UNIFORMS, SUPPLIES	\$1,029,357	\$107,933	\$225,212	\$263,506	\$4,506,834	\$193,312	\$351,798	\$164,090	\$288,136	\$494,424	\$7,604,603	\$32,186	\$2,882	\$29,026	\$31,887	\$0	\$51,217	\$5,071	\$152,269
CONCESSIONS/PROGRAMS	\$0	\$0	\$0	\$32,268	\$0	\$30,712	\$0	\$0	\$0	\$0	\$62,880	\$0	\$0	\$0	\$0	\$0	\$134	\$140	\$274
GAME EXPENSES	\$897,208	\$61,589	\$98,344	\$77,787	\$6,286,905	\$86,896	\$319,628	\$84,491	\$322,171	\$550,691	\$8,765,711	\$15,800	\$0	\$22,030	\$0	\$0	\$8,890	\$343	\$47,063
GAME GUARANTEES	\$603,620	\$0	\$0	\$5,750	\$3,932,599	\$14,500	\$19,000	\$7,000	\$71,500	\$18,375	\$4,672,344	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$250
FUNDRAISING, MARKETING, PROMOTIONS	\$69,525	\$35,262	\$5,000	\$1,229	\$1,896,036	\$49,057	\$80,027	\$0	\$26,528	\$9,014	\$2,192,679	\$3,729	\$0	\$0	\$0	\$912	\$724	\$6,971	\$12,336
SPORTS CAMPS EXPENSES	\$0	\$96,574	\$0	\$22	\$56,540	\$10,555	\$0	\$0	\$0	\$0	\$163,691	\$0	\$0	\$9,283	\$0	\$0	\$297	\$0	\$9,580
DIRECT FACILITIES, MAINTENANCE, RENTALS	\$1,081,940	\$427,984	\$153,951	\$8,387	\$13,635,810	\$65,844	\$48,458	\$100,964	\$18,888	\$474,377	\$16,036,603	\$7,895	\$0	\$29,697	\$0	\$0	\$108,733	\$0	\$146,325
DEBT SERVICE	\$0	\$352,961	\$0	\$52,855	\$14,763,304	\$0	\$0	\$119,881	\$0	\$672,746	\$15,961,747	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SPRINT GROUPS	\$0	\$106,130	\$0	\$0	\$1,313,719	\$119,482	\$74,079	\$52,893	\$0	\$48,456	\$1,714,760	\$0	\$0	\$0	\$0	\$0	\$1,695	\$0	\$1,695
MEDICAL EXPENSES AND MEDICAL INSURANCE	\$286,783	\$263,538	\$150,527	\$75,063	\$1,822,493	\$65,091	\$90	\$150,264	\$102,000	\$152,211	\$3,069,060	\$9,307	\$0	\$22,800	\$0	\$0	\$9,064	\$4,850	\$46,021
MEMBERSHIPS AND DUES	\$133,206	\$37,555	\$27,835	\$27,367	\$66,943	\$16,565	\$4,974	\$25,900	\$52,565	\$61,088	\$456,018	\$4,179	\$0	\$2,286	\$0	\$0	\$2,976	\$5,527	\$14,968
OTHER OPERATING EXPENDITURES	\$826,449	\$308,140	\$7,794	\$273,387	\$10,309,242	\$318,119	\$734,410	\$156,562	\$290,427	\$121,780	\$13,346,330	\$27,942	\$659	\$9,639	\$0	\$1,480	\$0	\$2,664	\$42,564
TRANSFERS TO OTHER FINANCING FUNDS/ACCOUNTS	\$5,104	\$255,997	\$0	\$13,500	\$3,700,817	\$0	\$43,977	\$0	\$0	\$165,610	\$4,185,006	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures for Athletics</b>	<b>\$20,638,464</b>	<b>\$6,547,255</b>	<b>\$4,777,819</b>	<b>\$4,768,627</b>	<b>\$126,982,384</b>	<b>\$3,620,516</b>	<b>\$9,511,864</b>	<b>\$3,863,659</b>	<b>\$7,588,533</b>	<b>\$13,627,313</b>	<b>\$201,926,435</b>	<b>\$229,316</b>	<b>\$33,811</b>	<b>\$324,869</b>	<b>\$70,011</b>	<b>\$9,383</b>	<b>\$351,058</b>	<b>\$48,705</b>	<b>\$1,067,153</b>
Fund Balance	\$0	\$196,529	-\$1	-\$1	\$1,312,122	\$1	\$0	\$0	\$0	\$10,406	\$1,519,056	\$0	\$0	\$0	\$16,589	\$0	-\$110,842	\$0	-\$94,253
2018-19 Budgeted Expenditures Certified July 2018	\$18,142,928	\$6,306,020	\$2,971,512	\$4,933,477	\$125,529,750	\$3,489,145	\$9,640,282	\$4,007,596	\$6,423,188	\$12,996,795	\$194,440,693	\$255,000	\$0	\$320,063	\$76,800	\$0	\$245,882	\$0	\$895,545
% Difference Between Expenditures & Budgeted Revenue	14%	4%	61%	3%	1%	4%	1%	4%	18%	5%	4%	10%	0%	2%	9%	0%	44%	0%	19%

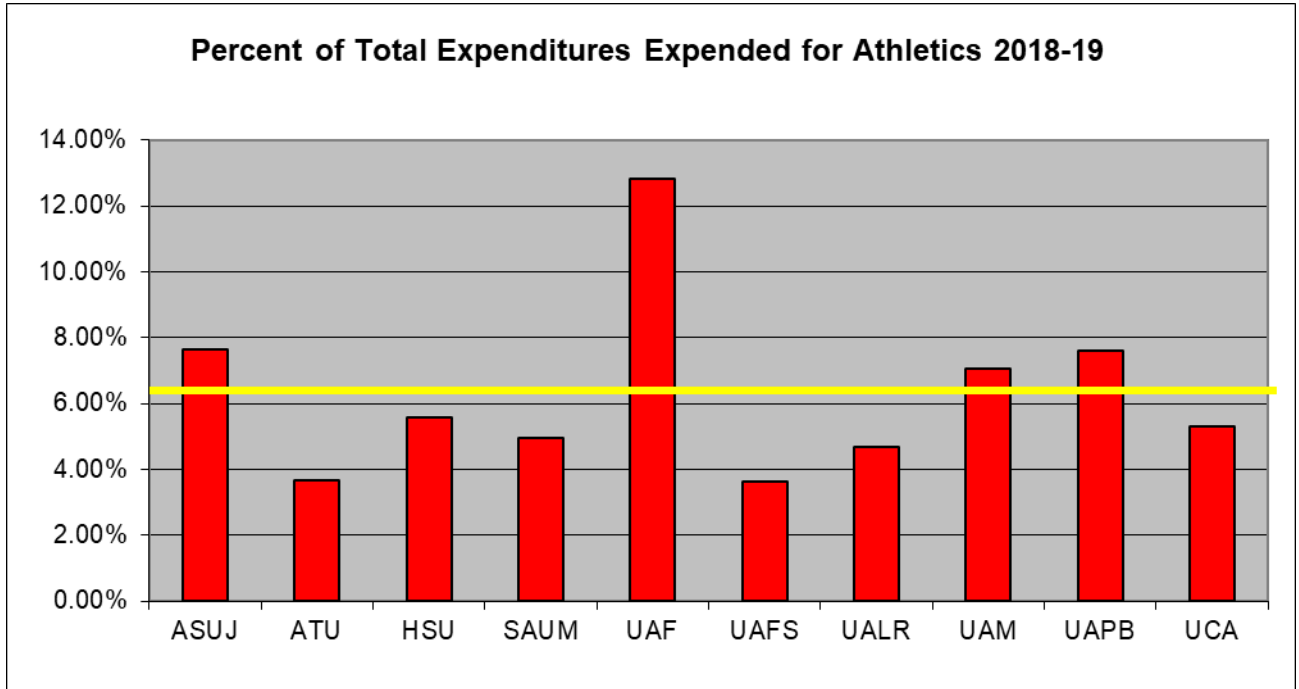
**E X P E N D I T U R E S**

The graph below looks at the revenue sources as a percent of total revenue which provides perspective on how dependent some institutions are on athletic fees, other auxiliary profits and E&G transfers to support their athletic program. The allowable athletic transfer from E&G revenue should be noted in this graph. The 2018-19 allowable transfer from E&G was the greater of either 2 percent of the institutions' FY17 Unrestricted E&G Revenues or \$1,333,453 for universities and \$151 per FTE for colleges regardless of the size of the institution or level of the athletic competition. For some institutions, the E&G transfer is less than 10 percent of the revenue but for others it represents up to 100 percent of the revenue.

**Athletic Revenue by Source 2018-19**



The following graph presents athletic expenditures as a percent of the total university expenditures. The heavy yellow horizontal line represents the average for the universities. The average athletic expenditure (excluding UAF) for 2018-19 represented only 5.6 percent of the total of the universities' expenditures.



## **RECOMMENDATIONS**

- Continue to work with institutions to monitor and refine the Productivity Funding Model policies to ensure adequate funding is available to meet student needs, innovation is encouraged, and that the policies continue to respond to attainment goals and priorities of the state.
- AHECB, ADHE and institutions of higher education work with the legislature toward alignment of institutional funding policies, state financial aid policies, and tuition policies in a way that prioritizes higher education affordability.

# Appendices

Appendix A:  
Operating Margins and Fund  
Balances

**Table A-1. Universities Unrestricted E&G Operating Margins 2009-10 and 2014-15 to 2018-19**

		2009-10		2014-15	2015-16	2016-17	2017-18	2018-19
ASUJ	Total Expenditures	\$136,052,598		\$159,121,669	\$165,677,597	\$165,533,134	\$176,017,818	\$169,498,833
	FTE Enrollment	11,120		12,020	12,450	12,928	12,825	12,744
	Revenues:							
	Tuition & Fees	\$73,194,110		\$91,475,108	\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078
	Other	\$9,808,382		\$5,471,501	\$9,463,330	\$6,812,777	\$7,576,850	\$7,218,150
	State Funds	\$58,073,475		\$62,825,495	\$62,881,380	\$63,157,177	\$63,296,752	\$63,552,962
	Total Revenue	\$141,075,967		\$159,772,104	\$167,120,834	\$167,932,195	\$171,269,921	\$172,665,191
	Operating Margin	\$5,023,369		\$650,436	\$1,443,237	\$2,399,062	(\$4,747,897)	\$3,166,358
Percent of Expenditures	3.69%		0.41%	0.87%	1.45%	-2.70%	1.87%	
ATU	Total Expenditures	\$68,876,612		\$89,523,873	\$96,689,704	\$96,458,354	\$100,298,239	\$105,451,266
	FTE Enrollment	7,112		8,420	8,178	7,983	8,785	8,614
	Revenues:							
	Tuition & Fees	\$37,941,465		\$58,501,871	\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946
	Other	\$3,111,144		\$4,650,043	\$4,012,150	\$4,204,087	\$4,972,751	\$5,924,350
	State Funds	\$30,217,050		\$31,885,049	\$31,908,441	\$31,995,945	\$32,043,763	\$32,813,053
	Total Revenue	\$71,269,659		\$95,036,963	\$96,901,258	\$98,712,025	\$104,183,115	\$104,988,349
	Operating Margin	\$2,393,047		\$5,513,090	\$211,554	\$2,253,671	\$3,884,876	(\$462,917)
Percent of Expenditures	3.47%		6.16%	0.22%	2.34%	3.87%	-0.44%	
HSU	Total Expenditures	\$40,920,368		\$47,049,444	\$50,062,623	\$51,785,371	\$48,725,728	\$56,357,128
	FTE Enrollment	3,421		3,293	3,245	3,221	3,097	3,483
	Revenues:							
	Tuition & Fees	\$21,456,177		\$25,733,640	\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230
	Other	\$848,457		\$883,544	\$1,098,332	\$1,481,204	\$671,129	\$1,399,663
	State Funds	\$20,431,249		\$21,020,862	\$21,034,398	\$21,131,335	\$21,174,382	\$21,348,315
	Total Revenue	\$42,735,883		\$47,638,046	\$48,412,063	\$49,932,307	\$46,167,189	\$49,039,208
	Operating Margin	\$1,815,515		\$588,602	(\$1,650,560)	(\$1,853,064)	(\$2,558,539)	(\$7,317,920)
Percent of Expenditures	4.44%		1.25%	-3.30%	-3.58%	-5.25%	-12.98%	
SAUM	Total Expenditures	\$35,667,878		\$43,547,100	\$51,669,131	\$56,641,285	\$53,261,978	\$54,566,191
	FTE Enrollment	2,970		3,218	3,930	4,245	3,949	3,894
	Revenues:							
	Tuition & Fees	\$17,992,393		\$25,468,570	\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651
	Other	\$1,675,215		\$1,821,893	\$2,314,030	\$2,351,998	\$2,657,367	\$2,749,899
	State Funds	\$16,286,476		\$16,946,755	\$16,983,378	\$17,014,578	\$17,053,804	\$17,578,029
	Total Revenue	\$35,954,084		\$44,237,218	\$52,486,675	\$56,641,285	\$54,134,821	\$55,206,580
	Operating Margin	\$286,206		\$690,118	\$817,544	\$0	\$872,843	\$640,389
Percent of Expenditures	0.80%		1.58%	1.58%	0.00%	1.64%	1.17%	
UAF	Total Expenditures	\$261,654,828		\$388,767,774	\$403,271,461	\$417,833,923	\$431,736,290	\$442,595,824
	FTE Enrollment	18,098		24,201	24,456	24,666	25,152	25,261
	Revenues:							
	Tuition & Fees	\$131,918,432		\$247,779,330	\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466
	Other	\$30,658,865		\$22,255,888	\$24,663,501	\$22,875,987	\$26,243,454	\$34,276,418
	State Funds	\$120,014,787		\$127,319,008	\$127,579,023	\$127,851,983	\$128,414,582	\$133,273,388
	Total Revenue	\$282,592,084		\$397,354,226	\$417,905,414	\$435,525,681	\$460,876,633	\$483,679,272
	Operating Margin	\$20,937,256		\$8,586,452	\$14,633,953	\$17,691,758	\$29,140,343	\$41,083,448
Percent of Expenditures	8.00%		2.21%	3.63%	4.23%	6.75%	9.28%	

**Table A-1. (cont.) Universities Unrestricted E&G Operating Margins 2009-10 and 2014-15 to 2018-19**

		2009-10		2014-15	2015-16	2016-17	2017-18	2018-19
UAFS	Total Expenditures	\$54,876,559		\$59,845,056	\$62,176,539	\$64,517,975	\$64,852,907	\$66,805,864
	FTE Enrollment	6,093		5,609	5,409	5,253	5,275	5,236
	Revenues:							
	Tuition & Fees	\$25,374,569		\$30,930,319	\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027
	Other	\$6,820,117		\$6,990,900	\$7,592,668	\$7,810,153	\$7,423,754	\$8,200,940
	State Funds	\$22,833,792		\$23,869,198	\$23,895,393	\$24,056,683	\$24,080,995	\$24,190,209
	Total Revenue	\$55,028,478		\$61,790,417	\$63,596,836	\$65,313,018	\$66,136,285	\$68,595,176
	Operating Margin	\$151,919		\$1,945,361	\$1,420,297	\$795,043	\$1,283,378	\$1,789,312
Percent of Expenditures	0.28%		3.25%	2.28%	1.23%	1.98%	2.68%	
UALR	Total Expenditures	\$136,730,688		\$149,033,577	\$148,144,016	\$150,560,514	\$152,239,874	\$146,758,917
	FTE Enrollment	9,658		8,737	8,722	8,621	8,488	7,591
	Revenues:							
	Tuition & Fees	\$65,238,119		\$76,282,140	\$74,498,288	\$76,940,214	\$77,216,209	\$69,025,411
	Other	\$7,622,458		\$6,395,466	\$6,870,184	\$8,999,646	\$8,098,336	\$10,439,527
	State Funds	\$63,973,285		\$66,610,516	\$66,716,004	\$66,932,402	\$67,153,982	\$67,293,979
	Total Revenue	\$136,833,862		\$149,288,122	\$148,084,476	\$152,872,262	\$152,468,527	\$146,758,917
	Operating Margin	\$103,174		\$254,545	(\$59,540)	\$2,311,748	\$228,653	\$0
Percent of Expenditures	0.08%		0.17%	-0.04%	1.54%	0.15%	0.00%	
UAM	Total Expenditures	\$25,729,554		\$29,838,536	\$31,172,390	\$32,121,450	\$33,350,243	\$32,981,750
	FTE Enrollment	2,423		2,505	2,380	2,508	2,874	2,608
	Revenues:							
	Tuition & Fees	\$11,759,934		\$15,848,763	\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366
	Other	\$758,512		\$1,816,411	\$947,618	\$720,769	\$617,601	\$1,150,368
	State Funds	\$13,668,359		\$14,156,780	\$14,169,126	\$14,328,821	\$14,590,552	\$14,506,006
	Total Revenue	\$26,186,805		\$31,821,954	\$31,382,320	\$33,712,985	\$34,883,272	\$33,507,740
	Operating Margin	\$457,251		\$1,983,418	\$209,930	\$1,591,535	\$1,533,029	\$525,990
Percent of Expenditures	1.78%		6.65%	0.67%	4.95%	4.60%	1.59%	
UAPB	Total Expenditures	\$44,239,565		\$45,711,680	\$45,042,924	\$46,179,048	\$42,963,421	\$47,289,627
	FTE Enrollment	3,471		2,340	2,502	2,611	2,486	2,422
	Revenues:							
	Tuition & Fees	\$19,365,175		\$16,844,477	\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958
	Other	\$1,003,756		\$764,221	\$757,005	\$927,362	\$2,411,606	\$839,516
	State Funds	26,600,368		\$27,309,289	\$23,683,131	\$23,763,310	\$23,807,125	\$27,672,764
	Total Revenue	\$46,969,299		\$44,917,987	\$42,277,713	\$43,843,851	\$44,964,323	\$47,491,238
	Operating Margin	\$2,729,734		(\$793,693)	(\$2,765,211)	(\$2,335,197)	\$2,000,902	\$201,611
Percent of Expenditures	6.17%		-1.74%	-6.14%	-5.06%	4.66%	0.43%	
UCA	Total Expenditures	\$120,894,286		\$133,168,113	\$153,086,649	\$144,962,427	\$147,488,011	\$151,202,747
	FTE Enrollment	10,653		10,534	10,691	10,468	10,277	9,977
	Revenues:							
	Tuition & Fees	\$68,479,631		\$80,038,287	\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228
	Other	\$2,942,510		\$2,867,292	\$2,853,419	\$3,502,959	\$3,831,591	\$4,767,836
	State Funds	\$55,976,706		\$58,319,734	\$58,475,054	\$58,068,410	\$58,198,968	\$58,960,831
	Total Revenue	\$127,398,848		\$141,225,313	\$143,221,269	\$145,837,086	\$148,197,183	\$151,485,895
	Operating Margin	\$6,504,562		\$8,057,200	(\$9,865,380)	\$874,659	\$709,172	\$283,148
Percent of Expenditures	5.38%		6.05%	-6.44%	0.60%	0.48%	0.19%	

*\*Note - Often negative operating margins are the result of expending prior year fund balances to complete a serious deferred maintenance problem.*



**Table A-2. Two-Year College Operating Margins 2009-10 and 2014-15 to 2018-19**

		2009-10		2014-15	2015-16	2016-2017	2017-18	2018-19
<b>ANC</b>	Total Expenditures	\$12,916,459		\$12,509,808	\$13,290,446	\$13,806,050	\$12,758,040	\$13,523,261
	FTE Enrollment			915	917	949	918	885
	Revenues:							
	Tuition & Fees	\$3,165,868		\$2,300,672	\$2,543,129	\$2,692,338	\$2,711,991	\$2,664,494
	Other	\$2,099,546		\$530,603	\$743,300	\$902,702	\$874,195	\$985,795
	State Funds	\$9,707,132		\$10,200,353	\$10,216,031	\$10,247,170	\$10,254,894	\$10,269,334
	Total Revenue	\$14,972,546		\$13,031,628	\$13,502,460	\$13,842,210	\$13,841,080	\$13,919,623
	Operating Margin	\$2,056,087		\$521,820	\$212,014	\$36,160	\$1,083,040	\$396,362
	Percent of Expenditures	15.92%		4.17%	1.60%	0.26%	8.49%	2.93%
<b>ASUB</b>	Total Expenditures	\$25,596,310		\$25,655,110	\$26,668,240	\$24,842,863	\$24,210,860	\$26,549,194
	FTE Enrollment			3,029	2,899	2,860	2,689	2,525
	Revenues:							
	Tuition & Fees	\$10,020,000		\$10,320,436	\$10,298,303	\$10,411,011	\$10,249,389	\$9,632,051
	Other	\$2,175,642		\$2,277,455	\$2,021,982	\$2,069,210	\$2,333,615	\$2,499,955
	State Funds	\$13,835,555		\$14,098,177	\$14,122,727	\$14,185,008	\$14,208,961	\$15,316,233
	Total Revenue	\$26,031,197		\$26,696,068	\$26,443,012	\$26,665,229	\$26,791,964	\$27,448,239
	Operating Margin	\$434,887		\$1,040,958	(\$225,228)	\$1,822,366	\$2,581,104	\$899,045
	Percent of Expenditures	1.70%		4.06%	-0.84%	7.34%	10.66%	3.39%
<b>ASUMH</b>	Total Expenditures	\$9,778,617		\$10,408,921	\$10,565,591	\$10,330,667	\$9,957,433	\$10,361,889
	FTE Enrollment			1,090	1,086	1,007	991	973
	Revenues:							
	Tuition & Fees	\$3,680,526		\$4,260,792	\$4,413,118	\$4,292,653	\$4,148,966	\$4,175,157
	Other	\$1,451,880		\$1,525,314	\$1,620,938	\$1,599,549	\$1,503,740	\$1,905,804
	State Funds	\$4,498,789		\$4,713,921	\$4,722,039	\$4,722,039	\$4,711,682	\$4,542,755
	Total Revenue	\$9,631,195		\$10,500,027	\$10,756,095	\$10,614,241	\$10,364,387	\$10,623,715
	Operating Margin	(\$147,422)		\$91,106	\$190,504	\$283,575	\$406,954	\$261,826
	Percent of Expenditures	-1.51%		0.88%	1.80%	2.74%	4.09%	2.53%
<b>ASUMS</b>	Total Expenditures	\$10,135,184		\$13,631,127	\$12,675,161	\$12,993,824	\$12,089,263	\$11,595,044
	FTE Enrollment			1,070	1,069	999	901	816
	Revenues:							
	Tuition & Fees	\$3,785,433		\$5,000,464	\$4,275,451	\$3,888,782	\$3,650,618	\$3,338,178
	Other	\$986,177		\$1,282,730	\$1,945,429	\$1,364,850	\$1,306,296	\$1,160,446
	State Funds	\$5,621,309		\$7,554,867	\$7,576,777	\$7,578,471	\$7,521,381	\$7,567,856
	Total Revenue	\$10,392,919		\$13,838,061	\$13,797,657	\$12,832,103	\$12,478,295	\$12,066,480
	Operating Margin	\$257,735		\$206,934	\$1,122,496	(\$161,721)	\$389,032	\$471,436
	Percent of Expenditures	2.54%		1.52%	8.86%	-1.24%	3.22%	4.07%
<b>ASUN</b>	Total Expenditures	\$10,687,569		\$14,449,610	\$17,500,408	\$15,038,337	\$15,482,235	\$17,835,318
	FTE Enrollment			1,717	1,838	1,906	1,861	1,895
	Revenues:							
	Tuition & Fees	\$3,923,655		\$6,175,804	\$7,054,757	\$7,419,734	\$7,550,916	\$8,137,117
	Other	\$1,144,138		\$1,088,413	\$1,207,028	\$1,149,292	\$1,158,354	\$1,307,533
	State Funds	\$7,063,557		\$7,395,954	\$7,409,921	\$7,409,921	\$7,392,101	\$8,098,995
	Total Revenue	\$12,131,350		\$14,660,171	\$15,671,706	\$15,978,947	\$16,101,371	\$17,543,645
	Operating Margin	\$1,443,781		\$210,561	(\$1,828,702)	\$940,610	\$619,136	(\$291,673)
	Percent of Expenditures	13.51%		1.46%	-10.45%	6.25%	4.00%	-1.64%
<b>BRTC</b>	Total Expenditures	\$15,261,199		\$14,644,357	\$14,104,806	\$14,338,373	\$17,163,265	\$13,772,804
	FTE Enrollment			1,480	1,270	1,223	1,214	1,224
	Revenues:							
	Tuition & Fees	\$4,584,304		\$5,900,337	\$5,181,804	\$5,103,976	\$5,291,813	\$5,192,812
	Other	\$426,556		\$137,368	\$157,892	\$1,073,339	\$3,688,045	\$156,775
	State Funds	\$7,795,313		\$8,336,564	\$8,358,725	\$8,358,725	\$8,330,503	\$8,295,696
	Total Revenue	\$12,806,173		\$14,374,269	\$13,698,421	\$14,536,040	\$17,310,361	\$13,645,283
	Operating Margin	(\$2,455,026)		(\$270,088)	(\$406,385)	\$197,667	\$147,096	(\$127,521)
	Percent of Expenditures	-16.09%		-1.84%	-2.88%	1.38%	0.86%	-0.93%
<b>CCCUA</b>	Total Expenditures	\$7,800,017		\$8,740,973	\$9,570,044	\$9,946,211	\$9,693,856	\$10,047,994
	FTE Enrollment			961	965	914	908	916
	Revenues:							
	Tuition & Fees	\$2,461,354		\$3,278,508	\$3,640,662	\$3,836,092	\$3,908,017	\$3,780,943
	Other	\$1,559,716		\$1,328,644	\$1,403,000	\$1,472,797	\$1,532,279	\$1,607,591
	State Funds	\$4,411,338		\$4,732,835	\$4,746,139	\$4,747,973	\$4,729,248	\$5,028,601
	Total Revenue	\$8,432,408		\$9,339,987	\$9,789,801	\$10,056,862	\$10,169,544	\$10,417,135
	Operating Margin	\$632,391		\$599,014	\$219,757	\$110,651	\$475,688	\$369,141
	Percent of Expenditures	8.11%		6.85%	2.30%	1.11%	4.91%	3.67%
<b>COTO</b>	Total Expenditures	\$7,505,813		\$7,498,204	\$7,816,115	\$8,054,089	\$7,361,464	\$8,071,090
	FTE Enrollment			917	805	802	755	717
	Revenues:							
	Tuition & Fees	\$2,571,115		\$3,145,923	\$3,120,200	\$3,210,350	\$3,006,815	\$3,022,888
	Other	\$161,504		\$115,090	\$282,864	\$328,302	\$271,240	\$318,762
	State Funds	\$4,414,730		\$4,672,254	\$4,683,647	\$4,683,647	\$4,669,112	\$4,683,249
	Total Revenue	\$7,147,349		\$7,933,267	\$8,086,711	\$8,222,299	\$7,947,167	\$8,024,899
	Operating Margin	(\$358,464)		\$435,063	\$270,596	\$168,210	\$585,703	(\$46,191)
	Percent of Expenditures	-4.78%		5.80%	3.46%	2.09%	7.96%	-0.57%
<b>EACC</b>	Total Expenditures	\$10,154,492		\$9,074,397	\$9,036,488	\$8,838,254	\$12,005,805	\$12,700,810
	FTE Enrollment			795	751	675	658	754
	Revenues:							
	Tuition & Fees	\$2,923,060		\$2,576,262	\$2,717,009	\$2,545,344	\$2,884,021	\$2,893,319
	Other	\$334,705		\$193,350	\$205,776	\$185,708	\$753,243	\$666,581
	State Funds	\$6,376,338		\$6,556,511	\$6,565,224	\$6,597,817	\$10,034,282	\$10,049,421
	Total Revenue	\$9,634,104		\$9,326,123	\$9,488,009	\$9,328,869	\$13,671,547	\$13,609,320
	Operating Margin	(\$520,389)		\$251,726	\$451,521	\$490,615	\$1,665,742	\$908,510
	Percent of Expenditures	-5.12%		2.77%	5.00%	5.55%	13.87%	7.15%

**Table A-2. (cont.) Two-Year College Operating Margins 2009-10 and 2014-15 to 2018-19**

		2009-10		2014-15	2015-16	2016-17	2017-18	2018-19
<b>NAC</b>	Total Expenditures	\$13,434,612		\$13,236,213	\$13,280,251	\$13,975,544	\$13,478,569	\$14,071,791
	FTE Enrollment			1,429	1,314	1,329	1,345	1,292
	Revenues:							
	Tuition & Fees	\$4,304,046		\$4,265,276	\$4,287,268	\$4,380,849	\$4,654,434	\$4,905,371
	Other	\$301,546		\$286,405	\$451,930	\$680,323	\$311,799	\$348,232
	State Funds	\$8,694,916		\$8,990,314	\$9,001,126	\$9,020,375	\$9,023,664	\$9,070,441
	Total Revenue	\$13,300,508		\$13,541,995	\$13,740,324	\$14,081,547	\$13,989,897	\$14,324,044
	Operating Margin	(\$134,104)		\$305,782	\$460,073	\$106,003	\$511,328	\$252,253
Percent of Expenditures	-1.00%		2.31%	3.46%	0.76%	3.79%	1.79%	
<b>NPC</b>	Total Expenditures	\$18,417,642		\$16,497,196	\$16,792,936	\$17,531,169	\$17,217,055	\$17,530,395
	FTE Enrollment			1,917	1,908	1,868	1,868	1,833
	Revenues:							
	Tuition & Fees	\$6,623,655		\$6,298,690	\$6,903,185	\$6,973,932	\$6,521,638	\$6,989,716
	Other	\$629,249		\$1,909,123	\$54,202	\$41,166	\$56,224	\$103,021
	State Funds	\$11,067,629		\$10,857,258	\$10,876,872	\$10,925,619	\$10,943,860	\$10,975,619
	Total Revenue	\$18,320,533		\$19,065,071	\$17,834,259	\$17,940,717	\$17,521,722	\$18,068,357
	Operating Margin	(\$97,109)		\$2,567,875	\$1,041,323	\$409,548	\$304,667	\$537,962
Percent of Expenditures	-0.53%		15.57%	6.20%	2.34%	1.77%	3.07%	
<b>NWACC</b>	Total Expenditures	\$34,737,506		\$41,723,028	\$39,313,255	\$38,906,666	\$40,554,873	\$44,445,692
	FTE Enrollment			5,133	4,883	4,985	4,951	4,984
	Revenues:							
	Tuition & Fees	\$19,583,336		\$24,607,735	\$22,555,743	\$22,871,518	\$22,445,625	\$22,857,811
	Other	\$7,234,885		\$6,203,625	\$7,275,780	\$6,981,307	\$6,985,101	\$11,684,447
	State Funds	\$10,507,932		\$11,634,914	\$11,646,661	\$11,689,510	\$11,713,051	\$11,752,813
	Total Revenue	\$37,326,153		\$42,446,274	\$41,478,184	\$41,542,336	\$41,143,777	\$46,295,071
	Operating Margin	\$2,588,647		\$723,246	\$2,164,929	\$2,635,670	\$588,904	\$1,849,379
Percent of Expenditures	7.45%		1.73%	5.51%	6.77%	1.45%	4.16%	
<b>OZC</b>	Total Expenditures	\$6,939,179		\$9,637,753	\$8,708,835	\$8,491,419	\$8,600,490	\$8,690,733
	FTE Enrollment			933	812	823	795	788
	Revenues:							
	Tuition & Fees	\$2,863,626		\$3,792,629	\$3,385,560	\$3,511,951	\$3,592,575	\$3,774,383
	Other	\$500,187		\$315,048	\$723,823	\$613,856	\$665,227	\$676,513
	State Funds	\$4,118,651		\$4,385,785	\$4,398,316	\$4,398,316	\$4,382,329	\$4,362,612
	Total Revenue	\$7,482,464		\$8,493,462	\$8,507,698	\$8,524,122	\$8,640,131	\$8,813,508
	Operating Margin	\$543,285		(\$1,144,291)	(\$201,137)	\$32,704	\$39,641	\$122,774
Percent of Expenditures	7.83%		-11.87%	-2.31%	0.39%	0.46%	1.41%	
<b>PCCUA</b>	Total Expenditures	\$15,211,965		\$15,855,909	\$15,802,178	\$15,554,296	\$16,334,386	\$16,243,448
	FTE Enrollment			986	942	989	939	915
	Revenues:							
	Tuition & Fees	\$3,160,368		\$2,837,099	\$2,696,184	\$2,966,651	\$2,917,017	\$3,003,617
	Other	\$2,870,827		\$3,294,645	\$3,262,405	\$2,919,454	\$3,160,111	\$3,248,783
	State Funds	\$10,006,535		\$10,336,094	\$10,349,799	\$10,381,540	\$10,392,225	\$10,411,433
	Total Revenue	\$16,037,730		\$16,467,838	\$16,308,388	\$16,267,645	\$16,469,353	\$16,663,833
	Operating Margin	\$825,765		\$611,929	\$506,210	\$713,349	\$134,967	\$420,385
Percent of Expenditures	5.43%		3.86%	3.20%	4.59%	0.83%	2.59%	
<b>SACC</b>	Total Expenditures	\$10,967,986		\$12,203,316	\$11,711,648	\$11,429,496	\$12,244,204	\$12,026,004
	FTE Enrollment			1,181	1,076	1,005	1,065	1,042
	Revenues:							
	Tuition & Fees	\$3,950,636		\$4,871,858	\$4,542,271	\$4,551,361	\$5,054,074	\$4,757,528
	Other	\$318,085		\$318,627	\$315,734	\$307,378	\$229,827	\$381,087
	State Funds	\$6,746,558		\$7,018,635	\$7,029,201	\$7,049,780	\$7,057,112	\$7,068,245
	Total Revenue	\$11,015,279		\$12,209,120	\$11,887,207	\$11,908,520	\$12,341,013	\$12,206,860
	Operating Margin	\$47,293		\$5,804	\$175,559	\$479,024	\$96,809	\$180,856
Percent of Expenditures	0.43%		0.05%	1.50%	4.19%	0.79%	1.50%	
<b>SAUT</b>	Total Expenditures	\$10,252,463		\$11,101,748	\$10,781,730	\$10,159,986	\$10,712,524	\$10,772,927
	FTE Enrollment			1,220	1,084	925	1,041	937
	Revenues:							
	Tuition & Fees	\$4,110,949		\$4,601,127	\$4,457,094	\$3,866,023	\$4,188,246	\$4,198,527
	Other	\$785,693		\$554,779	\$587,104	\$629,551	\$631,046	\$815,470
	State Funds	\$5,681,975		\$5,912,697	\$5,915,047	\$5,923,834	\$5,928,636	\$5,936,228
	Total Revenue	\$10,578,617		\$11,068,603	\$10,959,245	\$10,419,408	\$10,747,928	\$10,950,225
	Operating Margin	\$326,154		(\$33,145)	\$177,515	\$259,422	\$35,404	\$177,298
Percent of Expenditures	3.18%		-0.30%	1.65%	2.55%	0.33%	1.65%	

**Table A-2. (cont.) Two-Year College Operating Margins 2009-10 and 2014-15 to 2018-19**

		2009-10		2014-15	2015-16	2016-17	2017-18	2018-19
<b>SEAC</b>	Total Expenditures	\$11,693,538		\$10,966,682	\$11,513,495	\$11,137,253	\$12,156,770	\$12,220,201
	FTE Enrollment			1,049	1,029	952	858	816
	Revenues:							
	Tuition & Fees	\$4,091,285		\$3,543,554	\$3,610,512	\$3,438,456	\$3,219,283	\$3,422,459
	Other	\$130,500		\$218,850	\$296,722	\$149,800	\$171,534	\$242,733
	State Funds	\$7,197,648		\$7,592,536	\$7,611,997	\$7,611,997	\$7,587,169	\$7,556,548
	Total Revenue	\$11,419,433		\$11,354,940	\$11,519,231	\$11,200,253	\$10,977,986	\$11,221,740
	Operating Margin	(\$274,105)		\$388,258	\$5,736	\$63,000	(\$1,178,784)	(\$998,461)
Percent of Expenditures	-2.34%		3.54%	0.05%	0.57%	-9.70%	-8.17%	
<b>UACCB</b>	Total Expenditures	\$9,442,418		\$9,842,814	\$9,303,392	\$9,342,443	\$9,442,301	\$9,717,374
	FTE Enrollment			944	963	891	890	954
	Revenues:							
	Tuition & Fees	3,650,284		3,320,029	3,320,452	3,193,719	3,277,192	3,411,879
	Other	\$1,402,091		\$1,376,391	\$1,518,241	\$1,572,870	\$1,593,533	\$1,677,601
	State Funds	\$4,666,655		\$4,989,281	\$4,997,821	\$4,997,821	\$4,986,926	\$4,973,488
	Total Revenue	\$9,719,030		\$9,685,701	\$9,836,514	\$9,764,410	\$9,857,651	\$10,062,968
	Operating Margin	\$276,612		(\$157,113)	\$533,122	\$421,967	\$415,350	\$345,594
Percent of Expenditures	2.93%		-1.60%	5.73%	4.52%	4.40%	3.56%	
<b>UACCH-T</b>	Total Expenditures	\$8,879,517		\$10,405,991	\$10,299,611	\$10,577,520	\$11,335,420	\$10,870,587
	FTE Enrollment			916	948	1,024	1,050	981
	Revenues:							
	Tuition & Fees	\$2,410,218		\$2,456,601	\$2,658,467	\$3,050,172	\$3,489,634	\$3,310,145
	Other	\$487,938		\$1,393,804	\$1,223,131	\$916,404	\$1,185,641	\$990,224
	State Funds	\$6,067,641		\$6,431,644	\$6,450,944	\$6,450,944	\$6,426,320	\$6,559,868
	Total Revenue	\$8,965,797		\$10,282,049	\$10,332,542	\$10,417,520	\$11,101,595	\$10,860,237
	Operating Margin	\$86,280		(\$123,942)	\$32,931	(\$160,000)	(\$233,825)	(\$10,350)
Percent of Expenditures	0.97%		-1.19%	0.32%	-1.51%	-2.06%	-0.10%	
<b>UACCM</b>	Total Expenditures	\$13,050,254		\$12,835,782	\$14,564,110	\$12,865,515	\$13,514,112	\$11,794,549
	FTE Enrollment			1,531	1,545	1,552	1,456	1,414
	Revenues:							
	Tuition & Fees	\$5,652,061		\$5,969,541	\$6,247,346	\$6,630,234	\$6,573,957	\$6,510,844
	Other	\$978,551		\$1,042,200	\$1,133,289	\$880,995	\$1,121,412	\$1,704,369
	State Funds	\$5,729,750		\$6,300,620	\$6,313,341	\$6,313,341	\$6,297,111	\$6,277,094
	Total Revenue	\$12,360,362		\$13,312,361	\$13,693,976	\$13,824,570	\$13,992,480	\$14,492,307
	Operating Margin	(\$689,892)		\$476,579	(\$870,134)	\$959,055	\$478,368	\$2,697,758
Percent of Expenditures	-5.29%		3.71%	-5.97%	7.45%	3.54%	22.87%	
<b>UACCRM</b>	Total Expenditures	\$5,243,134		\$5,737,113	\$5,598,973	\$5,540,838	\$5,597,362	\$6,016,367
	FTE Enrollment			565	551	521	557	522
	Revenues:							
	Tuition & Fees	\$1,481,069		\$2,113,976	\$2,132,131	\$2,118,220	\$2,295,024	\$2,413,144
	Other	\$215,812		\$113,204	\$100,515	\$108,202	\$153,127	\$157,874
	State Funds	\$3,450,581		\$3,409,713	\$3,412,013	\$3,420,616	\$3,425,317	\$3,432,750
	Total Revenue	\$5,147,462		\$5,636,893	\$5,644,659	\$5,647,038	\$5,873,468	\$6,003,768
	Operating Margin	(\$95,673)		(\$100,220)	\$45,686	\$106,200	\$276,106	(\$12,599)
Percent of Expenditures	-1.82%		-1.75%	0.82%	1.92%	4.93%	-0.21%	
<b>UAPTC</b>	Total Expenditures	\$38,242,705		\$42,068,396	\$41,497,477	\$42,856,615	\$42,541,300	\$39,189,654
	FTE Enrollment			6,292	5,150	4,340	3,746	3,709
	Revenues:							
	Tuition & Fees	\$24,150,584		\$28,310,660	\$25,985,310	\$25,066,842	\$24,017,644	\$23,293,269
	Other	\$1,254,612		\$1,410,997	\$749,578	\$740,887	\$779,450	\$1,075,780
	State Funds	\$15,908,697		\$17,388,807	\$17,411,209	\$17,411,209	\$17,382,628	\$17,347,378
	Total Revenue	\$41,313,893		\$47,110,464	\$44,146,097	\$43,218,938	\$42,179,721	\$41,716,427
	Operating Margin	\$3,071,188		\$5,042,068	\$2,648,620	\$362,323	(\$361,579)	\$2,526,773
Percent of Expenditures	8.03%		11.99%	6.38%	0.85%	-0.85%	6.45%	

*\*Note - Often negative operating margins are the result of expending prior year fund balances to complete a serious deferred maintenance problem.*

Table A-3. Arkansas Higher Education Educational and General Current Fund Revenue and Fund Balances for 2017-18 to 2018-19

Institutions	2017-18			2018-19		
	Current Fund Revenues	Fund Balance as a Percent of Revenues	Fund Balance	Current Fund Revenues	Fund Balance as a Percent of Revenues	Fund Balance
Arkansas State University - Jonesboro	\$171,269,921	12.4%	\$21,221,147	\$172,665,191	14.1%	\$24,387,505
Arkansas Tech University	\$104,183,115	42.7%	\$44,500,050	\$104,988,349	41.9%	\$44,037,133
Henderson State University	\$46,167,189	10.0%	\$4,626,295	\$49,039,208	-10.5%	-\$5,154,505
Southern Arkansas University	\$54,134,821	-0.7%	-\$404,894	\$55,206,580	2.0%	\$1,091,426
Southern Arkansas University Fund*	\$578,047,652	33.8%	\$195,654,915	\$590,264,713	40.1%	\$236,915,139
University of Arkansas at Ft. Smith	\$66,136,285	14.5%	\$9,565,760	\$68,595,176	16.6%	\$11,355,072
University of Arkansas at Little Rock	\$152,468,527	8.3%	\$12,643,397	\$146,758,917	11.2%	\$16,415,163
University of Arkansas at Monticello	\$34,883,272	24.7%	\$8,629,265	\$33,507,740	27.0%	\$9,050,315
University of Arkansas at Pine Bluff	\$44,964,323	47.4%	\$21,294,085	\$47,491,238	45.5%	\$21,608,588
University of Central Arkansas	\$148,197,183	9.0%	\$13,372,014	\$151,485,895	8.7%	\$13,208,479
<b>Four-Year Total</b>	<b>\$822,404,636</b>	<b>16.5%</b>	<b>\$135,447,119</b>	<b>\$829,738,293</b>	<b>16.4%</b>	<b>\$135,999,176</b>
Arkansas Northeastern College	\$13,841,080	32.4%	\$4,490,956	\$13,919,623	31.5%	\$4,383,694
Arkansas State University - Beebe	\$26,791,964	36.0%	\$9,637,394	\$27,448,239	44.3%	\$12,171,682
Arkansas State University - Mountain Home	\$10,364,387	34.9%	\$3,617,301	\$10,623,715	36.5%	\$3,879,127
Arkansas State University Mid-South	\$12,478,295	38.6%	\$4,814,743	\$12,066,480	43.8%	\$5,286,179
Arkansas State University - Newport	\$16,101,371	16.5%	\$2,654,733	\$17,543,645	13.5%	\$2,363,060
Black River Technical College	\$17,310,361	33.1%	\$5,735,322	\$13,645,283	40.2%	\$5,482,681
Cossatot Community College of the University of Arkansas	\$10,169,544	32.2%	\$3,278,662	\$10,417,135	35.0%	\$3,647,803
College of the Ouachitas	\$7,947,167	-7.1%	-\$563,972	\$8,024,899	-7.6%	-\$610,163
East Arkansas Community College	\$13,671,547	30.0%	\$4,108,190	\$13,196,781	27.5%	\$3,630,475
North Arkansas College	\$13,989,897	24.3%	\$3,393,059	\$14,324,044	26.5%	\$3,801,356
National Park College	\$17,521,722	35.5%	\$6,211,986	\$18,068,357	38.4%	\$6,936,850
Northwest Arkansas Community College	\$41,143,777	23.2%	\$9,530,354	\$46,295,071	24.4%	\$11,292,859
Ozarka College	\$8,640,131	37.1%	\$3,206,677	\$8,813,508	44.8%	\$3,950,365
Phillips Community College of the University of Arkansas	\$16,469,353	64.5%	\$10,630,709	\$16,663,833	66.3%	\$11,051,094
South Arkansas Community College	\$12,341,013	24.8%	\$3,063,666	\$12,206,860	27.6%	\$3,366,251
Southern Arkansas University Tech	\$10,747,928	32.1%	\$3,451,578	\$10,950,225	33.1%	\$3,628,876
Southeast Arkansas College	\$10,977,986	38.6%	\$4,240,593	\$11,221,740	28.9%	\$3,242,132
University of Arkansas Community College at Batesville	\$9,857,651	45.7%	\$4,508,683	\$10,062,968	48.2%	\$4,854,154
University of Arkansas Community College at Hope-Texarkana	\$11,101,595	9.4%	\$1,040,626	\$10,860,237	9.6%	\$1,043,105
University of Arkansas Community College at Morrilton	\$13,992,480	31.3%	\$4,374,060	\$14,492,307	48.7%	\$7,062,429
University of Arkansas Community College at Rich Mountain	\$5,873,468	57.3%	\$3,364,087	\$6,003,768	56.2%	\$3,371,401
University of Arkansas - Pulaski Technical College	\$42,179,721	57.7%	\$24,328,477	\$41,716,427	64.3%	\$26,820,842
<b>Two-Year Total</b>	<b>\$343,512,438</b>	<b>34.7%</b>	<b>\$119,117,883</b>	<b>\$348,565,144</b>	<b>37.5%</b>	<b>\$130,656,253</b>
UAMS	\$1,529,305,548	17.6%	\$269,765,404	\$1,612,916,260	20.8%	\$335,947,584
<b>Total Teaching Campuses</b>	<b>\$2,695,222,622</b>	<b>19.5%</b>	<b>\$524,330,406</b>	<b>\$2,791,219,697</b>	<b>21.6%</b>	<b>\$602,603,012</b>

\*University of Arkansas Fund includes UA Fayetteville, UA Archeological Survey, UA AREON, UA Clinton School, UA Criminal Justice Institute, UA Div. of Agri., UA System

Appendix B:  
Net Tuition and Fee Income

**Table B-1. Net Tuition History - Universities**

		2010-11	2014-15	2015-16	2016-17	2017-18	2018-19
ASUJ	Tuition and Fee Income	\$83,317,001	\$91,475,108	\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078
	Scholarships	\$18,461,261	\$20,004,641	\$21,095,488	\$22,104,769	\$22,156,244	\$24,538,021
	Net Tuition and Fee Income	\$64,855,740	\$71,470,467	\$73,680,636	\$75,857,472	\$78,240,075	\$77,356,057
	Annual FTE	12,495	12,020	12,450	12,928	12,825	12,744
	UG Resident Tuition	\$6,640	\$7,720	\$8,050	\$8,200	\$8,478	\$8,608
	Net Income/FTE	\$5,191	\$5,946	\$5,918	\$5,868	\$6,100	\$6,070
ATU	Tuition and Fee Income	\$43,321,699	\$58,501,871	\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946
	Scholarships	\$9,945,481	\$11,147,442	\$10,722,906	\$11,613,640	\$13,253,705	\$15,624,854
	Net Tuition and Fee Income	\$33,376,218	\$47,354,429	\$50,257,761	\$50,898,353	\$53,912,896	\$50,626,092
	Annual FTE	7,642	8,420	8,178	7,983	8,785	8,614
	UG Resident Tuition	\$5,908	\$7,248	\$7,740	\$8,280	\$8,880	\$9,068
	Net Income/FTE	\$4,368	\$5,624	\$6,145	\$6,376	\$6,137	\$5,877
HSU	Tuition and Fee Income	\$23,785,076	\$25,733,640	\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230
	Scholarships	\$7,532,709	\$8,021,577	\$9,186,323	\$9,817,778	\$8,603,883	\$9,950,063
	Net Tuition and Fee Income	\$16,252,367	\$17,712,063	\$17,093,010	\$17,501,990	\$15,717,795	\$16,341,167
	Annual FTE	3,583	3,293	3,245	3,221	3,097	3,483
	UG Resident Tuition	\$6,444	\$7,561	\$7,809	\$8,116	\$8,311	\$8,436
	Net Income/FTE	\$4,536	\$5,378	\$5,267	\$5,433	\$5,075	\$4,692
SAUM	Tuition and Fee Income	\$20,015,740	\$25,468,570	\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651
	Scholarships	\$6,331,579	\$8,119,945	\$8,998,896	\$9,936,581	\$11,516,437	\$12,641,008
	Net Tuition and Fee Income	\$13,684,161	\$17,348,625	\$24,190,370	\$27,338,127	\$22,907,212	\$22,237,644
	Annual FTE	3,102	3,218	3,930	4,245	3,949	3,894
	UG Resident Tuition	\$6,426	\$7,656	\$7,896	\$8,196	\$8,346	\$8,676
	Net Income/FTE	\$4,411	\$5,391	\$6,156	\$6,440	\$5,801	\$5,710
UAF	Tuition and Fee Income	\$149,585,188	\$247,779,330	\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466
	Scholarships	\$13,843,726	\$16,709,667	\$16,952,988	\$17,697,581	\$19,768,341	\$17,500,715
	Net Tuition and Fee Income	\$135,741,462	\$231,069,663	\$248,709,902	\$267,100,130	\$286,450,256	\$298,628,751
	Annual FTE	19,748	24,201	24,456	24,666	25,152	25,261
	UG Resident Tuition	\$6,767	\$8,208	\$8,521	\$8,819	\$9,062	\$9,129
	Net Income/FTE	\$6,874	\$9,548	\$10,170	\$10,829	\$11,389	\$11,822
UAFS	Tuition and Fee Income	\$28,927,962	\$30,930,319	\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027
	Scholarships	\$3,646,079	\$5,212,711	\$5,265,979	\$4,790,957	\$4,485,982	\$5,913,564
	Net Tuition and Fee Income	\$25,281,883	\$25,717,608	\$26,842,796	\$28,655,225	\$30,145,554	\$30,290,463
	Annual FTE	6,437	5,609	5,409	5,253	5,275	5,236
	UG Resident Tuition	\$4,918	\$5,962	\$6,322	\$6,701	\$6,935	\$7,128
	Net Income/FTE	\$3,928	\$4,585	\$4,962	\$5,455	\$5,715	\$5,785
UALR	Tuition and Fee Income	\$69,689,299	\$76,282,140	\$74,498,288	\$76,940,214	\$77,216,209	\$69,025,411
	Scholarships	\$13,519,688	\$19,079,863	\$18,914,406	\$19,136,268	\$19,105,966	\$13,323,955
	Net Tuition and Fee Income	\$56,169,611	\$57,202,277	\$55,583,882	\$57,803,946	\$58,110,243	\$55,701,456
	Annual FTE	9,881	8,737	8,722	8,621	8,488	7,591
	UG Resident Tuition	\$6,642	\$8,045	\$8,165	\$8,633	\$8,936	\$9,439
	Net Income/FTE	\$5,685	\$6,548	\$6,373	\$6,705	\$6,846	\$7,338
UAM	Tuition and Fee Income	\$12,586,857	\$15,848,763	\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366
	Scholarships	\$3,821,758	\$5,138,633	\$5,434,442	\$5,998,425	\$5,970,967	\$4,989,064
	Net Tuition and Fee Income	\$8,765,099	\$10,710,130	\$10,831,134	\$12,664,970	\$13,704,152	\$12,862,302
	Annual FTE	2,428	2,505	2,380	2,508	2,874	2,608
	UG Resident Tuition	\$4,990	\$6,082	\$6,447	\$7,210	\$7,462	\$7,696
	Net Income/FTE	\$3,610	\$4,276	\$4,551	\$5,051	\$4,769	\$4,932
UAPB	Tuition and Fee Income	\$18,584,185	\$16,844,477	\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958
	Scholarships	\$3,771,935	\$6,022,429	\$7,254,206	\$8,324,606	\$7,204,766	\$7,097,171
	Net Tuition and Fee Income	\$14,812,250	\$10,822,048	\$10,583,371	\$10,828,573	\$11,540,826	\$11,881,787
	Annual FTE	3,104	2,340	2,502	2,611	2,486	2,422
	UG Resident Tuition	\$5,033	\$5,956	\$6,271	\$6,676	\$7,212	\$7,842
	Net Income/FTE	\$4,772	\$4,624	\$4,229	\$4,147	\$4,643	\$4,905
UCA	Tuition and Fee Income	\$68,951,666	\$80,038,287	\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228
	Scholarships	\$18,698,237	\$18,588,058	\$20,685,146	\$21,821,646	\$23,277,319	\$24,422,159
	Net Tuition and Fee Income	\$50,253,429	\$61,450,229	\$61,207,650	\$62,444,071	\$62,889,305	\$63,335,069
	Annual FTE	10,447	10,534	10,691	10,468	10,277	9,977
	UG Resident Tuition	\$6,908	\$7,889	\$7,889	\$8,224	\$8,524	\$8,751
	Net Income/FTE	\$4,811	\$5,834	\$5,725	\$5,965	\$6,120	\$6,348
TOTAL	Tuition and Fee Income	\$518,764,673	\$668,902,504	\$703,491,292	\$742,335,108	\$768,961,925	\$775,261,362
	Scholarships	\$99,572,453	\$118,044,966	\$124,510,780	\$131,242,251	\$135,343,610	\$136,000,574
	Net Tuition and Fee Income	\$419,192,220	\$550,857,539	\$578,980,512	\$611,092,858	\$633,618,315	\$639,260,788

**Table B-2. Net Tuition History - Two-Year Colleges**

		2010-11	2014-15	2015-16	2016-17	2017-18	2018-19
ANC	Tuition and Fee Income	\$3,105,840	\$2,300,672	\$2,543,129	\$2,692,338	\$2,711,991	\$2,664,494
	Scholarships	\$143,913	\$314,806	\$354,487	\$387,094	\$372,566	\$551,151
	Net Tuition and Fee Income	\$2,961,927	\$1,985,866	\$2,188,642	\$2,305,244	\$2,339,425	\$2,113,343
	Annual FTE	1,434	915	917	949	918	885
	UG Resident Tuition	\$2,140	\$2,390	\$2,600	\$2,660	\$2,750	\$2,780
	Net Tuition Income/FTE	\$2,066	\$2,169	\$2,386	\$2,428	\$2,547	\$2,389
ASUB	Tuition and Fee Income	\$10,757,627	\$10,320,436	\$10,298,303	\$10,411,011	\$10,249,389	\$9,632,051
	Scholarships	\$1,067,843	\$1,356,688	\$1,199,360	\$1,266,452	\$1,411,889	\$1,308,528
	Net Tuition and Fee Income	\$9,689,784	\$8,963,748	\$9,098,943	\$9,144,559	\$8,837,500	\$8,323,523
	Annual FTE	3,561	3,029	2,899	2,860	2,689	2,525
	UG Resident Tuition	\$2,790	\$3,270	\$3,420	\$3,480	\$3,540	\$3,600
	Net Tuition Income/FTE	\$2,721	\$2,959	\$3,139	\$3,197	\$3,286	\$3,296
ASUMH	Tuition and Fee Income	\$4,128,543	\$4,260,792	\$4,413,118	\$4,292,653	\$4,148,966	\$4,175,157
	Scholarships	\$177,271	\$238,659	\$269,454	\$233,136	\$249,784	\$184,143
	Net Tuition and Fee Income	\$3,951,272	\$4,022,133	\$4,143,664	\$4,059,518	\$3,899,182	\$3,991,014
	Annual FTE	1,235	1,090	1,086	1,007	991	973
	UG Resident Tuition	\$2,910	\$3,330	\$3,420	\$3,480	\$3,540	\$3,570
	Net Tuition Income/FTE	\$3,199	\$3,690	\$3,817	\$4,032	\$3,934	\$4,100
ASUMS	Tuition and Fee Income	\$4,423,627	\$5,000,464	\$4,275,451	\$3,888,782	\$3,650,618	\$3,338,178
	Scholarships	\$261,814	\$345,165	\$338,356	\$538,844	\$348,231	\$377,186
	Net Tuition and Fee Income	\$4,161,813	\$4,655,299	\$3,937,095	\$3,349,938	\$3,302,387	\$2,960,992
	Annual FTE	1,354	1,070	1,069	999	901	816
	UG Resident Tuition	\$2,720	\$3,790	\$3,790	\$3,880	\$4,000	\$4,000
	Net Tuition Income/FTE	\$3,075	\$4,349	\$3,683	\$3,352	\$3,664	\$3,628
ASUN	Tuition and Fee Income	\$4,350,180	\$6,175,804	\$7,054,757	\$7,419,734	\$7,550,916	\$8,137,117
	Scholarships	\$57,591	\$212,248	\$320,375	\$414,409	\$559,700	\$521,027
	Net Tuition and Fee Income	\$4,292,589	\$5,963,556	\$6,734,382	\$7,005,325	\$6,991,216	\$7,616,090
	Annual FTE	1,518	1,717	1,838	1,906	1,861	1,895
	UG Resident Tuition	\$2,550	\$3,150	\$3,270	\$3,330	\$3,450	\$3,480
	Net Tuition Income/FTE	\$2,828	\$3,473	\$3,665	\$3,675	\$3,757	\$4,019
BRTC	Tuition and Fee Income	\$6,169,956	\$5,900,337	\$5,181,804	\$5,103,976	\$5,291,813	\$5,192,812
	Scholarships	\$713,152	\$812,542	\$692,040	\$627,968	\$759,018	\$881,886
	Net Tuition and Fee Income	\$5,456,804	\$5,087,795	\$4,489,764	\$4,476,008	\$4,532,795	\$4,310,926
	Annual FTE	2,112	1,480	1,270	1,223	1,214	1,224
	UG Resident Tuition	\$2,460	\$3,060	\$3,240	\$3,330	\$3,600	\$3,660
	Net Tuition Income/FTE	\$2,584	\$3,438	\$3,534	\$3,661	\$3,735	\$3,521
CCCUA	Tuition and Fee Income	\$2,743,718	\$3,278,508	\$3,640,662	\$3,836,092	\$3,908,017	\$3,780,943
	Scholarships	\$29,855	\$65,936	\$67,152	\$71,314	\$51,628	\$44,446
	Net Tuition and Fee Income	\$2,713,863	\$3,212,572	\$3,573,510	\$3,764,778	\$3,856,389	\$3,736,497
	Annual FTE	1,083	961	965	914	908	916
	UG Resident Tuition	\$2,080	\$2,647	\$3,030	\$3,405	\$3,600	\$3,840
	Net Tuition Income/FTE	\$2,506	\$3,345	\$3,703	\$4,118	\$4,249	\$4,077
COTO	Tuition and Fee Income	\$2,710,844	\$3,145,923	\$3,120,200	\$3,210,350	\$3,006,815	\$3,022,888
	Scholarships	\$458,290	\$64,524	\$52,801	\$80,103	\$65,957	\$36,394
	Net Tuition and Fee Income	\$2,252,554	\$3,081,399	\$3,067,399	\$3,130,247	\$2,940,858	\$2,986,494
	Annual FTE	994	917	805	802	755	717
	UG Resident Tuition	\$2,312	\$3,310	\$3,620	\$3,620	\$3,680	\$3,890
	Net Tuition Income/FTE	\$2,265	\$3,359	\$3,812	\$3,903	\$3,896	\$4,166

**Table B-2. (cont.) Net Tuition History - Two-Year Colleges**

		2010-11	2014-15	2015-16	2016-17	2017-18	2018-19
EACC	Tuition and Fee Income	\$2,745,377	\$2,576,262	\$2,717,009	\$2,545,344	\$2,884,021	\$2,893,319
	Scholarships	\$243,546	\$253,128	\$267,219	\$217,730	\$223,137	\$240,170
	Net Tuition and Fee Income	\$2,501,831	\$2,323,134	\$2,449,790	\$2,327,614	\$2,660,884	\$2,653,148
	Annual FTE	1,031	795	751	675	658	754
	UG Resident Tuition	\$2,430	\$2,880	\$3,090	\$3,150	\$3,150	\$3,180
	Net Tuition Income/FTE	\$2,427	\$2,923	\$3,262	\$3,450	\$4,045	\$3,520
NAC	Tuition and Fee Income	\$4,532,076	\$4,265,276	\$4,287,268	\$4,380,849	\$4,654,434	\$4,905,371
	Scholarships	\$379,252	\$340,092	\$430,047	\$501,064	\$441,040	\$739,046
	Net Tuition and Fee Income	\$4,152,824	\$3,925,184	\$3,857,221	\$3,879,785	\$4,213,394	\$4,166,325
	Annual FTE	1,922	1,429	1,314	1,329	1,345	1,292
	UG Resident Tuition	\$2,580	\$3,090	\$3,270	\$3,330	\$3,510	\$3,600
	Net Tuition Income/FTE	\$2,161	\$2,747	\$2,935	\$2,920	\$3,132	\$3,225
NPC	Tuition and Fee Income	\$7,114,956	\$6,298,690	\$6,903,185	\$6,973,932	\$6,521,638	\$6,989,716
	Scholarships	\$797,808	\$1,123,261	\$1,325,412	\$1,117,992	\$577,899	\$695,585
	Net Tuition and Fee Income	\$6,317,148	\$5,175,429	\$5,577,773	\$5,855,940	\$5,943,739	\$6,294,131
	Annual FTE	2,768	1,917	1,908	1,802	1,868	1,833
	UG Resident Tuition	\$2,670	\$3,490	\$3,460	\$3,460	\$3,780	\$4,110
	Net Tuition Income/FTE	\$2,282	\$2,699	\$2,923	\$3,250	\$3,181	\$3,434
NWACC	Tuition and Fee Income	\$22,284,095	\$24,607,735	\$23,818,087	\$22,871,518	\$22,445,625	\$22,857,811
	Scholarships	\$830,820	\$1,170,030	\$1,262,344	\$1,486,929	\$1,733,190	\$286,827
	Net Tuition and Fee Income	\$21,453,275	\$23,437,705	\$22,555,743	\$21,384,589	\$20,712,435	\$22,570,984
	Annual FTE	5,776	5,133	4,883	4,985	4,951	4,984
	UG Resident Tuition	\$3,813	\$4,513	\$4,633	\$4,633	\$4,683	\$4,683
	Net Tuition Income/FTE	\$3,714	\$4,565.82	\$4,619	\$4,290	\$4,184	\$4,529
OZC	Tuition and Fee Income	\$3,723,770	\$3,792,629	\$3,385,560	\$3,511,951	\$3,592,575	\$3,774,383
	Scholarships	\$291,761	\$542,418	\$530,501	\$529,023	\$618,974	\$633,955
	Net Tuition and Fee Income	\$3,432,009	\$3,250,212	\$2,855,059	\$2,982,928	\$2,973,601	\$3,140,428
	Annual FTE	1,253	933	812	823	795	788
	UG Resident Tuition	\$2,720	\$3,325	\$3,445	\$3,445	\$3,640	\$3,730
	Net Tuition Income/FTE	\$2,738	\$3,482	\$3,518	\$3,626	\$3,739	\$3,987
PCCUA	Tuition and Fee Income	\$3,168,939	\$2,837,099	\$2,696,184	\$2,966,651	\$2,917,017	\$3,003,617
	Scholarships	\$278,738	\$313,209	\$309,235	\$754,097	\$754,693	\$675,895
	Net Tuition and Fee Income	\$2,890,201	\$2,523,890	\$2,386,949	\$2,212,554	\$2,162,324	\$2,327,722
	Annual FTE	1,291	986	942	989	939	915
	UG Resident Tuition	\$2,450	\$2,968	\$2,968	\$3,110	\$3,200	\$3,320
	Net Tuition Income/FTE	\$2,238	\$2,559	\$2,533	\$2,236	\$2,304	\$2,543
SACC	Tuition and Fee Income	\$4,515,680	\$4,871,858	\$4,542,271	\$4,551,361	\$5,054,074	\$4,757,528
	Scholarships	\$260,020	\$370,270	\$297,214	\$322,808	\$438,708	\$417,972
	Net Tuition and Fee Income	\$4,255,660	\$4,501,588	\$4,245,057	\$4,228,553	\$4,615,366	\$4,339,556
	Annual FTE	1,375	1,181	1,076	1,005	1,065	1,042
	UG Resident Tuition	\$2,620	\$3,290	\$3,380	\$3,510	\$3,660	\$3,750
	Net Tuition Income/FTE	\$3,096	\$3,812	\$3,946	\$4,207	\$4,334	\$4,167



**Table B-2. (cont.) Net Tuition History - Two-Year Colleges**

		2010-11	2014-15	2015-16	2016-17	2017-18	2018-19
SAUT	Tuition and Fee Income	\$4,365,266	\$4,601,127	\$4,457,094	\$3,866,023	\$4,188,246	\$4,198,527
	Scholarships	\$654,567	\$1,475,057	\$1,239,735	\$1,375,253	\$1,345,429	\$1,260,763
	Net Tuition and Fee Income	\$3,710,699	\$3,126,070	\$3,217,359	\$2,490,770	\$2,842,817	\$2,937,764
	Annual FTE	1,372	1,220	1,084	925	1,041	937
	UG Resident Tuition	\$3,270	\$4,050	\$4,140	\$4,140	\$4,500	\$4,500
	Net Tuition Income/FTE	\$2,704	\$2,562	\$2,969	\$2,693	\$2,731	\$3,136
SEAC	Tuition and Fee Income	\$4,630,879	\$3,543,554	\$3,610,512	\$3,438,456	\$3,219,283	\$3,422,459
	Scholarships	\$185,724	\$128,075	\$245,198	\$258,126	\$224,984	\$220,444
	Net Tuition and Fee Income	\$4,445,155	\$3,415,479	\$3,365,314	\$3,180,330	\$2,994,299	\$3,202,015
	Annual FTE	1,570	1,049	1,029	952	858	816
	UG Resident Tuition	\$2,770	\$3,070	\$3,070	\$3,220	\$3,460	\$3,850
	Net Tuition Income/FTE	\$2,831	\$3,257	\$3,271	\$3,342	\$3,489	\$3,925
UACCB	Tuition and Fee Income	\$3,521,138	\$3,320,029	\$3,320,452	\$3,193,719	\$3,277,192	\$3,411,879
	Scholarships	\$300,568	\$300,567	\$395,152	\$352,241	\$422,938	\$437,207
	Net Tuition and Fee Income	\$3,220,570	\$3,019,462	\$2,925,300	\$2,841,478	\$2,854,254	\$2,974,672
	Annual FTE	1,341	944	963	891	890	954
	UG Resident Tuition	\$2,660	\$3,195	\$3,195	\$3,375	\$3,480	\$3,555
	Net Tuition Income/FTE	\$2,402	\$3,198	\$3,038	\$3,190	\$3,207	\$3,117
UACCH-T	Tuition and Fee Income	\$2,448,183	\$2,456,601	\$2,658,467	\$3,050,172	\$3,489,634	\$3,310,145
	Scholarships	\$158,788	\$242,184	\$326,698	\$359,609	\$484,381	\$408,982
	Net Tuition and Fee Income	\$2,289,395	\$2,214,417	\$2,331,769	\$2,690,563	\$3,005,253	\$2,901,163
	Annual FTE	1,126	916	948	1,024	1,050	981
	UG Resident Tuition	\$2,121	\$2,560	\$2,650	\$2,890	\$2,980	\$3,070
	Net Tuition Income/FTE	\$2,033	\$2,417	\$2,461	\$2,629	\$2,861	\$2,957
UACCM	Tuition and Fee Income	\$6,249,309	\$5,969,541	\$6,247,346	\$6,630,234	\$6,573,957	\$6,510,844
	Scholarships	\$583,361	\$381,479	\$402,926	\$555,113	\$501,398	\$423,563
	Net Tuition and Fee Income	\$5,665,948	\$5,588,062	\$5,844,420	\$6,075,121	\$6,072,559	\$6,087,281
	Annual FTE	1,978	1,531	1,545	1,552	1,456	1,414
	UG Resident Tuition	\$3,030	\$3,635	\$3,785	\$3,980	\$4,130	\$4,220
	Net Tuition Income/FTE	\$2,865	\$3,650	\$3,784	\$3,914	\$4,170	\$4,304
UACCRM	Tuition and Fee Income	\$1,796,133	\$2,113,976	\$2,132,131	\$2,118,220	\$2,295,024	\$2,413,144
	Scholarships	\$203,606	\$370,109	\$383,006	\$375,210	\$447,751	\$394,970
	Net Tuition and Fee Income	\$1,592,527	\$1,743,867	\$1,749,125	\$1,743,010	\$1,847,273	\$2,018,174
	Annual FTE	688	565	551	521	557	522
	UG Resident Tuition	\$2,430	\$3,360	\$3,480	\$3,630	\$3,780	\$4,020
	Net Tuition Income/FTE	\$2,314	\$3,087	\$3,173	\$3,344	\$3,318	\$3,868
UAPTC	Tuition and Fee Income	\$27,554,605	\$28,310,660	\$25,985,310	\$25,066,842	\$24,017,644	\$23,293,269
	Scholarships	\$1,452,288	\$1,760,011	\$1,645,095	\$1,465,864	\$1,622,320	\$1,688,258
	Net Tuition and Fee Income	\$26,102,317	\$26,550,649	\$24,340,215	\$23,600,978	\$22,395,324	\$21,605,011
	Annual FTE	8,437	6,292	5,150	4,340	3,746	3,709
	UG Resident Tuition	\$2,860	\$4,013	\$4,650	\$5,280	\$5,460	\$5,632
	Net Tuition Income/FTE	\$3,094	\$4,220	\$4,726	\$5,438	\$5,979	\$5,825
TOTAL	Tuition and Fee Income	\$137,040,741	\$139,947,974	\$137,288,300	\$136,020,209	\$135,648,888	\$135,685,652
	Scholarships	\$9,530,576	\$12,180,458	\$12,353,807	\$13,290,378	\$13,655,615	\$12,428,398
	Net Tuition and Fee Income	\$127,510,165	\$127,767,516	\$124,934,493	\$122,729,831	\$121,993,274	\$123,257,253

Appendix C:  
Expenditures per FTE by  
Function

**Table C-1. Expenditures per FTE by Expenditure Function for 2018-19**

College	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Operation and Maintenance of Plant	Scholarships & Fellowships	Other	Total
ASUJ	\$4,920	\$203	\$277	\$1,121	\$868	\$1,099	\$1,108	\$1,925	\$236	\$11,758
ATU	\$3,907	\$510	\$104	\$1,545	\$801	\$1,732	\$946	\$1,814	\$31	\$11,391
HSU	\$6,054	\$24	\$43	\$656	\$1,015	\$2,829	\$1,559	\$2,857	\$502	\$15,539
SAU	\$5,082	\$64	\$87	\$1,147	\$1,181	\$1,509	\$1,837	\$3,246	\$0	\$14,154
UAF	\$7,271	\$1,155	\$439	\$1,931	\$1,415	\$1,531	\$930	\$693	\$319	\$15,684
UAFS	\$3,886	\$0	\$50	\$1,392	\$918	\$1,868	\$1,036	\$1,129	\$35	\$10,315
UALR	\$6,276	\$609	\$400	\$2,519	\$950	\$2,051	\$1,187	\$1,755	\$420	\$16,167
UAM	\$4,493	\$10	\$79	\$722	\$937	\$2,057	\$1,455	\$1,913	\$0	\$11,666
UAPB	\$4,995	\$1,051	\$726	\$1,890	\$1,509	\$2,820	\$13,145	\$2,930	\$0	\$29,066
UCA	\$6,644	\$119	\$291	\$1,407	\$790	\$1,502	\$1,439	\$2,448	\$67	\$14,707
<b>Average</b>	<b>\$5,353</b>	<b>\$375</b>	<b>\$250</b>	<b>\$1,433</b>	<b>\$1,038</b>	<b>\$1,900</b>	<b>\$2,464</b>	<b>\$2,071</b>	<b>\$161</b>	<b>\$15,045</b>

**Table C-2. Expenditures per FTE by Expenditure Function for 2018-19**

College	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Operation and Maintenance of Plant	Scholarships & Fellowships	Other	Total
ANC	\$7,340	\$0	\$1,059	\$215	\$986	\$2,395	\$2,249	\$623	\$0	\$14,867
ASUB	\$3,883	\$0	\$0	\$487	\$686	\$2,368	\$998	\$518	\$138	\$9,077
ASUMIH	\$3,548	\$30	\$129	\$1,512	\$627	\$1,851	\$1,544	\$189	\$0	\$9,430
ASUMS	\$4,200	\$0	\$1,523	\$1,254	\$858	\$3,791	\$2,596	\$462	\$0	\$14,685
ASUN	\$3,754	\$0	\$0	\$579	\$777	\$2,074	\$685	\$275	\$800	\$8,944
BRTC	\$4,584	\$0	\$427	\$0	\$1,014	\$1,880	\$1,504	\$720	\$0	\$10,131
CCGUA	\$4,583	\$0	\$53	\$788	\$1,429	\$1,888	\$1,308	\$48	\$154	\$10,252
COTO	\$4,468	\$0	\$0	\$1,433	\$885	\$2,449	\$1,567	\$51	\$48	\$10,901
EACC	\$5,819	\$0	\$743	\$2,467	\$1,849	\$2,005	\$2,099	\$319	\$0	\$15,300
NAC	\$4,548	\$0	\$0	\$1,382	\$688	\$2,046	\$1,422	\$0	\$0	\$10,086
NPCC	\$4,256	\$0	\$0	\$639	\$1,005	\$1,987	\$892	\$379	\$0	\$9,158
NWACC	\$4,265	\$0	\$0	\$838	\$1,004	\$1,146	\$2,556	\$58	\$0	\$9,867
OZC	\$3,977	\$0	\$212	\$106	\$765	\$3,105	\$1,970	\$805	\$0	\$10,941
PCCGUA	\$5,900	\$0	\$648	\$2,144	\$1,336	\$2,853	\$1,916	\$738	\$0	\$15,536
SACC	\$4,138	\$0	\$46	\$1,400	\$556	\$2,726	\$1,421	\$401	\$0	\$10,688
SAUT	\$3,374	\$0	\$1	\$834	\$1,111	\$2,403	\$1,611	\$1,346	\$0	\$10,780
SEAC	\$4,781	\$0	\$0	\$1,322	\$1,328	\$5,630	\$1,649	\$270	\$0	\$14,980
UACCB	\$3,636	\$0	\$0	\$1,576	\$1,089	\$1,655	\$1,022	\$458	\$0	\$9,437
UACCH-T	\$4,145	\$0	\$429	\$737	\$1,248	\$1,779	\$1,483	\$417	\$815	\$11,052
UACCM	\$3,841	\$0	\$0	\$1,804	\$915	\$1,309	\$1,059	\$299	\$0	\$9,228
UACCRM	\$3,172	\$0	\$314	\$567	\$1,627	\$2,995	\$1,485	\$757	\$14	\$10,930
UAPTC	\$3,486	\$0	\$0	\$1,029	\$4,691	\$1,828	\$1,068	\$455	\$0	\$12,558
<b>Average</b>	<b>\$4,350</b>	<b>\$1</b>	<b>\$254</b>	<b>\$1,055</b>	<b>\$1,203</b>	<b>\$2,371</b>	<b>\$1,550</b>	<b>\$436</b>	<b>\$89</b>	<b>\$11,310</b>

**Table C-3. Expenditure Shifts 2014-15 to 2018-19 by Institution Category\***

Four-Year I*						Four-Year II*					
Expenditure Function	UAF					2014-15	% of Total	UALR			5-YR Change
	2014-15	% of Total	2018-19	% of Total	5-YR			2014-15	% of Total	2018-19	
Instruction	\$6,476	46.0%	\$4,920	36.9%	-19.8%	\$6,031	38.1%	\$6,276	38.8%	2.0%	
Research	\$774	5.5%	\$1,155	8.7%	57.5%	\$608	3.8%	\$609	3.8%	-1.8%	
Public Service	\$552	3.9%	\$439	3.3%	-16.0%	\$387	2.4%	\$400	2.5%	1.3%	
Academic Support	\$1,604	11.4%	\$1,931	14.5%	27.1%	\$2,457	15.5%	\$2,519	15.6%	0.5%	
Student Services	\$1,030	7.3%	\$1,415	10.6%	45.0%	\$923	5.8%	\$950	5.9%	0.9%	
Institutional Support	\$1,657	11.8%	\$1,531	11.5%	-2.5%	\$1,617	10.2%	\$2,051	12.7%	24.3%	
Operation and Maintenance of Plant	\$937	6.7%	\$930	7.0%	4.7%	\$1,283	8.1%	\$1,187	7.3%	-9.3%	
Scholarships & Fellowships	\$690	4.9%	\$693	5.2%	5.9%	\$2,184	13.8%	\$1,755	10.9%	-21.2%	
Other	\$353	2.5%	\$319	2.4%	-4.8%	\$354	2.2%	\$420	2.6%	16.2%	
<b>Total</b>	<b>\$14,073</b>	<b>100%</b>	<b>\$13,333</b>	<b>100%</b>		<b>\$15,843</b>	<b>100%</b>	<b>\$16,167</b>	<b>100%</b>		

Four-Year III*										
Expenditure Function	ASUJ					ATU				
	2014-15	% of Total	2018-19	% of Total	5-YR % Change	2014-15	% of Total	2018-19	% of Total	5-YR % Change
Instruction	\$4,823	41.1%	\$4,920	41.8%	1.7%	\$4,237	43.1%	\$3,907	34.3%	-20.4%
Research	\$212	1.8%	\$203	1.7%	-4.7%	\$148	1.5%	\$510	4.5%	198.1%
Public Service	\$237	2.0%	\$277	2.4%	16.6%	\$1	0.0%	\$104	0.9%	12566.0%
Academic Support	\$1,479	12.6%	\$1,121	9.5%	-24.4%	\$884	9.0%	\$1,545	13.6%	50.9%
Student Services	\$838	7.1%	\$868	7.4%	3.3%	\$692	7.0%	\$801	7.0%	-0.1%
Institutional Support	\$1,126	9.6%	\$1,099	9.3%	-2.7%	\$1,720	17.5%	\$1,732	15.2%	-13.1%
Operation and Maintenance of Plant	\$1,224	10.4%	\$1,108	9.4%	-9.8%	\$780	7.9%	\$946	8.3%	4.7%
Scholarships & Fellowships	\$1,664	14.2%	\$1,925	16.4%	15.4%	\$1,324	13.5%	\$1,814	15.9%	18.3%
Other	\$120	1.0%	\$236	2.0%	96.9%	\$49	0.5%	\$31	0.3%	-44.9%
<b>Total</b>	<b>\$11,723</b>	<b>100%</b>	<b>\$11,758</b>	<b>100%</b>		<b>\$9,835</b>	<b>100%</b>	<b>\$11,391</b>	<b>100%</b>	

UCA					
Expenditure Function	2014-15	% of Total	2018-19	% of Total	5-YR
					% Change
Instruction	\$5,508	46.0%	\$6,644	45%	-1.8%
Research	\$119	1.0%	\$119	0.8%	-18.0%
Public Service	\$247	2.1%	\$291	2.0%	-4.1%
Academic Support	\$1,195	10.0%	\$1,407	9.6%	-4.1%
Student Services	\$636	5.3%	\$790	5.4%	1.0%
Institutional Support	\$1,204	10.1%	\$1,502	10.2%	1.6%
Operation and Maintenance of Plant	\$1,304	10.9%	\$1,439	9.8%	-10.1%
Scholarships & Fellowships	\$1,765	14.7%	\$2,448	16.6%	13.0%
Other	\$0	0.0%	\$67	0.5%	0.0%
<b>Total</b>	<b>\$11,978</b>	<b>100%</b>	<b>\$14,707</b>	<b>100%</b>	

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

**Four-Year IV\***

Expenditure Function	HSU					SAUM				
	2014-15	% of Total	2018-19	% of Total	5-YR % Change	2014-15	% of Total	2018-19	% of Total	5-YR % Change
Instruction	\$5,666	42.50%	\$6,054	41.7%	-1.9%	\$4,840	37.1%	\$5,082	39.0%	5.0%
Research	\$27	0.20%	\$24	0.2%	-17.8%	\$87	0.7%	\$64	0.5%	-26.0%
Public Service	\$70	0.53%	\$43	0.3%	-43.5%	\$82	0.6%	\$87	0.7%	6.5%
Academic Support	\$718	5.39%	\$656	4.5%	-16.1%	\$1,028	7.9%	\$1,147	8.8%	11.6%
Student Services	\$848	6.36%	\$0	0.0%	-100.0%	\$957	7.3%	\$1,181	9.1%	23.5%
Institutional Support	\$2,367	17.76%	\$2,829	19.5%	9.7%	\$1,411	10.8%	\$1,509	11.6%	6.9%
Operation and Maintenance of Plant	\$1,199	8.99%	\$1,559	10.7%	19.3%	\$2,090	16.0%	\$1,837	14.1%	-12.1%
Scholarships & Fellowships	\$2,436	18.27%	\$2,857	19.7%	7.7%	\$2,523	19.4%	\$3,246	24.9%	28.6%
Other	\$0	0.00%	\$502	3.5%	0.0%	\$13	0.1%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$13,331</b>	<b>100%</b>	<b>\$14,524</b>	<b>100%</b>		<b>\$13,031</b>	<b>100%</b>	<b>\$14,154</b>	<b>109%</b>	

**Four-Year V\***

Expenditure Function	UAM				
	2014-15	% of Total	2018-19	% of Total	5-YR % Change
Instruction	\$4,790	42.4%	\$4,493	38.5%	-9.2%
Research	\$18	0.2%	\$10	0.1%	-46.7%
Public Service	\$116	1.0%	\$79	0.7%	-34.1%
Academic Support	\$677	6.0%	\$722	6.2%	3.3%
Student Services	\$684	6.1%	\$937	8.0%	32.7%
Institutional Support	\$1,622	14.4%	\$2,057	17.6%	22.8%
Operation and Maintenance of Plant	\$1,336	11.8%	\$1,455	12.5%	5.4%
Scholarships & Fellowships	\$2,052	18.2%	\$1,913	16.4%	-9.7%
Other	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$11,295</b>	<b>100%</b>	<b>\$11,666</b>	<b>100%</b>	

**Four-Year VI\***

UAFS					UAPB				
2014-15	% of Total	2018-19	% of Total	5-YR % Change	2014-15	% of Total	2018-19	% of Total	5-YR % Change
\$4,043	41.2%	\$3,886	34.2%	-17.1%	\$5,147	27.8%	\$4,995	26.9%	-2.9%
\$0	0.0%	\$1,057	9.3%	0.0%	\$994	5.4%	\$1,051	5.7%	5.8%
\$117	1.2%	\$50	0.4%	-63.0%	\$788	4.2%	\$726	3.9%	-7.8%
\$1,234	12.6%	\$1,392	12.2%	-2.7%	\$1,517	8.2%	\$1,890	10.2%	24.7%
\$824	8.4%	\$918	8.1%	-3.9%	\$1,603	8.6%	\$1,509	8.1%	-5.9%
\$1,718	17.5%	\$1,868	16.4%	-6.2%	\$3,505	18.9%	\$2,820	15.2%	-19.5%
\$946	9.6%	\$1,036	9.1%	-5.5%	\$2,410	13.0%	\$2,613	14.1%	8.4%
\$929	9.5%	\$1,129	9.9%	4.9%	\$2,573	13.9%	\$2,930	15.8%	13.9%
\$0	0.0%	\$35	0.3%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>\$9,812</b>	<b>100%</b>	<b>\$11,372</b>	<b>100%</b>		<b>\$18,537</b>	<b>100%</b>	<b>\$18,534</b>	<b>100%</b>	

\*Category is based on Southern Regional Education Board (SREB) Institutional Categories

**Table C-4. Expenditure Shifts 2013-14 to 2017-18 by Institution**

Expenditure Function	ANC					ASUB				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$7,767	55.0%	\$7,318	53.3%	-3.2%	\$3,448	45.0%	\$3,695	45.4%	1.0%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$568	4.0%	\$940	6.8%	70.2%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$421	3.0%	\$193	1.4%	-52.7%	\$470	6.1%	\$466	5.7%	-6.6%
Student Services	\$845	6.0%	\$871	6.3%	5.9%	\$647	8.4%	\$622	7.6%	-9.4%
Institutional Support	\$2,400	17.0%	\$2,039	14.8%	-12.7%	\$1,623	21.2%	\$1,805	22.2%	4.9%
Operation and Maintenance of Plant	\$1,892	13.4%	\$1,976	14.4%	7.3%	\$923	12.0%	\$991	12.2%	1.2%
Scholarships & Fellowships	\$232	1.6%	\$406	3.0%	80.1%	\$508	6.6%	\$525	6.5%	-2.5%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$49	0.6%	\$29	0.4%	-44.2%
<b>Total</b>	<b>\$14,125</b>	<b>100%</b>	<b>\$13,742</b>	<b>100%</b>		<b>\$7,667</b>	<b>100%</b>	<b>\$8,132</b>	<b>100%</b>	

Expenditure Function	ASUMH					ASUMS				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$3,721	48.0%	\$3,573	39.6%	-17.6%	\$9,064	53.3%	\$3,724	27.7%	-48%
Research	\$0	0.0%	\$42	0.5%	0.0%	\$0	0.0%	\$0	0.0%	0%
Public Service	\$103	1.3%	\$169	1.9%	40.7%	\$1,096	6.4%	\$1,565	11.7%	81%
Academic Support	\$350	4.5%	\$1,075	11.9%	164.0%	\$916	5.4%	\$1,293	9.6%	79%
Student Services	\$708	9.1%	\$593	6.6%	-28.1%	\$901	5.3%	\$894	6.7%	26%
Institutional Support	\$1,540	19.9%	\$1,751	19.4%	-2.4%	\$3,095	18.2%	\$3,509	26.1%	44%
Operation and Maintenance of Plant	\$1,137	14.7%	\$1,566	17.4%	18.3%	\$1,478	8.7%	\$2,052	15.3%	76%
Scholarships & Fellowships	\$186	2.4%	\$252	2.8%	16.6%	\$443	2.6%	\$386	2.9%	10%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0%
<b>Total</b>	<b>\$7,744</b>	<b>100%</b>	<b>\$9,022</b>	<b>100%</b>		<b>\$16,993</b>	<b>100%</b>	<b>\$13,423</b>	<b>100%</b>	

Expenditure Function	ASUN					BRTC				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$3,937	44.8%	\$3,383	44.5%	-0.5%	\$4,044	47.8%	\$5,006	36.3%	-24.1%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$0	0.0%	\$25	0.3%	0.0%	\$358	4.2%	\$398	2.9%	-31.7%
Academic Support	\$368	4.2%	\$549	7.2%	72.7%	\$442	5.2%	\$431	3.1%	-40.1%
Student Services	\$690	7.9%	\$690	9.1%	15.7%	\$691	8.2%	\$1,008	7.3%	-10.5%
Institutional Support	\$2,033	23.1%	\$1,974	26.0%	12.4%	\$1,189	14.1%	\$1,728	12.5%	-10.9%
Operation and Maintenance of Plant	\$854	9.7%	\$673	8.9%	-8.9%	\$1,033	12.2%	\$4,598	33.3%	172.9%
Scholarships & Fellowships	\$61	0.7%	\$301	4.0%	468.9%	\$397	4.7%	\$625	4.5%	-3.3%
Other	\$849	9.7%	\$0	0.0%	0.0%	\$307	3.6%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$8,793</b>	<b>100%</b>	<b>\$7,595</b>	<b>100%</b>		<b>\$8,459</b>	<b>100%</b>	<b>\$13,795</b>	<b>100%</b>	

Expenditure Function	CCCUA					COTO				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$3,781	42.6%	\$4,392	43.2%	1.3%	\$2,985	38.6%	\$4,097	43.5%	12.9%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$2	0.0%	\$18	0.2%	560.5%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$1,178	13.3%	\$904	8.9%	-33.1%	\$594	7.7%	\$1,488	15.8%	106.1%
Student Services	\$1,019	11.5%	\$1,519	14.9%	29.9%	\$938	12.1%	\$800	8.5%	-29.8%
Institutional Support	\$1,407	15.9%	\$1,817	17.9%	12.6%	\$2,131	27.5%	\$1,734	18.4%	-33.1%
Operation and Maintenance of Plant	\$1,212	13.7%	\$1,300	12.8%	-6.5%	\$1,022	13.2%	\$1,175	12.5%	-5.5%
Scholarships & Fellowships	\$82	0.9%	\$57	0.6%	-39.5%	\$72	0.9%	\$87	0.9%	0.4%
Other	\$188	2.1%	\$167	1.6%	-22.4%	\$0	0.0%	\$31	0.3%	0.0%
<b>Total</b>	<b>\$8,870</b>	<b>100%</b>	<b>\$10,174</b>	<b>100%</b>		<b>\$7,741</b>	<b>100%</b>	<b>\$9,412</b>	<b>100%</b>	

Expenditure Function	EACC					NAC				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$3,809	36.4%	\$6,715	38.0%	4.4%	\$3,744	42.3%	\$4,249	42.4%	0.2%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$662	6.3%	\$1,069	6.0%	-4.4%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$1,298	12.4%	\$2,123	12.0%	-3.1%	\$1,503	17.0%	\$1,308	13.1%	-23.2%
Student Services	\$1,337	12.8%	\$1,727	9.8%	-23.4%	\$654	7.4%	\$654	6.5%	-11.8%
Institutional Support	\$2,003	19.1%	\$3,685	20.8%	9.0%	\$1,474	16.7%	\$1,795	17.9%	7.5%
Operation and Maintenance of Plant	\$1,081	10.3%	\$2,022	11.4%	10.8%	\$1,215	13.7%	\$1,541	15.4%	12.0%
Scholarships & Fellowships	\$283	2.7%	\$339	1.9%	-29.1%	\$252	2.8%	\$328	3.3%	15.0%
Other	\$0	0.0%	\$0	0.0%	#DIV/0!	\$0	0.0%	\$140	1.4%	0.0%
<b>Total</b>	<b>\$10,473</b>	<b>100%</b>	<b>\$17,681</b>	<b>100%</b>		<b>\$8,842</b>	<b>100%</b>	<b>\$10,014</b>	<b>100%</b>	

Expenditure Function	NPC					NWACC				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$3,866	45.2%	\$4,247	48.8%	8.1%	\$3,529	44.7%	\$3,984	46.9%	4.9%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$61	0.7%	\$0	0.0%	-100.0%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$441	5.1%	\$606	7.0%	35.3%	\$609	7.7%	\$881	10.4%	34.4%
Student Services	\$1,018	11.9%	\$1,024	11.8%	-1.1%	\$764	9.7%	\$1,019	12.0%	24.0%
Institutional Support	\$1,855	21.7%	\$1,678	19.3%	-11.0%	\$1,284	16.3%	\$1,167	13.7%	-15.5%
Operation and Maintenance of Plant	\$794	9.3%	\$778	8.9%	-3.5%	\$1,011	12.8%	\$1,100	12.9%	1.1%
Scholarships & Fellowships	\$524	6.1%	\$309	3.6%	-41.9%	\$181	2.3%	\$350	4.1%	79.5%
Other	\$0	0.0%	\$56	0.6%	0.0%	\$521	6.6%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$8,560</b>	<b>100%</b>	<b>\$8,699</b>	<b>100%</b>		<b>\$7,900</b>	<b>100%</b>	<b>\$8,501</b>	<b>100%</b>	

Expenditure Function	OZC					PCCUA				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$3,101	39.0%	\$3,837	35.8%	-8.3%	\$5,289	39.9%	\$5,909	38.0%	-4.9%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$213	2.7%	\$263	2.5%	-8.7%	\$572	4.3%	\$624	4.0%	-7.1%
Academic Support	\$196	2.5%	\$151	1.4%	-43.0%	\$1,543	11.7%	\$2,123	13.6%	17.1%
Student Services	\$625	7.9%	\$545	5.1%	-35.3%	\$1,119	8.5%	\$1,273	8.2%	-3.3%
Institutional Support	\$2,222	28.0%	\$2,884	26.9%	-3.8%	\$2,682	20.3%	\$2,978	19.1%	-5.5%
Operation and Maintenance of Plant	\$1,143	14.4%	\$2,264	21.1%	46.7%	\$1,737	13.1%	\$1,850	11.9%	-9.4%
Scholarships & Fellowships	\$446	5.6%	\$778	7.3%	29.4%	\$299	2.3%	\$804	5.2%	129.1%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$7,946</b>	<b>100%</b>	<b>\$10,722</b>	<b>100%</b>		<b>\$13,239</b>	<b>100%</b>	<b>\$15,561</b>	<b>100%</b>	

Expenditure Function	SACC					SAUT				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$4,509	47.9%	\$4,399	41.3%	-13.7%	\$2,885	32.7%	\$2,712	28.2%	-13.8%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$192	2.0%	\$56	0.5%	-74.2%	\$163	1.8%	\$1	0.0%	-99.3%
Academic Support	\$528	5.6%	\$1,171	11.0%	96.1%	\$636	7.2%	\$832	8.7%	20.0%
Student Services	\$732	7.8%	\$557	5.2%	-32.6%	\$773	8.8%	\$1,010	10.5%	19.7%
Institutional Support	\$1,929	20.5%	\$2,832	26.6%	29.9%	\$2,234	25.3%	\$2,412	25.1%	-1.0%
Operation and Maintenance of Plant	\$1,306	13.9%	\$1,214	11.4%	-17.8%	\$1,057	12.0%	\$1,353	14.1%	17.4%
Scholarships & Fellowships	\$219	2.3%	\$412	3.9%	66.3%	\$1,066	12.1%	\$1,293	13.4%	11.1%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$9,416</b>	<b>100%</b>	<b>\$10,640</b>	<b>100%</b>		<b>\$8,813</b>	<b>100%</b>	<b>\$9,614</b>	<b>100%</b>	

Expenditure Function	SEAC					UACCB				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$3,549	37.3%	\$4,645	37.5%	0.5%	\$3,881	42.7%	\$3,868	39.4%	-7.8%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$389	4.1%	\$1,219	9.8%	140.8%	\$1,246	13.7%	\$1,586	16.1%	17.8%
Student Services	\$756	7.9%	\$1,182	9.5%	20.0%	\$946	10.4%	\$1,055	10.7%	3.2%
Institutional Support	\$3,529	37.1%	\$3,541	28.6%	-23.0%	\$1,601	17.6%	\$1,776	18.1%	2.7%
Operation and Maintenance of Plant	\$1,145	12.0%	\$1,545	12.5%	3.5%	\$1,134	12.5%	\$1,063	10.8%	-13.2%
Scholarships & Fellowships	\$145	1.5%	\$262	2.1%	39.0%	\$283	3.1%	\$475	4.8%	55.6%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$9,513</b>	<b>100%</b>	<b>\$12,394</b>	<b>100%</b>		<b>\$9,090</b>	<b>100%</b>	<b>\$9,824</b>	<b>100%</b>	

Expenditure Function	UACCH					UACCM				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$4,121	38.6%	\$3,825	35.4%	-8.4%	\$3,393	46.0%	\$4,042	45.8%	-0.4%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$609	5.7%	\$549	5.1%	-11.0%	\$11	0.1%	\$9	0.1%	-35.0%
Academic Support	\$575	5.4%	\$690	6.4%	18.4%	\$901	12.2%	\$1,145	13.0%	6.2%
Student Services	\$898	8.4%	\$1,000	9.3%	9.9%	\$764	10.4%	\$876	9.9%	-4.2%
Institutional Support	\$2,091	19.6%	\$2,058	19.0%	-2.9%	\$1,197	16.2%	\$1,509	17.1%	5.3%
Operation and Maintenance of Plant	\$1,363	12.8%	\$1,479	13.7%	7.0%	\$904	12.2%	\$907	10.3%	-16.2%
Scholarships & Fellowships	\$225	2.1%	\$461	4.3%	102.4%	\$210	2.8%	\$344	3.9%	36.9%
Other	\$789	7.4%	\$754	7.0%	-5.8%	\$0	0.0%	\$0	0.0%	#DIV/0!
<b>Total</b>	<b>\$10,670</b>	<b>100%</b>	<b>\$10,815</b>	<b>100%</b>		<b>\$7,381</b>	<b>100%</b>	<b>\$8,831</b>	<b>100%</b>	

Expenditure Function	UACCRM					UAPTC				
	2013-14	% of Total	2017-18	% of Total	5-YR % Change	2013-14	% of Total	2017-18	% of Total	5-YR % Change
Instruction	\$10,253	44.8%	\$3,212	31.4%	-29.9%	\$2,547	45.3%	\$3,454	40.0%	-11.7%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$0	0.0%	\$196	1.9%	0.0%	\$0	0.0%	\$0	0.0%	#DIV/0!
Academic Support	\$959	4.2%	\$457	4.5%	6.7%	\$781	13.9%	\$1,089	12.6%	-9.2%
Student Services	\$1,798	7.9%	\$1,410	13.8%	75.5%	\$482	8.6%	\$810	9.4%	9.6%
Institutional Support	\$5,294	23.1%	\$2,744	26.8%	16.0%	\$1,045	18.6%	\$1,819	21.1%	13.4%
Operation and Maintenance of Plant	\$2,225	9.7%	\$1,410	13.8%	41.8%	\$477	8.5%	\$1,025	11.9%	40.1%
Scholarships & Fellowships	\$159	0.7%	\$804	7.9%	1029.0%	\$266	4.7%	\$433	5.0%	6.2%
Other	\$2,211	9.7%	\$0	0.0%	0.0%	\$24	0.4%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$22,899</b>	<b>100%</b>	<b>\$10,232</b>	<b>100%</b>		<b>\$5,622</b>	<b>100%</b>	<b>\$8,630</b>	<b>100%</b>	



# Appendix D: Scholarships

**Table D-1. Undergraduate Academic and Performance Scholarship Expenditures for Fiscal 2018-19\***

Institution	Academic		Performance		Total Scholarships		Total Tuition & Fee Income	Scholarships as a Percent of Tuition & Fees	Average Academic Award	2018-19 Tuition & Fees
	Awards	Amount	Awards	Amount	Awards	Amount				
ASUJ	2,101	\$11,122,847	543	\$1,041,761	2,644	\$12,164,608	\$101,894,078	11.9%	\$5,294	\$8,608
ATU	1,678	\$8,483,746	41	\$44,943	1,719	\$8,528,689	\$66,250,946	12.9%	\$5,056	\$9,068
HSU	696	\$4,263,471	195	\$376,168	891	\$4,639,639	\$26,291,230	17.6%	\$6,126	\$8,436
SAUM	820	\$4,211,878	141	\$420,634	961	\$4,632,512	\$34,878,651	13.3%	\$5,136	\$8,676
UAF	4,216	\$12,860,231	367	\$1,039,681	4,583	\$13,899,912	\$316,129,466	4.4%	\$3,050	\$9,129
UAFS	602	\$1,799,637	50	\$62,625	652	\$1,862,262	\$36,204,027	5.1%	\$2,989	\$7,128
UALR	1,236	\$5,212,020	77	\$94,620	1,313	\$5,306,641	\$69,025,411	7.7%	\$4,217	\$9,439
UAM	356	\$1,888,777	200	\$447,412	556	\$2,336,189	\$17,851,366	13.1%	\$5,306	\$7,696
UAPB	167	\$1,649,640	113	\$440,963	280	\$2,090,603	\$18,978,958	11.0%	\$9,878	\$7,842
UCA	2,731	\$12,473,117	329	\$713,863	3,060	\$13,186,980	\$87,757,228	15.0%	\$4,567	\$8,751
University Total	14,603	\$63,965,364	2,056	\$4,682,671	16,659	\$68,648,035	\$775,261,362	8.9%	\$4,380	\$8,477

\*A.C.A. § 6-80-106 set a limit of 20% of tuition and fee income that could be used for scholarships. "Academic" and "Performance Scholarships" does not include scholarships made to a student who qualifies for a Pell Grant

Table D-2. Scholarship Increases FY 2018 to FY 2019

	2017-18						2018-19						Percent Change in:	
	Annual Tuition	2017-18 E&G Tuition and Fee Income	Academic	Performance	Total Scholarships	Annual Tuition	2018-19 E&G Tuition and Fee Income	Academic	Performance	Total Scholarships	Scholarship Expenditures	Annual Tuition		
ASUJ	8,478	\$100,396,319	\$10,113,695	\$1,013,240	\$11,126,935 11.1%	8,608	\$101,894,078	\$11,122,847	\$1,041,761	\$12,164,608 11.9%	9.3%	1.5%		
ATU	8,880	\$67,166,601	\$7,319,552	\$78,762	\$7,398,314 11.0%	9,068	\$66,250,946	\$8,483,746	\$44,943	\$8,528,689 12.9%	15.3%	2.1%		
HSU	8,311	\$24,321,678	\$2,792,062	\$301,019	\$3,093,081 12.7%	8,436	\$26,291,230	\$4,263,471	\$376,168	\$4,639,639 17.6%	50.0%	1.5%		
SAUIM	8,346	\$34,423,650	\$3,755,207	\$365,122	\$4,120,329 12.0%	8,676	\$34,878,651	\$4,211,878	\$420,634	\$4,632,512 13.3%	12.4%	4.0%		
UAF	9,062	\$306,218,597	\$13,464,670	\$1,038,427	\$14,503,097 4.7%	9,129	\$316,129,466	\$12,860,231	\$1,039,681	\$13,899,912 4.4%	-4.2%	0.7%		
UAFS	6,935	\$34,631,536	\$1,796,240	\$65,289	\$1,861,529 5.4%	7,128	\$36,204,027	\$1,799,637	\$62,625	\$1,862,262 5.1%	0.0%	2.8%		
UALR	8,936	\$74,680,770	\$4,501,364	\$73,440	\$4,574,804 6.1%	9,439	\$69,025,411	\$5,212,020	\$94,620	\$5,306,641 7.7%	16.0%	5.6%		
UAM	7,462	\$19,675,119	\$2,036,737	\$443,842	\$2,480,579 12.6%	7,696	\$17,851,366	\$1,888,777	\$447,412	\$2,336,189 13.1%	-5.8%	19.4%		
UAPB	7,212	\$18,745,592	\$1,763,215	\$411,940	\$2,175,155 11.6%	7,842	\$18,978,958	\$1,649,640	\$440,963	\$2,090,603 11.0%	-3.9%	8.7%		
UCA	8,524	\$86,166,624	\$9,280,354	\$456,242	\$9,736,595 11.3%	8,751	\$87,757,228	\$12,473,117	\$713,863	\$13,186,980 15.0%	35.4%	2.7%		
Total		\$766,426,486	\$56,823,096	\$4,247,322	\$61,070,418 8.0%		\$775,261,362	\$63,965,364	\$4,682,671	\$68,648,035 8.9%	12.4%			

\*Academic and Performance scholarships awarded to students who qualify for Pell Grants were excluded in accordance with A.C.A. § 6-80-106.

**Table D-3. Academic & Performance Scholarship Expenditures as a Percent of Tuition & Fee Income**

Institution		2015	2016	2017	2018	2019
ASUJ	Academic & Performance Scholarship	\$8,469,086	\$9,244,613	\$9,717,174	\$11,126,935	\$12,164,608
	Tuition & Fees	\$91,475,108	\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078
	Scholarship %	9.3%	9.8%	9.9%	11.1%	11.9%
ATU	Academic & Performance Scholarship	\$6,528,051	\$6,440,591	\$6,940,490	\$7,398,314	\$8,528,689
	Tuition & Fees	\$58,501,871	\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946
	Scholarship %	11.2%	10.6%	11.1%	11.0%	12.9%
HSU	Academic & Performance Scholarship	\$2,835,935	\$3,290,782	\$3,880,821	\$3,093,081	\$4,639,639
	Tuition & Fees	\$25,733,640	\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230
	Scholarship %	11.0%	12.5%	14.2%	12.7%	17.6%
SAUM	Academic & Performance Scholarship	\$3,425,055	\$3,467,658	\$4,090,050	\$4,120,329	\$4,632,512
	Tuition & Fees	\$25,468,570	\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651
	Scholarship %	13.4%	10.4%	11.0%	12.0%	13.3%
UAF	Academic & Performance Scholarship	\$9,967,049	\$10,220,490	\$13,710,126	\$14,503,097	\$13,899,912
	Tuition & Fees	\$247,779,330	\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466
	Scholarship %	4.0%	3.8%	4.8%	4.7%	4.4%
UAFS	Academic & Performance Scholarship	\$2,744,287	\$2,806,017	\$2,883,091	\$1,861,529	\$1,862,262
	Tuition & Fees	\$30,930,319	\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027
	Scholarship %	8.9%	8.7%	8.6%	5.4%	5.1%
UALR	Academic & Performance Scholarship	\$8,314,558	\$8,935,337	\$9,462,849	\$4,574,804	\$5,306,641
	Tuition & Fees	\$57,202,277	\$74,498,288	\$76,940,214	\$74,680,770	\$69,025,411
	Scholarship %	14.5%	12.0%	12.3%	6.1%	7.7%
UAM	Academic & Performance Scholarship	\$2,829,612	\$3,046,462	\$2,398,727	\$2,480,579	\$2,336,189
	Tuition & Fees	\$15,848,763	\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366
	Scholarship %	17.9%	18.7%	12.9%	12.6%	13.1%
UAPB	Academic & Performance Scholarship	\$1,271,641	\$2,058,390	\$2,450,745	\$3,780,390	\$2,090,603
	Tuition & Fees	\$16,844,477	\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958
	Scholarship %	7.5%	11.5%	12.8%	20.2%	11.0%
UCA	Academic & Performance Scholarship	\$8,333,265	\$9,015,215	\$9,516,911	\$9,736,595	\$13,186,980
	Tuition & Fees	\$80,038,287	\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228
	Scholarship %	10.4%	11.0%	11.3%	11.3%	15.0%
University Totals	Academic & Performance Scholarship	\$54,718,538	\$58,525,555	\$65,050,983	\$62,675,653	\$68,648,035
	Tuition & Fees	\$649,822,642	\$703,491,292	\$742,335,108	\$766,426,486	\$775,261,362
	Scholarship %	8.4%	8.3%	8.8%	8.2%	8.9%

\*Academic and Performance Scholarships awarded to students who qualify for a Pell Grant were excluded in accordance with A.C.A. § 6-80-106.

# Appendix E: FAP Summary

## Facilities Audit 2018 Summary

Institution	E&G Sq Ft	E&G Replacement Value	E&G Maintenance Needs	E&G Critical Maintenance	E&G FCI
ASUJ	2,284,668	\$422,136,158	\$135,909,909	\$6,743,000	32.2%
ATU	998,685	\$186,899,205	\$179,361,169	\$11,463,300	96.0%
HSU	712,896	\$134,498,460	\$90,252,726	\$2,610,147	67.1%
SAUM	818,917	\$160,867,648	\$90,513,644	\$4,917,547	56.3%
UAF	4,373,473	\$807,346,999	\$461,075,415	\$53,320,142	57.1%
UAFS	880,658	\$168,494,638	\$77,549,451	\$5,258,703	46.0%
UALR	2,176,533	\$410,310,256	\$264,220,854	\$61,345,438	64.4%
UAM	610,526	\$110,691,979	\$113,047,374	\$0	102.1%
UAPB	958,085	\$183,847,744	\$75,850,088	\$4,603,006	41.3%
UCA	1,501,314	\$278,723,634	\$181,062,130	\$10,000,482	65.0%
<b>UNIV TOTAL</b>	<b>15,315,755</b>	<b>\$2,863,816,721</b>	<b>\$1,668,842,760</b>	<b>\$160,261,766</b>	<b>58.3%</b>
ANC	346,470	\$62,906,589	\$19,531,104	\$2,939,171	31.0%
ASUB	608,010	\$106,091,743	\$52,434,023	\$1,238,500	49.4%
ASUMH	229,342	\$41,915,473	\$12,933,593	\$1,396,176	30.9%
ASUMS	364,979	\$64,248,873	\$23,622,205	\$1,752,263	36.8%
ASUN	317,945	\$58,618,254	\$17,683,368	\$445,000	30.2%
BRTC	354,991	\$64,122,238	\$19,999,235	\$150,000	31.2%
CCCUA	230,969	\$41,610,676	\$14,909,204	\$495,042	35.8%
COTO	152,532	\$28,244,048	\$10,273,685	\$30,000	36.4%
EACC	273,972	\$51,170,173	\$21,608,590	\$35,000	42.2%
NAC	282,036	\$52,426,071	\$23,281,146	\$935,700	44.4%
NPC	341,805	\$61,798,709	\$23,462,408	\$1,066,367	38.0%
NWACC	466,147	\$91,377,878	\$26,717,557	\$0	29.2%
OZC	170,690	\$32,784,723	\$12,366,381	\$21,802	37.7%
PCCUA	460,622	\$82,680,709	\$44,967,085	\$1,385,000	54.4%
SACC	252,437	\$44,703,949	\$22,525,834	\$548,371	50.4%
SAUT	318,803	\$53,928,047	\$47,369,173	\$2,762,850	87.8%
SEAC	247,883	\$46,111,794	\$16,943,606	\$860,000	36.7%
UACCB	163,941	\$29,679,486	\$8,936,043	\$357,911	30.1%
UACCH	261,986	\$49,962,142	\$12,832,910	\$193,485	25.7%
UACCM	267,961	\$44,859,082	\$19,708,418	\$81,155	43.9%
UACCRM	143,107	\$25,477,263	\$4,531,894	\$434,297	17.8%
UA-PTC	728,612	\$136,798,809	\$27,355,218	\$649,650	20.0%
<b>COLLEGE TOTAL</b>	<b>6,985,240</b>	<b>\$1,271,516,729</b>	<b>\$483,992,679</b>	<b>\$17,777,741</b>	<b>38.1%</b>
ATU-Ozark	120,917	\$22,505,316	\$9,804,319	\$144,000	43.6%
UAM-Crosset	54,659	\$10,435,219	\$5,717,596	\$0	54.8%
UAM-McGehee	54,667	\$9,885,226	\$6,925,097	\$0	70.1%
<b>TECH INST TOTAL</b>	<b>230,243</b>	<b>\$42,825,761</b>	<b>\$22,447,012</b>	<b>\$144,000</b>	<b>52.4%</b>
UAMS	4,821,791	\$977,940,195	\$541,110,403	\$67,118,457	55.3%
UA-System - Div of Agri - AES	1,174,631	\$139,190,299	\$66,441,556	\$485,502	47.7%
UA-System - Div of Agri - CES	170,851	\$23,670,048	\$11,553,946	\$183,200	48.8%
UA-AAS	29,000	\$6,380,000	\$3,943,256	\$0	61.8%
UA-SYS	31,838	\$4,988,703	\$2,225,422	\$50,000	44.6%
SAUT-ETA	12,200	\$2,305,800	\$700,193	\$12,240	30.4%
SAUT-FTA	64,947	\$8,313,593	\$2,987,891	\$4,523	35.9%
<b>NON-FORMULA TOTAL</b>	<b>6,305,258</b>	<b>\$1,162,788,638</b>	<b>\$628,962,667</b>	<b>\$67,853,922</b>	<b>54.1%</b>
<b>GRAND TOTAL</b>	<b>28,836,496</b>	<b>5,340,947,849</b>	<b>2,804,245,118</b>	<b>246,037,430</b>	<b>52.5%</b>

**Appendix F:**  
**Bonds and Loans Approved by**  
**AHECB 2007-2019**

Institution	Date of AHECB Approval	Maximum Total of Issue	Terms	Project Description	Type of Project
ASU	Oct-07	\$10,000,000	25 yrs / 5.25%	E&G purposes on the campuses at Searcy, Mountain Home, and Newport.	E&G
NAC	Oct-07	\$4,700,000	30 yrs / 4.85%	E&G purposes to construct refund outstanding bonds, renovate the L.E. "Gene" Durand Conference Center and for various other capital improvements.	E&G
SAUM	Oct-07	\$14,000,000	30 yrs / 4.5%	E&G purposes to construct a new science facility and for various other academic and administrative construction needs.	E&G
ATU	Feb-08	\$3,300,000	30 yrs / 5%	E&G purposes for the Physical Plant.	E&G
ATU	Feb-08	\$2,000,000	30 yrs / 4.6%	Auxiliary purposes for Campus Courts Housing.	Auxiliary
CCCUA	Feb-08	\$2,000,000	15 yrs / 3.2%	Loan for E&G purposes to construct the Ashdown Center, agriculture facility, Fine Arts classroom facility.	E&G
NPCC	Feb-08	\$3,800,000	30 yrs / 4.75%	E&G purposes to construct Nursing & Health Sciences Building.	E&G
ATU-Ozark	Apr-08	\$2,130,000	30 yrs / 5%	E&G purposes to construct student services facility and for various other capital improvements on the Ozark Campus.	E&G
ATU	Apr-08	\$8,000,000	30 yrs / 5%	E&G purposes to construct an academic/advising facility and for various other capital improvements.	E&G
UAF	Apr-08	\$6,150,000	20 yrs / 5.1%	E&G purposes to renovate space for KUAF and for the purchase of property.	E&G
UAF	Apr-08	\$44,850,000	30 yrs / 5.1-5.99%	Auxiliary purposes to construct a 1500-space parking garage with student-oriented retail space and a surface parking lot; to finance improvements to the Harmon Avenue Parking Garage; and to purchase properties for the facilities.	Auxiliary
SAU	May-08	\$6,345,000	30 yrs / 5.5%	E&G purposes to construct a new student activity/recreation center and for various other academic and administrative construction needs.	E&G
ATU	Jul-08	\$2,150,000	30 yrs / 5%	Auxiliary purposes to fund the renovation of Critz and Hughes Hall.	Auxiliary
UACCH	Jul-08	\$2,700,000	30 yrs / 5%	E&G purposes to complete financing for the Science/Technology Center.	E&G
PCCUA	Jul-08	\$12,305,000	30 yrs / 5%	E&G purposes to refund the 1997 bond issue and complete financing for the Grand Prairie Center on the Stuttgart campus.	E&G
UAF	Jul-08	\$5,000,000	5 yrs / 5%	Auxiliary loan used for renovations to various athletic facilities.	Auxiliary
UCA	Oct-08	\$6,000,000	1 yr / 4.59%	E&G loan/line-of-credit for operational purposes.	E&G
ASU-SYS	Jan-09	\$9,500,000	30 yrs / 5.5%	Auxiliary purposes to construct and furnish two new 50-bed residence halls, construct a commons building for an existing campus apartment complex, and deferred maintenance projects in existing residence halls.	Auxiliary
UAFS	Jan-09	\$24,540,000	25 yrs / 6.05%	Auxiliary purposes to construct and equip a 400-bed student housing complex.	Auxiliary
UAM	Jan-09	\$1,000,000	10 yrs / .53%	E&G purposes to fund deferred maintenance and energy savings projects on the Monticello campus.	E&G
ATU	Apr-09	\$5,120,000	30 yrs / 5.25%	E&G purposes to expand the engineering building, purchase academic facilities, expand the science building, and various other capital improvements.	E&G
SAU	Apr-09	\$2,000,000	30 yrs / 5.5%	E&G purposes to renovate and update current academic and administrative facilities.	E&G
UCA	May-09	\$6,000,000	1 yr / 4.96%	E&G loan/line-of-credit for operational purposes.	E&G
SACC	Jul-09	\$3,590,000	30 yrs / 5%	E&G purposes to construct a Health Sciences building.	E&G
ASUMH	Jul-09	\$2,500,000	20 yrs / 5.5%	E&G purposes to construct a Community Development Center.	E&G
NWACC	Jul-09	\$10,660,000	30 yrs / 5%	E&G purposes to purchase property adjacent to the main campus as an extension of education and general instructional space and offices.	E&G
UALR	Sep-09	\$34,750,000	20 yrs / 5.5%	E&G purposes to acquire, construct, and equip a variety of capital improvements at UALR, including (i) completion of the Engineering and Information Technology Building, (ii) elevator upgrades; (iii) renovations to the Stella Boyle Smith Concert Hall, (iv) construction of a Nanotechnology Sciences Center, (v) construction of a Student Services One-Stop Center, (vi) renovation of an existing building for Health and Wellness Academic Programs.	E&G
UALR	Oct-09	\$30,000,000	25 yrs / 4.5%	Auxiliary purposes to construct and equip a housing complex and construct a student recreation and sports complex.	Auxiliary
SAU	Oct-09	\$10,310,000	30 yrs / 4.85%	Auxiliary purposes to refund the 1999, 2001 and 2003 auxiliary issues, auxiliary construction purposes and other various capital improvements.	Auxiliary
OZC	Oct-09	\$3,600,000	30 yrs / 4.8%	E&G purposes to refund a previous bond issue and construct an educational facility at the Mtn. View location.	E&G



Institution	Date of AHECB Approval	Maximum Total of Issue	Terms	Project Description	Type of Project
UAF	Dec-09	\$54,000,000	30 yrs/ 5.5%	Auxiliary and E&G purposes to fund E&G renovation projects in Peabody Hall for the College of Education and Health Professions, Phase I of classrooms and teaching laboratories, Old Health Center for Nursing and the Speech and Communication Disorders Clinic, Bud Walton Hall for the David and Barbara Pryor Center for Arkansas Oral and Visual History and the Center for Space and Planetary Sciences, Davis Hall for University Relations (\$4 million), and Utility Tunnel Expansion; to construct the Nanoscale Science and Engineering Building; and to purchase property and various equipment. The proceeds will also be used to fund auxiliary renovation projects in various residence halls and one fraternity.	Auxiliary
UACCB	Jan-10	\$1,000,000	10 yrs/ 0.45%	CSRB Loan used in conjunction with higher education bond funds to construct a Nursing and	E&G
ASUB	Jan-10	\$11,950,000	30 yrs/ 4.75%	Auxiliary purposes to construct and furnish a 248-bed student housing complex.	Auxiliary
ATU	Apr-10	\$1,730,000	30 yrs/ 5.25%	E&G and auxiliary purposes. E&G purposes to fund 33 percent of the cost to renovate an existing student services center for the purpose of creating a student union that will include library and computer lab facilities for academic use and auxiliary purposes to fund 67 percent of the cost to renovate an existing student services center for the purpose of creating a student union that will expand the bookstore and add food service operations.	E&G/Auxiliary
UCA	Apr-10	\$6,000,000	Repaid no later	E&G loan/line-of-credit for current operations purposes.	E&G
MSCC	Jul-10	\$5,180,000	30 yrs/ 5%	E&G purposes to construct a Bio-Diesel Technology Building and surrounding infrastructure.	E&G
UCA	Jul-10	\$42,000,000	30 yrs/ 5.25%	E&G and auxiliary purposes. E&G purposes to refund certain existing bonds and fund a pro-rata	E&G/Auxiliary
NWACC	Jul-10	\$15,000,000	25 yrs/ 6.6%	E&G purposes to construct a Health Professions Building.	E&G
UACCM	Jul-10	\$800,000	10 yrs/ .38%	CSRB Loan for ADA and safety issues as well as infrastructure improvements.	E&G
HSU	Oct-10	\$2,750,000	30 yrs/ 7%	CSRB Loan proceeds combined with \$2,500,000 from a private source for the purpose of constructing a new dining facility on campus.	Auxiliary
EACC	Oct-10	\$3,500,000	30 yrs/ 4.85%	E&G purposes to retire existing debt, purchase facilities to house the Transportation Programs,	E&G
CCCUA	Oct-10	\$300,000	20 yrs/ 5.25%	E&G purposes to purchase and renovate a building in order to offer classes at Murfreesboro.	E&G
UAFS	Nov-10	\$9,300,000	25 yrs/ 4.5%	E&G purposes to renovate the Boreham Library.	E&G
UAMS	Nov-10	\$52,450,000 & \$12,000,000	20 yrs/ 4.5% & 10 yrs/ 3%	Auxiliary purposes for (a) improving, equipping and furnishing the ninth floor of the new patient tower building, which will add 60 acute care beds and is expected to generate	Auxiliary
OTC	Feb-11	\$565,000	15 yrs/ .37%	CSRB Loan for educational and general purposes to remodel and expand the Cosmetology Building.	Auxiliary
SAUM	Feb-11	\$6,500,000 & \$1,603,000	30 yrs/ 4.75% &	E&G purposes for construction of a new Agricultural Center and to update current academic	E&G
ATU	Feb-11	\$2,500,000	30 yrs/ 5.25%	Auxiliary purposes to renovate and equip Tucker Hall as a residence hall for students.	E&G/Auxiliary

Institution	Date of AHECB Approval	Maximum Total of Issue	Terms	Project Description	Type of Project
PTC	Sep-11	\$71,000,000	30 yrs/ 4.65%	E&G purposes to refund approximately \$26million in existing debt & to construct and equip a 100,000 square foot Fine and Performing Arts/Humanities Center and a 30,000 square foot Culinary Arts and Hospitality Management Center.	E&G
UACCH	Oct-11	\$1,100,000	10 yrs/ .20%	E&G purposes for the construction of an Instruction Services Center at Texarkana, Arkansas.	E&G
UAFS	Oct-11	\$2,200,000	10 yrs/ 0.00%	E&G purposes of the loan will be used to fund infrastructure upgrades on the UAFS campus, including the creation of a central energy plant to provide district cooling and district heating to various campus facilities and a campus lighting retrofit.	E&G
UCA	Oct-11	\$15,500,000	30 yrs/ 5.50%	Auxiliary purposes for the expansion of the Health, Physical Education, and Recreation Center (HPER).	Auxiliary
ASUJ	Jan-12	\$19,640,000	30 yrs/ 5.50%	Auxiliary purposes of acquiring, constructing and equipping new housing facilities including Greek housing facilities and a new honors dormitory and for improvements to Kays Hall dormitory including heating, ventilation and air conditioning (HVAC) system.	Auxiliary
ASUN	Jan-12	\$2,000,000	15 yrs/ 4.00%	E&G purposes to fund the construction of a classroom building on the Arkansas State University - Newport Technical Center - Jonesboro campus.	E&G
MSCC	Apr-12	\$19,500,000	30 yrs/ 3.75%	E&G purposes to refund Series 2007 bond issue and to use balance of proceeds in the acquisition, construction, equipping and furnishing a Wellness Center and FEMA Storm Shelter at the college.	E&G
UALR	Apr-12	\$16,000,000	25 yrs/ 4.50%	Auxiliary purposes to acquire a 420-bed apartment complex located adjacent to the university's sports and recreation complex.	Auxiliary
UAMS	Apr-12	\$10,650,000	30 yrs/ 4.25%	Auxiliary purposes to acquire Central Arkansas Radiation Therapy Institute's Facilities and equipment located on the campus of UAMS.	Auxiliary
ATU	Apr-12	\$1,500,000	30 yrs/ 5.00%	Auxiliary purposes to construct, equip and rehabilitate various athletic facilities on the campus of Arkansas Tech University in Russellville, Arkansas.	Auxiliary
SAUM	Apr-12	\$6,000,000	30 yrs/ 5.00%	Auxiliary purposes for the construction of a 60 bed apartment complex and for other auxiliary purposes.	Auxiliary
SAUT	Apr-12	\$6,000,000	30 yrs/ 5.00%	E&G purposes to acquire, construct, and equip a multipurpose student facility and to make additional renovations to educational and general facilities on the East-Camden campus.	E&G
RMCC	Jun-12	\$6,700,000	30 yrs/ 4.95%	E&G purposes to retire existing debt and construct library, classroom, lab and meeting space on the campus of Rich Mountain Community College in Mena, Arkansas.	E&G
UAF	Jun-12	\$72,000,000	30 yrs/ 5.50%	Various E&G and auxiliary purposes.	E&G/Auxiliary
UAMS	Jun-12	\$60,000,000	7 yrs/ 2.00%	Loan - to acquire the Epic integrated clinical information system.	E&G/Auxiliary
NAC	Jul-12	\$3,500,000	25 yrs/ 4.75%	E&G purposes to construct, equip and furnish a science building.	E&G
UCA	Jul-12	\$12,500,000	24 yrs/ 4.50%	Auxiliary purposes to purchase Bear Village, a 600-bed apartment complex owned by the UCA Foundation and leased by UCA.	Auxiliary
ASUJ	Oct-12	\$7,300,000	30 yrs/ 5.00%	Auxiliary purposes for the completion of new housing facilities including Greek housing facilities and a new honors dormitory and for improvements to the Kays Hall dormitory,	Auxiliary
ATU	Oct-12	\$6,000,000	30 yrs/ 5.25%	Auxiliary purposes to renovate and expand Chambers Cafeteria.	Auxiliary
OZC	Oct-12	\$3,000,000	30 yrs/ 4.50%	E&G purposes to construct, equip and furnish a student services building on the Melbourne campus, establish pedestrian walkways and additional parking facilities.	E&G
UAM	Oct-12	\$8,990,000	25 yrs/ 4.50%	Auxiliary purposes to renovate residence halls.	Auxiliary

Institution	Date of AHECB Approval	Maximum Total of Issue	Terms	Project Description	Type of Project
SAUM	Feb-13	\$7,250,000 - E&G and \$2,100,000 - Auxiliary	30 yrs/ 5.00%	E&G purposes \$850,000 issue to make improvements to the Watson Gymnasium facilities on the campus of SAUM & \$6.4M to refund the 2008 E&G issue. \$2.1M for auxiliary purposes to construct, equip and rehabilitate various housing and other auxiliary facilities on the campus of SAUM.	E&G/Auxiliary
SAUT	Feb-13	\$1,000,000	30 yrs/ 5.00%	E&G purposes of acquiring, construction, and equipping a multipurpose student facility and to make additional renovations to educational and general facilities on the East-Camden campus, including the construction of an additional 38,000 square feet to the existing facility plus other educational and general purposes.	E&G
UAF	Mar-13	\$99,000,000	15 yrs/4.00% & 30 yrs/ 4.75%	Auxiliary portion for \$36.5M to construct an Athletic Academic and Dining Facility, a Baseball and Trach Indoor Training Facility, a Basketball Practice Facility and other capital improvements and infrastructures and various equipment for athletic purposes if proceeds are available. E&G portion for \$62.5M for the construction of a classroom and teaching laboratory, renovation of the Old Fieldhouse into a Performing Arts Center, construction of the Leroy Pond Utility Plant and to acquire, construct, improve, renovate, equip and/or furnish other capital improvements and infrastructure and to acquire various equipment and/or real property.	Auxiliary/E&G
ATU	Apr-13	\$1,750,000	30 yrs/ 5.25%	Auxiliary purposes to renovate and expand Chambers Cafeteria.	Auxiliary
CCCUA	Apr-13	\$4,150,000	30 yrs/ 4.00%	E&G purposes to acquire certain properties, improvements and educational facilities in Howard County, AR through the exercise of an option to purchase under an AR State Lease and Option Agreement.	E&G
UCA	Apr-13	\$3,000,000	15 yrs/ 5.00%	Loan - Auxiliary purposes to defease debt held by the UCA Foundation.	Auxiliary
UALR	Jun-13	\$30,500,000	18 yrs/ 3.75%	E&G purposes to fund a complete campus energy management and conservation program.	E&G
BRTC	Jun-13	\$11,000,000	30 yrs/ 3.50%	Loan - E&G purposes to fund the construction of a health and science facility on the BRTC campus at Pocahontas.	E&G
ASUJ	Jul-13	\$1,000,000	10 yrs/ 1.00%	CSB Revolving Loan Fund - E&G purposes for Americans with Disabilities Act (ADA) campus surface improvements including pedestrian walkways and parking.	E&G
HSU	Jul-13	\$1,100,000	20 yrs/ 5.00%	Auxiliary purposes to repay their food service provider, Aramark for equipment and renovation of the café portion of the Garrison Activity and Conference Center.	Auxiliary
ASUJ	Oct-13	\$27,700,000	30 yrs/ 6.50%	E&G purposes to construct, furnish, and equip a student activities center and to complete a humanities and social sciences building.	E&G
ATU	Oct-13	\$5,500,000	30 yrs/ 5.00%	E&G purposes to construct, equip and furnish an academic classroom, student support and administrative facility.	E&G
UCA	Oct-13	\$13,800,000	30 yrs/ 5.75%	Auxiliary purposes for the design and construction of five sorority houses and one National Pan Hellenic Council (NPHC) facility, on the University's campus to be known as "Greek Village, Phase I."	Auxiliary
HSU	Mar-14	\$33,000,000	30 yrs/ 6.35%	Auxiliary purposes for the following: (a) the acquisition and renovation of an existing 288 bed apartment complex known as Whispering Oaks Apartments, (b) the acquisition, construction, furnishing and equipping of a new 300 bed residence hall, (c) the acquisition, construction, furnishing and equipping of a new 240 bed apartment-style complex, (d) the renovation of the football stadium, including particularly, without limitation, new turf, a new entrance, new ticket booths and fencing, (e) the construction of a new intramural field, (f) the renovation of the baseball field, including particularly, without limitation, new turf and seating, (g) the renovation of the softball field, including particularly, without limitation, new turf, (h) the renovation of existing housing facilities, including particularly, without limitation, East Hall, West Hall, Sturgis Hall and International House and (i) the construction of new parking lots.	Auxiliary
CotO	Apr-14	\$1,000,000	15 yrs/ 0.24%	CSB Revolving Loan Fund - E&G purposes for the purchase and renovation of a building for workforce training.	E&G
SAUM	Apr-14	\$10,000,000	20 yrs/ 5.00%	Auxiliary purposes to purchase the University Village apartments on the campus of Southern Arkansas University in Magnolia, Arkansas.	Auxiliary
UCA	Apr-14	\$13,500,000	30 yrs/ 5.75%	E&G purposes to fund the design and construction of the Lewis Science Addition including the replacement of the Lewis Science Center roof.	E&G

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UAF	Jun-14	\$33,500,000	30 yrs/ 5.00% (E&G) and 6.00%	E&G purposes \$27,000,000 issue for the following projects: (1) acquiring the Cato Springs Research Center building, grounds and adjacent property with an approximate annual debt service of \$458,853 supported by the existing budgeted annual lease costs of the facility with	E&G/Auxiliary
UAFS	Jun-14	\$11,000,000	25 yrs/ 5.00%	E&G purposes to fund the acquisition, construction, equipping and furnishing of a student recreation and wellness center, and acquiring, constructing, improving, renovating, equipping and/or furnishing other capital improvements and infrastructure and acquiring various equipment and/or real property for the University of Arkansas at Fort Smith.	E&G
ATU-Ozark Camp	Jul-14	\$6,000,000	30 yrs/ 5.00%	E&G purposes to construct and equip the Allied Health Building and complete the Roofing Project for the Technology and the Academic Support Building.	E&G
NWACC	Jul-14	\$3,000,000	20 yrs/ 4.00%	E&G purposes to purchase 20 acres of land in Springdale, Arkansas.	E&G
UA-SYS	Oct-14	\$500,000	10 yrs/ 0.22%	CSB Revolving Loan Fund - E&G purposes along with reserves set aside for these projects, will be used for major repairs to the B. Alan Sugg Administration Building, including repair of the roof and replacement of weather damaged windows and doors.	E&G
UCA	Oct-14	\$17,500,000	30 yrs/ 5.75%	Auxiliary purposes to fund the design and construction of the Donaghey Hall.	Auxiliary
NWACC	Jan-15	\$18,400,000	15 yrs/ 3.75%	Auxiliary purposes to refinance district capital improvement bonds.	Auxiliary
SAUM	Jan-15	\$10,000,000	30 yrs/ 5.00%	E&G purposes to construct and/or renovate facilities for the Engineering program and to make improvements in the Health, Kinesiology and Recreational facilities and to construct and/or renovate facilities for the Engineering program on the campus of Southern Arkansas University in Magnolia, Arkansas.	E&G
ASUJ	Jan-15	\$1,500,000	10 yrs/ 0.00%	E&G purposes to complete energy efficient upgrades of the cooling tower system at the Convocation Center and the energy control system of the Arkansas Biosciences Institute building.	E&G
ANC	Jul-15	\$5,105,000	30 yrs/ 4.50%	E&G purposes for the construction and equipping of the College's Center for Allied Technologies and pay the expenses of issuing the bonds.	E&G
ATU	Jul-15	\$1,250,000	30 yrs/ 4.75%	Auxiliary purposes to renovate Wilson Residence Hall on the campus of Arkansas Tech University.	Auxiliary
ATU	Jul-15	\$2,000,000	5 yrs/ 3.00%	E&G purposes for upgrading computer hardware in the University's computer center.	E&G
ATU	Jul-15	\$1,000,000	10 yrs/ 4.00%	Auxiliary purposes to renovate Wilson Residence Hall on the campus of Arkansas Tech University.	Auxiliary
UAF	Jul-15	\$8,000,000 - \$3,860,000 (E&G) and \$4,140,000 (Auxiliary)	30 yrs/ 5.50%	E&G purposes to fund a utility infrastructure expansion with an approximate 5,300 lineal feet (LF) of buried, six inch, wrapped steel pipe for a high pressure, natural gas service line to	E&G/Auxiliary
ASUJ	Sep-15	\$8,000,000	8 yrs/ 5.0%	Proceeds from the loan will be used to renovate and modernize Wilson Hall including the reconfiguration of building infrastructure for new laboratories and learning environments and safety, technology, and ADA improvements.	E&G
UACCM	Jan-16	\$10,000,000	30 yrs/ 5.50%	E&G purposes to construct a Workforce Training Center (WTC) allowing UACCM to increase the capacity of several technical training programs including Welding, Automotive Technology, HVAC, Industrial Maintenance and add options that industry partners have suggested including Diesel Engine Technology.	E&G
UAF	Feb-16	\$30,000,000	30 yrs/ 5.50%	E&G purposes to (1) fund the initial stage of the construction of an approximately 20,000 sq. ft. library storage facility; (2) continue the renovation of an addition of approximately 3,500 sq. ft. to Kimpel Hall; (3) to fund the initial stage of the construction of an approximately 25,000 sq. ft. Civil Engineering Research and Education Center; (4) complete the renovation of Discovery Hall with the addition of no new square footage; (5) construct five new campus entrance signs (no square footage); (6) pay for the initial design of the new University Recreation Intramural Sports Playing Fields with no new square footage constructed with this stage; and (7) fund the acquisition, construction, improvement, renovation, equipping and/or furnishing of other capital improvements and infrastructure and the acquisition of various equipment and/or real property if proceeds are available.  Auxiliary purposes to (1) renovate and construct an addition of approximately 5,668 sq. ft. to the Sigma Alpha Epsilon Fraternity; (2) fund the initial stage of construction of an approximately 20,000 sq. ft. addition to the Pat Walker Health Center; and (3) other capital improvements and infrastructure and various equipment for auxiliary purposes if proceeds are available.	E&G/Auxiliary
NAC	May-16	\$1,800,000	15 yrs/2.7%	E&G loan to finance an Energy Performance Project under the guidelines of the Arkansas Energy Performance Contracting (AEPC) Program overseen by the Arkansas Energy Office.	E&G

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UACCB	Sep-16	\$2,000,000	10 yrs/0.68%	CSB Revolving Loan Fund - E&G purposes to construct a Workforce Training Center including classrooms, offices, student lounge, clean lab, conference room, innovation hub, rest rooms, and a large open area for teaching workforce training courses/programs.	E&G
SACC	Sep-16	\$2,500,000	15 yrs/2.05%	E&G loan to finance an Energy Performance Project under the guidelines of the Arkansas Energy Performance Contracting (AEPC) Program overseen by the Arkansas Energy Office.	E&G
UAF	Sep-16	\$120,000,000	20 yrs/5.50%	Auxiliary purposes to fund the Donald W. Reynolds Razorback Stadium project, which includes a north end zone expansion, improvements and updates to existing areas in the stadium, and replacement of the Broyles Athletic Center.	Auxiliary
UALR	Jan-17	\$2,000,000	10 yrs/0.00%	E&G loan from the Arkansas Sustainable Building Design Revolving Loan Fund which is managed by the Arkansas Building Authority to complete energy efficient upgrades by expanding the campus-wide heated and chilled water loops.	E&G
UAM	Jan-17	\$14,500,000	25 yrs/ 6.0%	E&G purposes \$10.75M issue to fund the construction of a new Student Success Center needed for academic advising, career advising, counseling, testing, and enrollment services. As well as a new Police Station for the Monticello campus, a new Workforce Building on the Crossett campus, various ADA upgrades, roof repairs, and other critical maintenance needs for the Monticello campus.  \$3.75M for auxiliary purposes will be used to renovate Horsfall Hall, to construct space for the relocation of the UAM Bookstore and to provide space for retail food service, which will also be housed in the new Student Success Center.	E&G/Auxiliary
SAUM	Jan-17	\$8,000,000	30 yrs/ 4.50%	Auxiliary purposes to renovate and repurpose an existing building into a living/learning community style residence hall, and to construct and equip an additional residence hall, and other related auxiliary projects.	Auxiliary
SAUM	May-17	\$1,060,000	10 yrs/ 3.60%	E&G purposes \$500,000 issue to construct a facility that will serve as the president's residence and official event's facility.  \$560,000 for auxiliary purposes will be used to purchase an apartment complex previously leased by the university at an annual rate of \$103,398.	E&G/Auxiliary
UAF	Jun-17	\$113,000,000	30 yrs/5.50%	E&G purposes \$27.5 million to (1) continue the construction of an approximately 20,000 sq. ft. library storage facility; (2) continue the renovation of an addition of approximately 3,500 sq. ft. to Kimpel Hall; (3) begin the construction phase of an approximately 25,000 sq. ft. Civil Engineering Research and Education Center; (4) proceed with the first phase of construction of new intramural playing fields; (5) acquire, construct and equip improvements to the south campus steam and utility systems; and (6) fund the acquisition, construction, improvement, renovation, equipping and/or furnishing of other capital improvements and infrastructure and the acquisition of various equipment and/or real property if proceeds are available.  \$85.5 million for auxiliary purposes to (1) construct, furnish and equip a 200,000 sq. ft. residence hall complex on the south side of campus; (2) continue with the construction of an approximately 20,000 sq. ft. addition to the Pat Walker Health Center; (3) complete the renovation of and construction of an addition of approximately 5,668 sq. ft. to the Sigma Alpha Epsilon Fraternity house; and (4) other capital improvements and infrastructure and various equipment for auxiliary purposes if proceeds are available.	E&G/Auxiliary
UALR	Jun-17	\$7,500,000	25 yrs/5.50%	E&G purposes \$27.5 million issue will be used for (1) the acquisition, construction, renovation, and equipping of the University Physics Building, (2) the acquisition, construction, renovation, and equipping campus-wide infrastructure upgrades, including particularly, without limitation, roof repairs and critical maintenance on the UA Little Rock campus, and (3) the acquisition, construction, improvement, renovation, equipping and/or real property for UA Little Rock.	E&G
ASU-System	Jul-17	\$1,100,000	15 yrs/1.31%	E&G purposes for ASUB and ASUN to construct a facility that will serve as the president's residence and official event's facility.	E&G
ASU-System	Jul-17	\$1,250,000	10 yrs/ 0.00%	E&G purposes for ASUB and ASUN to provide needed campus-wide energy improvements to include lighting retrofits, water and waste management strategies, chiller upgrades as well as installation of other energy control mechanisms.	E&G
UCA	Jul-17	\$8,500,000	30 yrs /5.50%	Auxiliary purposes to fund the design and renovation of two housing facilities.	Auxiliary
UA-RM	Oct-17	\$825,000	5 yrs/1.00%	E&G purposes for renovation of the Abernathy Building (currently ongoing) and two (2) science labs (next summer).	E&G
UAMS	Oct-17	\$30,000,000	10 yrs/ 5.00%	Auxiliary purposes for capital renewal and deferred maintenance to replace electrical, mechanical, HVAC, elevators, and other equipment in buildings at the Little Rock campus.	Auxiliary
ASUJ	Jan-18	\$1,000,000	10 yrs/0.00%	E&G purposes to provide roofing replacements for the Fowler Center, College of Education and Communications and the Military Science Armory.	E&G
ASUMS	Jan-18	\$1,500,000	20 yrs/ 3.30%	E&G purposes to provide needed campus-wide energy improvements that includes lighting retrofits, water and waste management strategies, chiller upgrades, as well as installation of other energy control mechanisms.	E&G

Institution	Date of AHECB Approval	Maximum Total of Issue	Terms	Project Description	Type of Project
NPC	Feb-18	\$14,000,000	30 yrs/4.50%	E&G purposes to refund Series 2004 and Series 2008 bond issues, fund the construction of a new student commons building, new marine technology building, expansion of the west parking lot, construction of a new student campus entrance and certain improvements to the Fisher Campus Center to add instructional space.	E&G
SAUM	Feb-18	\$19,175,000	30 yrs/ 4.00%	E&G purposes \$17.0M issue to refund the 2007 Series bonds in the amount of approximately \$11,730,000. New funding in the amount of approximately \$5,000,000 will be used to construct an Education building annex, expand the existing band hall facility, and for other E&G renovation projects.  \$2,175,000 for auxiliary purposes will be used to refund the 2005B Series bonds in the amount of approximately \$820,000. New funding in the amount of approximately \$1,250,000 will be used to address critical HVAC needs, residence hall renovations, and other auxiliary renovation projects.	E&G/Auxiliary
NPC	Apr-18	\$10,000,000	30 yrs/4.50%	E&G purposes along with those from the \$14 million bond issue approved by the AHECB on February 16, 2018, will be used to refund Series 2004 and Series 2008 bond issues, fund the construction of a new student commons building, new marine technology building, expansion of the west parking lot, construction of a new student campus entrance and certain improvements to the Fisher Campus Center to add instructional space.	E&G
NAC	Apr-18	\$675,000	5 yrs/3.74%	Unsecured revolving line of credit loan for E&G purposes to bridge the timing difference between the actual acquisition and development cost of a new Enterprise Resource Planning (ERP) and Student Information System (SIS) software package totaling an estimated \$1,128,024 and funding from a federal Title III – Strengthening Institutions Grant with \$1,193,000 budgeted for the software package, but distributed in five (5) annual installments.	E&G
UAF	Jun-18	\$32,000,000	30 yrs/ 5.50%	E&G purposes \$22.67M issue to (1) construction of library storage facility; (2) renovation of an addition of Kimpel Hall; (3) construction phase of the Civil Engineering Research and Education Center; (4) renovation of levels 3 and 4 of Mullins Library; (5) construction of the Student Success Center; (6) construction of new intramural playing fields; (7) acquire, construct and equip improvements to the south campus steam and utility systems; and (8) fund the acquisition, construction, improvement, renovation, equipping and/or furnishing of other capital improvements and infrastructure and the acquisition of various equipment and/or real property if proceeds are available.  \$9.33M for auxiliary purposes will be used to construct a remote parking lot for faculty and staff south of the main campus as well as (1) renovate the existing Arkansas Union Food Court area; (2) renovate and improve existing space and (3) to construct an addition to Pomfret Dining Hall.	E&G/Auxiliary
SAUM	Jun-18	\$1,400,000	10 yrs/ 4.50%	Loan issue for auxiliary purposes to purchase an apartment complex located adjacent to the university which would accommodate anticipated fall enrollment.	Auxiliary
HSU	Jul-18	\$1,000,000	3 yrs/ 5.25%	Auxiliary purposes to fund the renovation of Smith Hall residential facilities.	Auxiliary
ATU	Jul-18	\$1,100,000	15 yrs/2.44%	CSB Revolving Loan Fund - E&G purposes to finance an Energy Performance Project under the guidelines of the Arkansas Energy Performance Contracting (AEPC) Program overseen by the Arkansas Energy Office.	E&G
ATU	Aug-18	\$4,000,000	15 yrs/3.00%	Loan from Centennial Bank Fund - E&G purposes along with those from the \$1.1 million loan issue approved by the AHECB on July 27, 2018, will be used to finance an Energy Performance Project under the guidelines of the Arkansas Energy Performance Contracting (AEPC) Program overseen by the Arkansas Energy Office.	E&G
UA-System	Oct-18	\$27,000,000	10 yrs/ 4.00%	E&G loan for the implementation costs of the Workday Enterprise Resource Planning (ERP) system	E&G
UCA	Oct-18	\$57,315,000	30 yrs/ 5.00%	E&G purposes \$45.17M issue to (1) proceed with the planning, design, and construction of an approximately 80,000 sq. ft. Integrated Health Sciences Building; (2) fund the improvement, renovation, equipping and/or furnishing of information technology infrastructure; and (3) acquire various real property.  \$12.145M for auxiliary purposes will be used to (1) renovate the existing State and Carmichael residence halls and (2) complete brick remediation and roof replacement for portions of Bernard Hall.	E&G/Auxiliary

Institution	Date of AHECB Approval	Maximum Total of Issue	Terms	Project Description	Type of Project
UA-AREON	Jan-19	\$619,417	7 yrs/2.74%	E&G purposes to replace the optical equipment acquired during phase I of the AREON network build out which is almost 10 years old.	E&G
UCA	Apr-19	\$20,000,000	30 yrs/5.00%	E&G purposes to proceed with the planning, design, and construction of an approximately 114,000 sq. ft., \$45 million Fine & Performing Arts Building.	E&G
UACCRM	May-19	\$9,580,000	30 yrs/5.50%	E&G and auxiliary purposes to refund the Series 2012 bonds and to construct student housing and expand food service capabilities and for other E&G projects.	E&G/Auxiliary
UAF	May-19	\$31,050,000	30 yrs/5.50%	E&G purposes to (1) proceed with the renovation of levels 3 and 4 of Mullins Library; (2) proceed with the construction and equipping of an approximately 75,000 sq. ft. Student Success Center; (3) proceed with continued construction of new intramural playing fields and related support structure of approximately 1,350 sq. ft. ; (4) acquire, construct and equipment improvements to the north chilled water plant modernization; and (5) fund the acquisition, construction, improvement, renovation, equipping and/or furnishing of other capital improvements and infrastructure and the acquisition of various equipment and/or real property if proceeds are available.	E&G
NPC	Jun-19	\$9,900,000	30 yrs/4.51%	Auxiliary purposes to provide for the first student housing (on or off campus) project at the College, to fund debt service reserves, provide for capitalized interest and to pay costs of issuing the bonds.	Auxiliary
NWACC	Jun-19	\$4,400,000	10 yrs/4.00%	Loan for auxiliary purposes for implementation costs of the Workday Enterprise Resource Planning (ERP) system.	Auxiliary
SAUM	Jul-19	\$15,100,000	20 yrs/3.13%	Auxiliary purposes for capital improvements and to refund the 2013A Series bonds in the amount of approximately \$5,850,000.	Auxiliary
UAF	Jul-19	\$31,250,000	15 yrs/4.50%	Auxiliary purposes for (1) acquisition, construction, furnishing and equipping an approximately 25,000 sq. ft. track and field high performance center for men's and women's track and field teams; (2) acquisition, construction, furnishing, and equipping of an approximately 45,000 sq. ft. baseball development center at Baum-Walker Stadium; and (3) the acquisition, construction, improvement, renovation, equipping and/or furnishing of other capital improvements and infrastructure for athletic purposes, and the acquisition of various equipment for athletic purposes.	Auxiliary
OZC	Jul-19	\$400,000	15 yrs/4.00%	Loan for E&G purposes to purchase a facility in Ash Flat (Sharp County) to be used as a Technical Training Center.	E&G
UAMS	Sep-19	\$156,000,000	30 yrs/5.50%	Auxiliary purposes for comprehensive infrastructure and energy conservation projects involving certain facilities and equipment on or for the University of Arkansas for Medical Sciences campus, including, but not limited to, the following: (a) the upgrade and retro-commission of Building Automation System (BAS) controls; (b) the replacement and retrofit of interior and site lighting; (c) the construction and equipping of a new generator plant as well as installation of campus-wide metering, upgrades to the essential power system and upgrades to existing electrical infrastructure; (d) the renovation of and upgrades to the Main Central Energy Plant (MCEP) chilled water and acquisition and installation of related equipment; (e) the renovation of and upgrades to the MCEP heating and the acquisition and installation of related equipment; (f) the renovation of and upgrades to building district energy systems, including connection of the system to the building leased to Bioventures, LLC, and the acquisition and installation of related equipment; (g) the replacement of air handling units and the acquisition and installation of related equipment; (h) the realignment of and construction of improvements to Pine and Cedar streets and adjacent site improvements including expansions to employee parking facilities; (i) the renovation of and upgrades to lab controls and the acquisition and installation of related equipment; and (j) the acquisition, construction, improvement, renovation, equipping and/or furnishing of other capital improvements and infrastructure and the acquisition of various equipment.	Auxiliary

**ECONOMIC FEASIBILITY OF LOAN ISSUE  
UNIVERSITY OF ARKANSAS AT LITTLE ROCK**

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The University of Arkansas at Little Rock (UALR) requests approval of the economic feasibility of plans to secure a loan not to exceed \$1.0 million with a term of up to ten (10) years at an annual interest rate not to exceed 0.00 percent. Proceeds from the loan will be used for educational and general (E&G) purposes. The University of Arkansas Board of Trustees is scheduled to consider approval of this financing at its meeting on January 30, 2020.

The loan is being sought from the Arkansas Sustainable Building Design Revolving Loan Fund, which is managed by the Division of Building Authority (DBA). This fund was established with funds provided by the federal government under the American Reinvestment and Recovery Act of 2009.

The educational and general loan will be \$1.0 million with an annual debt service of \$100,000 and a term of up to ten (10) years. Proceeds from the loan will be used to replace two aged and failing chillers and the associated cooling tower and pumps, which meet the revolving loan fund energy savings requirements. Coordinating Board policy regarding debt service for E&G projects provides that a maximum of 25 percent of net tuition and fee revenue may be pledged to E&G debt service.

Relevant data follows:

Budgeted 2019-20 Net Tuition and Fee Revenue .....	\$ 64,474,287
Maximum Allowable Debt Service (\$64,474,287 X 25%) .....	\$ 16,118,572
Existing Debt Service .....	\$ 7,505,404
Proposed New Debt Service .....	\$ 100,000
Amount Remaining for Additional Debt Service .....	\$ 8,513,168

The above data demonstrates that the University of Arkansas at Little Rock has sufficient tuition and fee revenue to obtain a loan of \$1.0 million with a term of up to ten (10) years at an annual interest rate not to exceed 0.00 percent.

Any proceeds from loans that require AHECB approval, are used for the purchase or construction of new facilities, and result in additional square footage are subject to the AHECB maintenance policy as adopted in October of 2010. The projects contemplated herein do not provide additional square footage to the campus.

DHE Executive Staff recommend that the Arkansas Higher Education Coordinating Board approve the following resolution:



**RESOLVED**, That the Arkansas Higher Education Coordinating Board considers economically feasible plans for the University of Arkansas at Little Rock to secure a loan not to exceed \$1.0 million with a term of up to ten (10) years at an expected annual interest rate not to exceed 0.00 percent to replace two aged and failing chillers and the associated cooling tower and pumps which meet the revolving loan fund energy savings requirements. Replacements will increase energy efficiency through increased insulation and solar reflectance.

**FURTHER RESOLVED**, That the Director of the Division of Higher Education is authorized to notify the President and the Chair of the Board of Trustees of the University of Arkansas, and the Chancellor of the University of Arkansas at Little Rock of the Coordinating Board's resolution.

**ECONOMIC FEASIBILITY OF LOAN ISSUE  
ARKANSAS SCHOOL FOR MATHEMATICS, SCIENCES AND THE ARTS**

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The Arkansas School for Mathematics, Sciences and the Arts (ASMSA) requests approval of the economic feasibility of plans to secure a loan not to exceed \$1.0 million with a term of ten (10) years at an annual interest rate not to exceed 2.5 percent. Proceeds from the loan will be used for educational & general (E&G) purposes. The University of Arkansas Board of Trustees is scheduled to consider approval of this financing at its meeting on January 30, 2020.

The E&G loan issue will not exceed \$1.0 million with an annual debt service of approximately \$122,499 and a term of ten (10) years. Proceeds from the loan will be used to renovate current structures into expanded student residences and shared community spaces, which will allow ASMSA to accommodate approximately 24 additional students. The debt service on the loan will be supported by state general revenue pursuant to Act 338 of 2019 - Section 8, item no. 06 (loans/reimbursement).

Relevant data follows:

Budgeted 2019-20 E&G Revenue .....	\$ 9,914,214
Maximum Allowable Debt Service (\$9,914,214 X 25%) .....	\$ 2,478,554
Existing Debt Service .....	\$ 0
Proposed New Debt Service .....	\$ 122,499
Amount Remaining for Additional Debt Service .....	\$ 2,356,054

The above data demonstrates that the Arkansas School for Mathematics, Sciences and the Arts has sufficient E&G revenue to support an E&G loan issue not to exceed \$1.0 million with a term of ten (10) years at an estimated annual interest rate not to exceed 2.5 percent.

In accordance with board policy, any proceeds from bonds that require AHECB approval, which are used for the purchase or construction of new facilities, and result in additional square footage are subject to the AHECB maintenance policy as adopted in October, 2010. The above project does not provide additional square footage. This is a reallocation of existing space.

ADHE Executive Staff recommends that the Arkansas Higher Education Coordinating Board approve the following resolution:

**RESOLVED**, That the Arkansas Higher Education Coordinating Board considers economically feasible plans for the Arkansas School for Mathematics, Sciences and the Arts to secure a loan not

to exceed \$1.0 million with a term of ten (10) years at an estimated interest rate not to exceed 2.5 percent to renovate current structures into expanded student residences and shared community spaces.

**FURTHER RESOLVED**, That the Director of the Division of Higher Education is authorized to notify the President and the Chair of the Board of Trustees of the University of Arkansas System and the Director of the Arkansas School for Mathematics, Sciences and the Arts of the Coordinating Board's resolution.

**ECONOMIC FEASIBILITY OF A LINE OF CREDIT LOAN  
HENDERSON STATE UNIVERSITY**

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Henderson State University (HSU) requests approval of the economic feasibility of plans to obtain a line of credit loan not to exceed \$3 million. Proceeds from the revolving line of credit will be provide overdraft protection of payroll drafts in the case that the monthly allotment of State General Revenue funds has not yet been received in the payroll account. Henderson State University Board of Trustees approved this financing at its meeting on December 19, 2019.

This line of credit would not be a term loan, but rather a mechanism to ensure coverage of payroll until the monthly allotment of State General Revenue funds is received. If funds are not sufficient in the Payroll account and the payroll is being paid that day, the line of credit would provide the necessary funds to ensure payment of payroll. It is anticipated that the State funds would be received within two days of the end-of-the-month payroll run date, thereby providing sufficient funds for repayment of the line of credit. Coordinating Board policy regarding debt service for educational and general projects provides that a maximum of 25 percent of net tuition and fee revenue may be pledged to educational and general debt service.

Relevant data follows:

Budgeted 2019-20 Net Tuition and Fee Revenue .....	\$ 29,278,838
Maximum Allowable Debt Service (\$29,278,838 X 25%) .....	\$ 7,319,710
Existing Debt Service .....	\$ 1,505,277
Amount Remaining for Additional Debt Service .....	\$ 5,814,433

The above data demonstrates that Henderson State University has sufficient tuition and fee revenue to obtain a line of credit loan not to exceed \$3 million.

Any proceeds from loans that require AHECB approval, are used for the purchase or construction of new facilities, and result in additional square footage are subject to the AHECB maintenance policy as adopted in October of 2010. The projects contemplated herein do not provide additional square footage to the campus.

ADHE Executive Staff recommend that the Arkansas Higher Education Coordinating Board approve the following resolution:

**RESOLVED**, That the Arkansas Higher Education Coordinating Board considers economically feasible plans for Henderson State University to obtain a line of credit loan not to exceed \$3 million to

bridge the timing difference between the occurrence of payroll drafts and the receipt of State General Revenue funds.

**FURTHER RESOLVED**, That the Director of the Arkansas Division of Higher Education is authorized to notify the President and the Chair of the Board of Trustees of Henderson State University of the Coordinating Board's resolution.

**BACHELOR OF SCIENCE IN APPLIED STATISTICS WITH OPTIONS IN  
ACTUARIAL SCIENCE AND DATA SCIENCE  
ARKANSAS TECH UNIVERSITY**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Bachelor of Science in Applied Statistics with Options in Actuarial Science and Data Science (CIP 27.0599; 120 credit hours) offered by Arkansas Tech University, effective Summer 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of the Arkansas Tech University of the approval.

**Program Justification**

The proposed 120 credit hour Bachelor of Science in Applied Statistics with options in Actuarial Science or Data Science is designed for students who want to acquire strong quantitative analytical skills. Graduates of the proposed degree will be able to manage data, produce informative visualizations of data, and have fundamental statistical principles. The curriculum is tailored for professional who may be working with data and statistics in any industry including natural resources, environmental agencies, non-profit organizations, healthcare, insurance, business and finance, or other industries where the analysis of data research results is required. The Applied Statistics degree includes courses in mathematical theory, statistical modeling, computer programming, economics, and business analytics.

Graduates with the Actuarial Science Option will be able to: use mathematics, statistics, and financial theory to study the uncertainty of events; analyze the financial consequences of risk; evaluate the likelihood of future events and reduce the likelihood of undesirable events; decrease the impact of undesirable events that do occur; management financial risk for an organization; and communicate concisely with other team members or the clients. Graduates with the Data Science Option will be able to: gather, view and analyze information to meet an organization's needs; create visualizations and dashboards to help them interpret the data collected; measure and statistically analyze data; translate data into digestible and accessible information; and communicate the findings to help make business decisions.

ATU sought the advice of an advisory group in the formulation of the proposed program. The Advisory group will meet twice yearly and includes representatives from Acxiom Corporation, Bank OZK, Arkansas Electric Cooperative Corporation, Arkansas Economic Development Commission, Dillard's MedEvolve, and Arkansas Blue Cross and Blue Shield. The program has a strong connection to Arkansas workforce needs, as evident by the robust support from employers such as Falcon Jet, and MISO Energy. Many would give hiring preference to graduates of the proposed degree; have jobs now and in the future that average above \$50,000 annually.

The proposed program will be housed in the Department of Mathematics and Statistics in the College of Natural & Health Sciences. Current faculty with terminal degrees in statistics and mathematics will support and launch the proposed program. Although, an instructor position in mathematics will be converted to a statistics position at a cost of \$7,750 to support the program. There are no additional library resources, facilities or equipment required for program implementation. State general revenues, tuition and fees, and reallocation of funds in the Department of Mathematics & Statistics are expected to cover the cost of the proposed program and the statistics position.

**Arkansas Institutions Offering Similar Program**

University of Arkansas – BS in Mathematics with Concentration in Statistics

University of Arkansas – BS in Data Science

University of Central Arkansas – BS in Data Science

University of Arkansas at Little Rock – BS in Mathematics with minors in Actuarial Science and Statistics

**Program Viability**

Projected Annual Enrollment beginning Summer 2020 – 20 students

Required Graduates by Summer 2025 - 12 students total, based on AHECB viability standard



**Program Requirements****Bachelor of Science in Applied Statistics; Option in Actuarial Science**Freshman Fall – 15 credit hours

ENGL	1013	Composition I
MATH	1001	Orientation to Mathematics
MATH	2914	Calculus I
BUAD	2003	Business Info Systems
ECON	2003	Principles of Econ I
	XXX3	Elective

Freshman Spring – 16 credit hours

ENGL	1023	Composition II
	XXX3	Fine Arts/Humanities Elective
MATH	2924	Calculus II
STAT	2303	<i>Statistical Methods</i>
ECON	2013	Principles of Econ II

Sophomore Fall – 16 credit hours

STAT	3153	Applied Statistics
MATH	2703	Discrete Math
MATH	2934	Calculus III
ACCT	2003	Accounting Principles I
BDA	2003	Business Problem Solving

Sophomore Spring - 16 credit hours

STAT	3113	<i>Regression Analysis</i>
MATH	3243	Differential Equations I
COMS	2104	Foundations of Computer Programming I
ACCT	2013	Accounting Principles II
	XXX3	Quantitative Elective

Junior Fall – 16 credit hours

	XXX3	Fine Arts/Humanities Elective
	XXX3	U.S. History/Government Elective
	XXX4	Science/Lab Elective
STAT	3203	<i>Actuarial Probability I</i>
MATH	4003	Linear Algebra

Junior Spring – 16 credit hours

	XXX3	Social Science Elective
	XXX4	Science/Lab Elective
STAT	4153	<i>Experimental Design and Analysis</i>
STAT	3213	<i>Actuarial Probability II</i>
	XXX3	Quantitative Elective

Senior Fall – 12 credit hours

COMM	2173	Business and Professional Speaking
STAT	4283	<i>Financial Math I</i>
MATH/		
STAT	XXX3	Elective (3000-4000 level)
	XXX3	Elective

Senior Spring – 13 credit hours

	XXX3	Social Science Elective
STAT	4293	<i>Financial Math II</i>
MATH	4971	Senior Seminar in Math
MATH/ STAT	XXX3	Elective (3000-4000 level)
	XXX3	Elective

**Bachelor of Science in Applied Statistics; Option in Data Science**Freshman Fall – 15 credit hours

ENGL	1013	Composition I
MATH	1001	Orientation to Mathematics
MATH	2914	Calculus I
BUAD	2003	Business Info Systems
	XXX3	U.S. History/Government Elective
	XXX3	Elective

Freshman Spring – 16 credit hours

ENGL	1023	Composition II
	XXX3	Fine Arts/Humanities Elective
MATH	2924	Calculus II
STAT	2303	<i>Statistical Methods</i>
BDA	2003	Business Problem Solving

Sophomore Fall – 16 credit hours

	XXX3	Social Science Elective
STAT	3153	Applied Statistics
MATH	2703	Discrete Math
MATH	2934	Calculus III
	XXX3	Elective

Sophomore Spring - 16 credit hours

STAT	3113	<i>Regression Analysis</i>
MATH	3243	Differential Equations I
COMS	2104	Foundations of Computer Programming I
BDA	3053	Business Data Analysis
	XXX3	Elective

Junior Fall – 16 credit hours

	XXX3	Fine Arts/Humanities Elective
	XXX4	Science/Lab Elective
COMS	2203	Foundations of Computer Programming II
MATH	4003	Linear Algebra
STAT	4163	Mathematical Statistics

Junior Spring – 16 credit hours

	XXX4	Science/Lab Elective
STAT	4153	<i>Experimental Design and Analysis</i>
COMM	2173	Business and Professional Speaking
COMS	2213	Data Structures

MATH/		
STAT	XXX3	Elective
<u>Senior Fall – 12 credit hours</u>		
	XXX3	Social Science Elective
STAT	4113	<i>Categorical Data Analysis</i>
COMS	XXX3	Elective
	XXX3	
<u>Senior Spring – 13 credit hours</u>		
MATH	4971	Senior Seminar in Math
COMS	XXX3	Elective
MATH/		
STAT	XXX3	Elective (3000-4000 level)
	XXX3	Elective
	XXX3	Elective

*New courses*

**CERTIFICATE OF PROFICIENCY IN RIFLESMITHING  
CERTIFICATE OF PROFICIENCY IN SHOTGUNSMITHING  
CERTIFICATE OF PROFICIENCY IN PISTOLSMITHING  
TECHNICAL CERTIFICATE IN GUNSMITHING TECHNOLOGY – RIFLE EMPHASIS  
ASSOCIATE OF APPLIED SCIENCE IN GUNSMITHING TECHNOLOGY  
BLACK RIVER TECHNICAL COLLEGE**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Certificate of Proficiency Riflesmithing; Certificate of Proficiency in Shotgunsmithing; Certificate of Proficiency in Pistolsmithing; Technical Certificate in Gunsmithing Technology – Rifle Emphasis; and the Associate of Applied Science in Gunsmithing Technology (CIP 47.0402; CP in Riflesmithing - 10 credit hours; CP Shotgunsmithing – 10 credit hours; CP in Pistolsmithing – 10 credit hours; TC in Gunsmithing Technology – Rifle Emphasis – 34 credit hours; and AAS in Gunsmithing Technology 60 – 64 credit hours) offered by Black River Technical College, effective Fall 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of Black River Technical College of the approval.

**Program Justification**

The proposed Certificate of Proficiencies in Riflesmithing, Shotgunsmithing and Pistolsmithing provide pathways toward a Technical Certificate and/or Associate of Applied Science in Gunsmithing. These proposed programs will prepare individuals to apply technical knowledge and skills to make, repair, maintain, and modify firearms according to blueprints or customer specifications, using specialized hand tools and machines. The proposed programs were specifically designed to address the needs of industry leaders across the state. BRTC has collaborated with the Arkansas Economic Development Commission in the formulation and development of these proposed programs. Currently, there are no programs in the state of Arkansas that offer gunsmithing programs; however, guns and ammunition provide an important contribution to Arkansas's economy. Hiring will begin the Fall 2019 and into the Spring 2020. CZ-USA will join a number of custom firearms-makers, air-gun suppliers and ammunition companies that already call Arkansas home: in Fort Smith - Umarex USA and Walther Arms; Rogers – Daisy Outdoor Products; and Berryville – Wilson Combat and Nighthawk Custom.

BRTC has identified two qualified faculty for program implementation. The Dean of Business and Technology will serve as program coordinator. Current classroom facilities, computer laboratories, library resources, facilities, classrooms, equipment and technology will be used for the proposed programs. BRTC's machine tool instructional facility is 5,000 square feet, making it one of the largest in the state. Students will also have access to BRTC's Law Enforcement Training Academy (LETA), which has a police-quality shooting range that accommodates up to 20 shooters. In addition to the shooting range, students will have access to a safe weapons storage vault. Students will have access to BRTC's 6,445 square foot welding facility. The proposed gunsmithing programs will utilize existing classroom and laboratory facilities. The nominal new instructional resources will be funded through the college's existing Machine Tool Technology budget. BRTC received funds through the Regional Workforce Grant Program. The purpose of the grant was "to ensure the proper coordination of secondary and postsecondary education, including career and technical programs, to create a successfully economic climate in Arkansas by preparing and encouraging Arkansans to pursue high demand jobs, including, but not limited to, those stemming from industry recognized credentials, career and technical certificates, associate degrees, and bachelor's degrees." Two existing programs that fit into the scope and purpose of the grant are BRTC's welding and machine tool programs. The grant is pertinent to the gunsmithing programs because it utilizes existing equipment and space currently used by machine tool, welding, and law enforcement programs. Over \$300,000 of equipment was purchased with the grant funds for enhancements to the machine tool and welding programs that will be utilized by the proposed gunsmithing programs.

**Arkansas Institutions Offering Similar Program**

None

**Program Viability**

Projected Annual Enrollment beginning Fall 2020 – Riflesmithing (6-10 students);

TC & AAS Gunsmithing (6-10 students)

Spring 2021 – Shotgunsmithing (6-10 students);

Summer 2021 – Pistolsmithing (6-10 students)

Required Graduates by Summer 2025 - 12 students total, based on AHECB viability standard

**Program Requirements**

**Certificate of Proficiency in Riflesmithing – 10 credit hours**

<i>GUNS</i>	<i>1001</i>	<i>Basic Firearm Safety &amp; Maintenance</i>
<i>GUNS</i>	<i>1003</i>	<i>Gunsmithing Theory I</i>
<i>GUNS</i>	<i>1103</i>	<i>Firearms Repair I</i>
<i>GUNS</i>	<i>1203</i>	<i>Riflesmithing</i>

**Certificate of Proficiency in Shotgunsmithing – 10 credit hours**

<i>GUNS</i>	<i>1001</i>	<i>Basic Firearm Safety &amp; Maintenance</i>
<i>GUNS</i>	<i>1013</i>	<i>Gunsmithing Theory II</i>
<i>GUNS</i>	<i>1103</i>	<i>Firearms Repair I</i>
<i>GUNS</i>	<i>1303</i>	<i>Shotgunsmithing</i>

**Certificate of Proficiency in Pistolsmithing – 10 credit hours**

<i>GUNS</i>	<i>1001</i>	<i>Basic Firearm Safety &amp; Maintenance</i>
<i>GUNS</i>	<i>1003</i>	<i>Gunsmithing Theory I</i>
<i>GUNS</i>	<i>1103</i>	<i>Firearms Repair I</i>
<i>GUNS</i>	<i>1403</i>	<i>Pistolsmithing</i>

**Technical Certificate in Gunsmithing Technology – Rifle Emphasis – 34 credit hours**

First Year – First Semester – 16 credit hours

<i>GUNS</i>	<i>1001</i>	<i>Basic Firearm Safety &amp; Maintenance</i>
<i>GUNS</i>	<i>1003</i>	<i>Gunsmithing Theory I</i>
<i>ENG</i>	<i>1003</i>	<i>Freshman English I</i>
<i>MEH</i>	<i>1103</i>	<i>Introduction to Machine Processes</i>
<i>MEH</i>	<i>1206</i>	<i>Basic Lathe Operations</i>

Second Year – Second Semester – 18 credit hours

<i>GUNS</i>	<i>1103</i>	<i>Firearms Repair I</i>
<i>GUNS</i>	<i>1203</i>	<i>Riflesmithing</i>
<i>MATH</i>	<i>1053</i>	<i>Mathematical Reasoning/QL (or) higher level math</i>
<i>MEH</i>	<i>1203</i>	<i>Basic Blueprint Reading</i>
<i>MEH</i>	<i>1406</i>	<i>Basic Mill Operations</i>

**Associate of Applied Science in Gunsmithing Technology – 60 – 64 credit hours**

First Year – First Semester – 16 credit hours

<i>GUNS</i>	<i>1001</i>	<i>Basic Firearm Safety &amp; Maintenance</i>
<i>GUNS</i>	<i>1003</i>	<i>Gunsmithing Theory I</i>
<i>ENG</i>	<i>1003</i>	<i>Freshman English I</i>
<i>MEH</i>	<i>1103</i>	<i>Introduction to Machine Processes</i>
<i>MEH</i>	<i>1206</i>	<i>Basic Lathe Operations</i>

Second Year – Second Semester – 18 credit hours

<i>GUNS</i>	<i>1103</i>	<i>Firearms Repair I</i>
<i>GUNS</i>	<i>1203</i>	<i>Riflesmithing</i>
<i>MATH</i>	<i>1053</i>	<i>Mathematical Reasoning/QL (or) higher level math</i>

MEH 1203 Basic Blueprint Reading  
 MEH 1406 Basic Mill Operations

Second Year – First Semester – 14-15 credit hours

*GUNS 1013 Gunsmithing Theory II*  
 GUNS XXX3 Elective  
 GUNS XXX3 Elective  
 GUNS XXX3 Elective  
 GUNS XXXX Elective (2 or 3 credit hours)

Second Year – Second Semester – 12 -15 credit hours

ENG 1013 Freshman English II (or)  
 ENG 1023 Technical Writing  
*GUNS 2803 U.S. Firearm History & 2A Law*  
 GUNS XXXX Elective (2 or 3 credit hours)  
 GUNS XXXX Elective (2 or 3 credit hours)  
 GUNS XXXX Elective (2 or 3 credit hours)

Elective choices

*GUNS 1503 Stockmaking I*  
*GUNS 2502 Stockmaking II*  
*GUNS 1603 Metal Finishing I*  
*GUNS 2603 Metal Finishing II*  
*GUNS 2612 Metal Finishing III*  
*GUNS 2103 Firearms Repair II*  
*GUNS 1702 Basic Handloading & Ballistics*  
*GUNS 2703 Advanced Handloading II*  
*GUNS 2002 Accurizing Factory Rifles*

*New courses*



**CERTIFICATE OF PROFICIENCY IN LODGING  
CERTIFICATE OF PROFICIENCY IN RESTAURANT OPERATIONS  
CERTIFICATE OF PROFICIENCY IN BEVERAGES AND BAR OPERATIONS  
TECHNICAL CERTIFICATE IN HOSPITALITY ADMINISTRATION  
ASSOCIATE OF APPLIED SCIENCE IN HOSPITALITY MANAGEMENT  
SOUTHEAST ARKANSAS COLLEGE**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Certificate of Proficiency in Lodging; Certificate of Proficiency in Restaurant Operations; Certificate of Proficiency in Beverages and Bar Operations; Technical Certificate in Hospitality Administration; and the Associate of Applied Science in Hospitality Management (CIP 52.0901; CP in Lodging - 9 credit hours; CP in Restaurant Operations – 18 credit hours; CP in Beverages and Bar Operations - 9 credit hours; TC in Hospitality Administration – 36 credit hours; and AAS in Hospitality Management - 60 credit hours) offered by Southeast Arkansas College, effective Fall 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of Southeast Arkansas College of the approval.

**Program Justification**

The proposed 60 credit hour Associate of Applied Science in Hospitality Management will prepare students for entry-level positions in the hospitality management industry as well as enhance the skills of individuals employed in lodging, gaming, entertainment venues, and restaurants. The proposed program provides specialized knowledge in various management techniques and skills. The proposed AAS degree incorporates stop-out points so that students can obtain the following credentials: Technical Certificate in Hospitality Management (36 credit hours); and three Certificates of Proficiency in Lodging (9 credit hours), Restaurant Operations (18 credit hours); and Beverages and Bar Operations (9 credit hours).

Jefferson County's economic development is currently engaged in construction of major hospitality businesses. The Southeast Arkansas Hospitality Association and Saracen Casino and Resort approached SEARK asking for assistance in training staff in the hospitality industry. Their projections are that over 1,000 jobs will be created in the hospitality industry. Jobs will range from food and beverage services, housekeeping, front desk staff, guest services, reservationists to other positions in the casino. A Hospitality Program Advisory Committee has been formed to assist SEARK with the development of the proposed hospitality programs. During the development states, the advisory group will meet monthly; later, quarterly meetings will be held.

The proposed programs will be housed in the Division of Technical Studies. Faculty in Business, Computer Information Systems, Industrial Maintenance, and General Studies will support the proposed programs. Limited coursework will be held in existing classrooms beginning Fall 2020. SEARK is currently constructing a new \$13 million dollar Student Center/Classroom Learning Complex that will house these new proposed programs. Construction for the new building is estimated to be complete by Fall 2021. Funding for the new facility is as follows: \$5 million in-hand donations from on-going capital campaign; \$2 million contribution from SEARK's reserves; \$2.5 million in New Markets Tax Credits; \$1.5 million grant from the United State Economic Development Administration; and \$2 million in debt service. A \$500,000 regional workforce services grant will be submitted to the Department of Workforce Services in March 2020 that will support the proposed programs. One faculty and a program coordinator will hired who has appropriate academic credentials, preferably in Hospitality Management.

**Arkansas Institutions Offering Similar Program**

Arkansas State University – Beebe  
Arkansas State University – Mid South  
Arkansas State University – Mountain Home  
Arkansas State University – Newport  
Black River Technical College  
National Park College  
NorthWest Arkansas Community College  
Ozarka College  
South Arkansas Community College  
University of Arkansas – Pulaski Technical College

**Program Viability**

Projected Annual Enrollment beginning Fall 2020 – 24 students

Required Graduates by Summer 2025 - 12 students total, based on AHECB viability standard

**Program Requirements**

**Certificate of Proficiency in Lodging – 9 credit hours**

<i>HOSP</i>	<i>1301</i>	<i>Introduction to Hospitality</i>
<i>HOSP</i>	<i>2309</i>	<i>Lodging Operations</i>
<i>HOSP</i>	<i>2312</i>	<i>Hospitality Facilities</i>

**Certificate of Proficiency in Restaurant Operations – 18 credit hours**

<i>HOSP</i>	<i>1301</i>	<i>Introduction to Hospitality</i>
<i>HOSP</i>	<i>2302</i>	<i>The Restaurant Industry</i>
<i>CULI</i>	<i>1301</i>	<i>Applied Foodservice Sanitation</i>
<i>CULI</i>	<i>1302</i>	<i>Food Production I</i>
<i>CULI</i>	<i>1303</i>	<i>Food Production II</i>
<i>HOSP</i>	<i>2306</i>	<i>Dietary Management</i>
<i>HOSP</i>	<i>2313</i>	<i>Food and Beverage Management</i>

**Certificate of Proficiency in Beverages and Bar Operations – 9 credit hours**

<i>HOSP</i>	<i>1301</i>	<i>Introduction to Hospitality</i>
<i>HOSP</i>	<i>2313</i>	<i>Food and Beverage Management</i>
<i>HOSP</i>	<i>2303</i>	<i>Professional Beverage</i>

**Technical Certificate in Hospitality Administration – 36 credit hours**

<i>COMP</i>	<i>1123</i>	<i>Introduction to Computers</i>
<i>MATH</i>	<i>1233</i>	<i>Technical Mathematics (or)</i>
<i>MATH</i>	<i>1323</i>	<i>Applied Mathematics (Quantitative Literacy and Reasoning)</i>
<i>BUS</i>	<i>1033</i>	<i>Introduction to Business</i>
<i>CULI</i>	<i>1301</i>	<i>Applied Foodservice Sanitation</i>
<i>CULI</i>	<i>1302</i>	<i>Food Production I</i>
<i>CULI</i>	<i>1303</i>	<i>Food Production II</i>
<i>HOSP</i>	<i>1301</i>	<i>Introduction to Hospitality</i>
<i>HOSP</i>	<i>2304</i>	<i>Dining Room Operations</i>
<i>HOSP</i>	<i>2309</i>	<i>Lodging Operations</i>
<i>HOSP</i>	<i>2306</i>	<i>Dietary Management</i>
<i>HOSP</i>	<i>2312</i>	<i>Hospitality Facilities</i>
<i>HOSP</i>	<i>2313</i>	<i>Food and Beverage Management</i>
<i>HOSP</i>	<i>2311</i>	<i>Hospitality Marketing and Sales</i>

**Associate of Applied Science in Hospitality Management – 60 credit hours**

**General Education Requirements – 18 credit hours**

<i>ENGL</i>	<i>1313</i>	<i>English Composition I</i>
<i>ENGL</i>	<i>1323</i>	<i>English Composition II</i>
<i>COMP</i>	<i>1123</i>	<i>Introduction to Computers</i>
<i>MATH</i>	<i>1233</i>	<i>Technical Mathematics (or)</i>
<i>MATH</i>	<i>1323</i>	<i>Applied Mathematics (Quantitative Literacy and Reasoning)</i>
<i>EDUC</i>	<i>1313</i>	<i>Strategies for College Success</i>
	<i>XXX3</i>	<i>Social Science Elective</i>
<i>PSYC</i>	<i>2303</i>	<i>General Psychology (or)</i>

SOCI	2313	Introduction to Sociology
<u>Required Program Courses – 42 credit hours</u>		
BUS	1033	Introduction to Business
CULI	1301	<i>Applied Foodservice Sanitation</i>
CULI	1302	<i>Food Production I</i>
CULI	1303	<i>Food Production II</i>
HOSP	1301	<i>Introduction to Hospitality</i>
HOSP	2303	<i>The Restaurant Industry</i>
HOSP	2304	<i>Dining Room Operations</i>
HOSP	2309	<i>Lodging Operations</i>
HOSP	2310	<i>Quantity Food Purchasing and Management</i>
HOSP	2303	<i>Professional Beverage</i>
HOSP	2306	<i>Dietary Management</i>
HOSP	2312	<i>Hospitality Facilities</i>
HOSP	2313	<i>Food and Beverage Management</i>
HOSP	2311	<i>Hospitality Marketing and Sales</i>
HOSP	2333	<i>Hospitality Practicum</i>

*New courses*

**CERTIFICATE OF PROFICIENCY IN SECURITY/FORENSICS  
TECHNICAL CERTIFICATE IN COMPUTER PROGRAMMING  
ASSOCIATE OF APPLIED SCIENCE IN CYBERSECURITY MANAGEMENT  
TECHNOLOGY  
SOUTHEAST ARKANSAS COLLEGE**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Certificate of Proficiency in Security/Forensics (CIP 11.1003; 15 credit hours); Technical Certificate in Computer Programming (CIP 11.0201; 27 credit hours); and Associate of Applied Science in Cybersecurity Management Technology (CIP 11.1003; 60 credit hours) offered by Southeast Arkansas College, effective Fall 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of Southeast Arkansas College of the approval.

**Program Justification**

The proposed Associate of Applied Science in Cyber Security Management and is a 60 credit hour program that will prepare students for positions in business and industry to prevent the threat from attacks on information systems. Students will focus on the methods used to attack computer information systems and learn the skills to protect and counter such attacks. The proposed degree curriculum plan includes courses in computer programming, criminal justices and forensic investigation methods of approaching cybersecurity and networking. Graduates of the proposed programs will be able to monitor, secure, and analyze data networks, and cybersecurity operation centers. Students will acquire a broad understanding of how to detect, protect, and analyze computer network threats and skills needed for an entry-level position in cybersecurity. The proposed AAS degree incorporates stop-out points so that students can obtain the following credentials: Technical Certificate in Computer Programming and a Certificate of Proficiency in Security/Forensics.

The proposed programs will be housed in the Division of Technical Studies. Faculty in Computer Information Systems, Computer Networking, Criminal Justice, and General Studies will support the proposed programs. No new faculty will not be required for program implementation. An existing position in Criminal Justice will be reconfigured for Cyber Security. Current classroom facilities, computer laboratories, library resources, facilities, classrooms, equipment and technology may be used for the proposed program. New library resources are estimated to be \$1,500. Tuition and fees will cover the initial start-up costs for the proposed programs. SEARK is currently constructing a new \$13 million dollar Student Center/Classroom Learning Complex that will house these new proposed programs. Construction for the new building is estimated to be complete by Fall 2021. Funding for the new facility is as follows: \$5 million in-hand donations from on-going capital campaign; \$2 million contribution from SEARK's reserves; \$2.5 million in New Markets Tax Credits; \$1.5 million grant from the United State Economic Development Administration; and \$2 million in debt service. SEARK is submitting a grant to the National Science Foundation in January 2020 for \$500,000 to underwrite start-up costs.

**Arkansas Institutions Offering Similar Program**

University of Arkansas – Pulaski Technical College

(Option in Cybersecurity in the Associate of Applied Science in Computer Information Systems; CP & TC in Cybersecurity)

**Program Viability**

Projected Annual Enrollment beginning Fall 2020 – 15 students

Required Graduates by Summer 2025 - 12 students total, based on AHECB viability standard

**Program Requirements**

**Certificate of Proficiency in Security/Forensics – 15 credit hours**

CYSC	XXX3	<i>Principles of Cyber Security</i>
CYSC	XXX3	<i>Digital Forensics</i>
CYSC	XXX3	<i>Cryptography &amp; Trusted Systems</i>
CYSC	XXX3	<i>Security Auditing &amp; Penetration Test (Capstone)</i>
CNET	2213	Network Security

**Technical Certificate in Computer Programming – 27 credit hours**

COMP	1123	Introduction to Computers
MATH	1503	Foundations of Quantitative Literacy
CNET	1133	Introduction to Linux
CNET	1123	Network Concepts
CNET	1213	Windows Operating Systems
CYSC	XXX3	<i>Ethics in Information Technology</i>
INFO	2153	Java Programming
CNET	2183	Unix Based Operating Systems
CNET	2213	Network Security

**Associate of Applied Science in Cybersecurity Management Technology – 60 credit hours**

1<sup>st</sup> Semester – 15 credit hours

ENGL	1313	English Composition I
COMP	1123	Introduction to Computers
MATH	1323	Applied Mathematics (Quantitative Literacy and Reasoning)
POLI	2313	American Government
	XXX3	Social Science Elective

2<sup>nd</sup> Semester – 15 credit hours

ENGL	1323	English Composition II
SPEE	2393	Oral Communication for Public Address
CYSC	XXX3	<i>Introduction to Cybercrime</i>
CNET	1133	Introduction to Linux
CNET	1123	Network Concepts

3<sup>rd</sup> Semester – 15 credit hours

CNET	1213	Windows Operating Systems
CYSC	XXX3	<i>Principles of Cyber Security</i>
INET	1133	Introduction to Database Programming
CYSC	XXX3	<i>Ethics in Information Technology</i>
INFO	2153	Java Programming

4<sup>th</sup> Semester – 15 credit hours

CNET	2213	Network Security
CYSC	XXX3	<i>Digital Forensics</i>
CNET	2183	Unix Based Operating Systems
CYSC	XXX3	<i>Cryptography &amp; Trusted Systems</i>
CYSC	XXX3	<i>Security Auditing &amp; Penetration Test (Capstone)</i>

*New courses*



**EDUCATIONAL SPECIALIST (EdS) IN DIGITAL AGE TEACHING AND LEARNING  
UNIVERSITY OF CENTRAL ARKANSAS**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Educational Specialist (EdS) in Digital Age Teaching and Learning (CIP 13.0607; 30 credit hours; 100% online) offered by the University of Central Arkansas, effective Spring 2020.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Department of Higher Education to inform the President and Chair of the Board of Trustees of the University of Central Arkansas of the approval.

**Program Justification**

The proposed Educational Specialist (EdS) in Digital Age Teaching and Learning is a 30 credit hour, 100% online post-Master's degree program. The proposed program will prepare educators to transform face-to-face learning through active student-centered pedagogy that is enhanced through mobile technology. The proposed program is geared toward the education professional who wants to go beyond his/her Master's degree with a focus on how to transform the face-to-face classroom into an environment where students have increased voice and choice in their learning. Students are provided learning opportunities with ensured equitably and accessibility for all. The goal of this proposed program is to give teachers an opportunity to advance in their skills and leadership without necessarily preparing for an administrative or support role in his/her district. The proposed program focuses on expanding pedagogical approaches in the classroom and engagement in face-to-face contexts, and in such a way that the technology is a means to effect transformational learning. The program does not lead to licensure in the state of Arkansas.

UCA currently have the Master of Science in Education in Advanced Studies in Teacher Leadership with a concentration in Digital Age Teaching and Learning and the Master of Arts in Teaching (MAT) programs that will be beneficial in the recruitment of students into the proposed EdS program. According to workforce analysis, post-Master's degree employment prospects in Arkansas should be strong as K-12 teaching is a job-rich field. Further, post-Master's degree programs often offer solid middle-class pay, even at the entry level, though prospects for pay growth are limited.

The proposed program will be housed in the Department of Teaching and Learning in the College of Education. Four (4) existing faculty have been identified to support the proposed program. No new instructional costs will be incurred. The program will draw upon current literature in the field and will be delivered online. The Department of Teaching and Learning gained a new faculty line and with a slight decrease in the MAT enrollment, the department has the faculty resources for program implementation. Further, the department will offer highly desirable courses in the summer and use summer incentive money to offset the cost of additional adjunct instructors. Current library resources in Torreyson Library allows access to a wide range of resources, which will prove useful to this wholly online program. No classroom resources will be needed; however, students will have access to all existing resources for technical support. The Technology Learning Center in Mashburn offers students instructional support both on and off campus. No new program costs are anticipated.

**Arkansas Institutions Offering Similar Program**

None

**Program Viability**

Projected Annual Enrollment beginning Spring 2020 – 12 students  
Required Graduates by Summer 2025 - 12 students total, based on AHECB viability standard

**Program Requirements**

**Educational Specialist in Digital Age Teaching and Learning – 30 credit hours**

Required Courses – 18 credit hours

<i>EDDL</i>	<i>7300</i>	<i>Empowering Digital Age Learners through Mobile Technology</i>
<i>EDDL</i>	<i>7342</i>	<i>Digital Equity and Culturally Responsive Teaching in the Digital Age</i>
<i>EDDL</i>	<i>7390</i>	<i>Approaches to Digital Age Thinking &amp; Learning</i>
<i>EDDL</i>	<i>7312</i>	<i>Professional Learning in the Digital Age</i>
<i>EDDL</i>	<i>7362</i>	<i>Impact of Digital Literacy and Citizenship on Teaching and Learning</i>
<i>EDDL</i>	<i>7380</i>	<i>Intermediate Research Methods</i>

Electives – 6 credit hours (choose 6 credit hours from the following):

<i>EDDL</i>	<i>7335</i>	<i>Professional Learning Communities and Social Media</i>
<i>EDDL</i>	<i>7375</i>	<i>Digital Authorship and Cultivating Open Educational Resources</i>
<i>EDDL</i>	<i>7399</i>	<i>Emerging and Disruptive Technology in Learning</i>
<i>EDDL</i>	<i>7328</i>	<i>Digital Age Learning Environments</i>
<i>EDDL</i>	<i>7388</i>	<i>Redefining Roles in the Digital Age</i>

Capstone – 6 credit hours

<i>EDDL</i>	<i>7699</i>	<i>Capstone</i>
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*New courses*

**Program Admission Requirements**

Students entering the Educational Specialist in Digital Age Teaching and Learning are required to have:

1. 3.0 graduate grade point average (GPA);
2. A master’s degree from an accredited university; and
3. Submission of a “Statement of Professional Goals”.

Prospective students can come from any field, K-12 or university level and this program will not grant licensure or endorsement in teaching in Arkansas.

**INSTITUTIONAL CERTIFICATION ADVISORY COMMITTEE  
RESOLUTIONS**

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**ADHE Executive Staff Recommendation**

**Initial Program Certification-Distance Technology**

**RESOLVED**, That pursuant to A.C.A. §6-61-301, the Arkansas Higher Education Coordinating Board grants initial certification to the institutions listed on pages 1 - 3 to offer the specified degree programs to Arkansas residents for a period of three years through December 31, 2023.

**FURTHER RESOLVED**, That the Director of the Arkansas Department of Higher Education is authorized to notify the administration of said institutions that the certification of the degree programs requires the institution to notify the Arkansas Department of Higher Education whenever any of the following occurs: (1) major reorganization of the controlling body; (2) changes in the charter or incorporation documents of the institution; or (3) changes in the method of operation of the institution's programs in Arkansas.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director to notify the administration of said institutions that any advertisement or published materials using the name of the Arkansas Higher Education Coordinating Board or the Arkansas Department of Higher Education must contain the following statement:

Arkansas Higher Education Coordinating Board certification does not constitute an endorsement of any institution or program. Such certification merely indicates that certain criteria have been met as required under the rules and regulations implementing institutional and program certification as defined in A.C.A. §6-61-301.

**New Institution – Distance Technology**

Academy of Art University, San Francisco, California

State Authorization: California Bureau for Private Postsecondary Education  
Institutional Accreditation – Regional: Western Association of Schools and Colleges

Master of Fine Arts in Illustration

The Chicago School of Professional Psychology, Los Angeles, California

State Authorization: California Bureau for Private Postsecondary Education (Exempt)  
Institutional Accreditation – Regional: Western Association of Schools and Colleges

Bachelor of Science in Nursing Degree Completion  
Master of Arts in Clinical Psychopharmacology

University of Southern California, Los Angeles, California

State Authorization: Secretary of State for the State of California  
Institutional Accreditation – Regional: Western Association of Schools and Colleges  
Programmatic Accreditation: Council for the Accreditation of Educator Preparation

Master of Education in School Counseling  
Master of Public Administration

Vista College, Richardson, Texas

State Authorization: Texas Workforce Commission  
Institutional Accreditation – National: Accrediting Commission of Career Schools and Colleges

Associate of Applied Science in Bookkeeping and Payroll Specialist  
Associate of Applied Science in Digital Marketing  
Associate of Applied Science in Information Technology Support Technician  
Associate of Applied Science in Medical Administrative Assistant

**New Institutions – Distance Technology**

Saybrook University, Pasadena, California

State Authorization: California Bureau for Private Postsecondary Education (Exempt)  
Institutional Accreditation – Regional: Western Association of Schools and Colleges

Master of Arts in Clinical Psychology  
Master of Arts in Integrative Wellness Coaching  
Master of Arts in Leadership and Management  
Master of Arts in Psychology  
Master of Arts in Transformative Social Change  
Master of Science in Integrative and Functional Nutrition  
Master of Science in Psychophysiology  
Doctor of Philosophy in Clinical Psychology

TEACH-NOW Graduate School of Education, Washington, D.C.

State Authorization: District of Columbia Office of the State Superintendent for Education  
Institutional Accreditation – National: Distance Education Accrediting Commission  
Programmatic Accreditation – Education: Council for the Accreditation of Educator Preparation

Teacher Preparation Certificate Program: Elementary Education (Licensure)

The Santa Barbara and Ventura College of Law, Ventura, California

State Authorization: California Bureau for Private Postsecondary Education (Exempt)

Institutional Accreditation – Regional: Western Association of Schools and Colleges  
Programmatic Accreditation: Committee of Bar Examiners of the State Bar of  
California

Master of Legal Studies

University of St. Augustine for Health Sciences, San Marcos, California

State Authorization: California Bureau for Private Postsecondary Education

Institutional Accreditation – Regional: Western Association of Schools and Colleges

Programmatic Accreditation – Nursing: Commission on Collegiate Nursing Education

Programmatic Accreditation – Physical Therapy: Council on Accreditation of Physical  
Therapy Education

Master of Health Administration

Master of Health Science

Master of Science in Nursing

Doctor of Physical Therapy

## LETTERS OF NOTIFICATION

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### **Arkansas Colleges & Universities Summary (pages 2-38):**

Sixteen (16) Arkansas institutions submitted Letters of Notification (LON) that include new programs created with existing coursework, changes to existing programs, program deletions, and administrative units.

12	Associate Degree for Transfer and Bachelor's Degree Completion
8	Curriculum Revision
1	Establish New Academic Unit
17	Existing Program Offered by Distance Technology
1	Existing Program Offered at Off-Campus Location
1	Inactive Program
5	Name Change of Existing Program/Concentration/Option/Organizational Unit
6	New Certificate/Degree Program
2	New Option/Emphasis/Concentration/Minor
10	Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor or Organizational Unit
4	Deletion of Distance Designation
3	Reorganization of Existing Administrative Unit
6	Reconfiguration of Existing Certificate/Degree Program
<u>5</u>	Revision of Existing Education Program
85	

### **Institutional Certification Advisory Committee Summary (pages 39-43):**

Fifteen (15) out-of-state, religious and/or for-profit institutions submitted applications that include program recertifications, decertifications, and institutional changes.

26	Recertifications of programs
1	Institutional change
1	Letter of Exemption from Certification (Programs offering church-related training)
3	Letters of Exemption from Certification (Renewals – Programs offering church-related training)
<u>12</u>	Program Changes/New Programs
43	

The Director of the Arkansas Department of Higher Education (ADHE) has approved the following program requests since the October 2019 AHECB meeting. According to AHECB policy 5.11, program actions approved by the ADHE Director must be included on the AHECB meeting agenda prior to initiation and may require further review by the Coordinating Board.

### **ARKANSAS COLLEGES AND UNIVERSITIES**

#### **Arkansas State University – Jonesboro – Pages 4-6**

New Certificate/Degree Program  
Existing Program Offered by Distance Technology

#### **Arkansas Tech University – Pages 6-8**

New Certificate/Degree Program  
Name Change of Existing Program/Concentration/Option/Organizational Unit

#### **Black River Technical College – Pages 8-9**

New Certificate/Degree Program  
Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program

#### **East Arkansas Community College – Pages 9-11**

Curriculum Revision  
Curriculum Revision & Existing Program Offered by Distance Technology  
Existing Program Offered by Distance Technology  
Delete Distance Technology Program Designation  
Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor or Organizational Unit

#### **Henderson State University – Page 11**

Name Change of Existing Program/Concentration/Option/Organizational Unit  
New Option/Emphasis/Concentration/Minor

#### **National Park College – Pages 11-32**

Curriculum Revision  
Inactive Program  
Name Change of Existing Program/Concentration/Option/Organizational Unit  
Associate Degree for Transfer and Bachelor's Degree Completion

#### **North Arkansas College – Page 32**

Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program

#### **NorthWest Arkansas Community College – Page 32**

Name Change of Existing Program/Concentration/Option/Organizational Unit  
Existing Program Offered by Distance Technology

#### **Ozarka College – Page 33**

Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program  
Curriculum Revision



**South Arkansas Community College – Page 33**

Curriculum Revision

**Southeast Arkansas College – Pages 33-34**

New Certificate/Degree Program

Program Deletion

**University of Arkansas, Fayetteville – Pages 34-37**

CIP Code Change

Establishment of New Academic Unit

New Certificate/Degree Program

Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program

Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor or Organizational Unit

**University of Arkansas at Little Rock – Page 37**

Curriculum Revision

**University of Arkansas at Pine Bluff – Pages 37-38**

New Option/Emphasis/Concentration/Minor

**University of Arkansas for Medical Sciences – Page 38**

Existing Program Offered at Off-Campus Location and by Distance Technology

**University of Arkansas Community College Hope-Texarkana - Page 38**

Reorganization of Existing Organizational Units

Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor or Organizational Unit

**ARKANSAS COLLEGES AND UNIVERSITIES**

**LON DESCRIPTIONS**

**Arkansas State University – Jonesboro**

**New Certificate/Degree Program**

Certificate of Proficiency in Bone Densitometry (CIP 51.0907; 15 credit hours; Spring 2020)

RS	4713	<i>Bone Density Image Production</i>
RS	4723	<i>Bone Density Procedures</i>
RS	4573	Imaging in Women’s Health Clinical Education (or)
RS	436V	Independent Study in Radiologic Sciences
RAD	3103	Introduction to Radiology
RAD	3203	Radiographic Procedures II

*New Courses*

Post Baccalaureate Certificate in Advanced Medical Imaging & Therapy with options in Cardiovascular-Interventional Technology; Diagnostic Medical Sonography; Magnetic Resonance Imaging; Mammography; Radiation Therapy; Radiologic Technology; and Medical Imaging Informatics (CIP 51.0907; 22-43 credit hours; Spring 2020)

Option in Cardiovascular-Interventional Technology – 23 credit hours

RS	4413	Cardiovascular Equipment and Intervention
RS	4423	Cardiovascular-Interventional Procedures and Instrumentation
RS	4433	Cardiac Equipment and Intervention
RS	4443	Cardiac Physiology and Procedures
RS	4444	Cardiac Clinic
RS	4454	Cardiovascular-Interventional Clinical Education
RS	4483	Cardiovascular-Interventional Internship

Option in Diagnostic Medical Sonography – 44 credit hours

RSU	4112	Sectional Anatomy Sonography
RSU	4122	Small Parts Sonography
RSU	4132	Small Parts Sonography Lab
RSU	4213	Physics and Instrumentation I
RSU	4223	Abdomen Sonography
RSU	4232	Abdomen Sonography Laboratory
RSU	4322	OB/GYN Laboratory
RSU	4323	Physics and Instrumentation II
RSU	4413	Vascular Sonography
RSU	4422	Vascular Sonography Laboratory
RSU	4511	Ultrasound Clinic I
RSU	4523	Ultrasound Clinical Education II
RSU	4534	Ultrasound Clinical Education III
RSU	4544	Ultrasound Clinical Education IV
RSU	4551	Sonography clinical Relevancy
RSU	4613	Obstetric and Gynecologic Sonography
RSU	4622	Obstetric Sonography II
RSU	4652	Special Procedures in Sonography

Option in Magnetic Resonance Imaging – 32 credit hours

RSMR	4703	MRI Safety and Instrumentation
RSMR	4712	Imaging Information Management
RSMR	4723	MRI Procedures I
RSMR	4733	MRI Procedures II
RSMR	4753	MRI Clinical Education I
RSMR	4763	MRI Clinical Education II
RSMR	4773	MRI Clinical Education III
RSMR	4803	MRI Physical Principles I
RSMR	4813	MRI Physical Principles II
RSMR	4823	Data Acquisition & Processing
RSMR	4833	Advanced MRI Imaging

Option in Mammography – 22 credit hours

RS	4502	Mammography Procedures
RS	4512	Mammography Instrumentation
RS	4553	Mammography Clinical Education I
RS	4563	Mammography Clinical Education II
RS	4573	Imaging in Women's Health Clinical Education
RSU	4213	Ultrasound Physics and Instrumentation I
RSU	4322	Physics and Instrumentation II
RSU	4833	Breast Sonography

Option in Radiation Therapy – 38 credit hours

RST	4203	Introduction to Radiation Therapy
RST	4214	Radiation Therapy Principles and Practice
RST	4224	Radiation Therapy Principles and Practice II
RST	4234	Radiation Therapy Principles and Practice III
RST	4242	Radiation Therapy Clinical Treatment Planning
RST	4313	Radiation Physics I
RST	4323	Radiation Physics II
RST	4333	Applied Radiation Biology
RST	4413	Radiation Protection, Safety, and Quality Management
RST	4513	Radiation Therapy Clinical Education I
RST	4523	Radiation Therapy Clinical Education II
RST	4533	Radiation Therapy Clinical Education III

Option in Radiologic Technology – 43 credit hours

RAD	3103	Introduction to Radiology
RAD	3113	Radiographic Procedures I
RAD	3111	Radiographic Procedures I Lab
RAD	3123	Radiation Physics and Imaging
RAD	3202	Imaging Equipment
RAD	3203	Radiographic Procedures II
RAD	3201	Radiographic Procedures II Lab
RAD	3213	Image Acquisition & Evaluation I
RAD	3211	Image Acquisition & Evaluation I Lab
RAD	3232	Radiography Clinical I

RAD	4103	Radiographic Procedures III
RAD	4101	Radiographic Procedures III Lab
RAD	4113	Image Acquisition & Evaluation II
RAD	4123	Imaging Pathology
RAD	4132	Radiobiology
RAD	4143	Radiography Clinical II
RAD	4203	Radiography Clinical III
RAD	4213	Radiography Clinical IV

Option in Medical Imaging Informatics – 33 credit hours

CIT	1503	Microcomputer Applications
CIT	2033	Programming Fundamentals
CIT	2523	Telecommunications and Networking
CIT	3013	Management Information Systems
CIT	3403	Database Management
CIT	4523	Advanced Telecommunications
CIT	4623	Computer Security
CIT	488V	Internship
RS	3142	Advanced Imaging and Therapy I
RS	3152	Advanced Imaging and Therapy II
RSMR	4712	Imaging Information Management
RSMR	4713	Imaging Standards of Community and Interoperability

**Existing Program Offered by Distance Technology**

Certificate of Proficiency in Swift Coding (DC 2394; CIP 09.0702; 100% online; Spring 2020)

Graduate Certificate in Nursing Administration (DC 7082; CIP 51.3802; 100% online; Spring 2020)

**Arkansas Tech University**

**New Certificate/Degree Program**

Certificate of Proficiency in Psychology (CIP 42.0101; 18 credit hours; Fall 2020)

Required courses – 6 credit hours

PSY	2003	General Psychology
PSY	2053	Statistics for the Behavioral Sciences (or)
PSY	2063	Research Design for the Behavioral Sciences (or)
		Research/Statistics substitutes from other majors

Choose 12 credit hours from the following:

PSY	3003	Abnormal Psychology
PSY	3063	Developmental (or)
PSY	3813	Lifespan Developmental
PSY	3053	Physiological Psychology
PSY	3073	Psychology of Learning
PSY	3093	Industrial Psychology
PSY	3153	Theories of Personality
PSY	4013	History of Psychology
PSY	4033	Psychological Tests and Measurements
PSY	4043	Social Psychology

PSY	4073	Cognitive Psychology
PSY	4053	Psychology of Perception
PSY	4133	Psychopharmacology

Certificate of Proficiency in Performance (CIP 50.9999; 12 credit hours; Fall 2020)

Complete 12 credit hours from the following electives:

COMM	1111	Individual Events Practicum
COMM	1121	Individual Events Practicum
COMM	2003	Public Speaking
COMM	2011	Debate Practicum
COMM	2021	Debate Practicum
COMM	2111	Debate Practicum
COMM	2121	Debate Practicum
COMM	2013	Voice & Diction
COMM	2173	Business & Professional Speaking
ENGL	2043	Introduction to Creative Writing
JOUR	1811	Broadcast Practicum
JOUR	1821	Broadcast Practicum
JOUR	2811	Broadcast Practicum
JOUR	2821	Broadcast Practicum
MUS	1XXX	Applied Lessons (Maximum of 4 credits)
MUS	1301	Opera Workshop
MUS	1311	Jazz Ensemble
MUS	1501	Band
MUS	1521	Woodwind Ensemble
MUS	1531	Brass Ensemble
MUS	1541	Percussion Ensemble
MUS	1551	String Ensemble
MUS	1571	University Choir
MUS	1581	Chamber Choir (Choral Artists)
MUS	1611	Music Theater Workshop
MUS	1631	Symphonic Wind Ensemble
MUS	1681	Concert Chorale
POLS	3433	United Nations
SEED	2002	Education as a Profession
TH	2273	Introduction to Theater
TH	2301	Introduction to Theatrical Dance
TH	2331	Advanced Theatrical Dance
TH	2703	Acting Theories and Techniques
TH	2711	Acting Practicum
TH	2713	Intermediate Acting
TH	2721	Acting Practicum

**Name Change of Existing Program/Concentration/Option/Organizational Unit**

Department of College Student Personnel (Department Code 1235) changed to Department of Student Affairs Administration (Summer 2020)

Master of Science in College Student Personnel Services (DC 5615; CIP 13.1102) changed to Master of Science in Student Affairs Administration (Summer 2020)

**Black River Technical College****New Certificate/Degree Program**

Certificate of Proficiency in Medical Coding (CIP 51.0713; 6 credit hours; 100% online; Spring 2020)

MEDL	1043	Medical Coding I
MEDL	1063	Medical Coding II

Technical Certificate in Medical Coding (CIP 51.0713; 28-36 credit hours; 100% online; Spring 2020)

ENG	103	Freshman English I
MATH	1053	Mathematical Reasoning/Quantitative Literary (or) higher level math
CA	1903	Introduction to Computer Concepts
MEDL	1001	Introduction to Healthcare Issues
MEDL	1003	Medical Terminology
MEDL	1033	Foundations of Anatomy & Physiology (or)
BIOL	2004	Human A & P I with Lab (and)
BIOL	2414	Human A & P II with lab
MEDL	1043	Medical Coding I
MEDL	1063	Medical Coding II
<i>MEDL</i>	<i>XXX3</i>	<i>Medical Coding III</i>
PSY	2513	Introduction to Psychology

*New course*

**Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program**

Technical Certificate in Machine Tool Technology (DC 4680; CIP 48.0501) reconfigured to create the Certificate of Proficiency in Machinist (CIP 48.0501; 18 credit hours; Spring 2020)

MEH	1103	Introduction to Machine Process
MEH	1203	Basic Blueprint Reading
MEH	1206	Basic Lathe Operation
MEH	14606	Basic Mill Operation

Associate of General Studies (DC 0900; CIP 24.0102) reconfigured to create the Certificate of General Studies (CIP 24.0102; 31 credit hours; Spring 2020)

ENG	103	Freshman English I
ENG	1013	Freshman English II
MATH	1023	College Algebra (or)
MATH	1053	Mathematical Reasoning/Quantitative Literary
CA	1903	Introduction to Computer Concepts
BIOL	1004	Biological Science with Lab (or)
GSP	1004	Physical Science with Lab
ENG	2003	Introduction to World Literature I (or)

ENG	2013	Introduction to World Literature II (or)
FAM	2503	Fine Arts Musical (or)
FAT	2203	Fine Arts Theatre (or)
FAV	2503	Fine Arts Visual (or)
HIST	2763	The United States to 1876 (or)
HIST	2773	The United States since 1876
PSY	2013	Introduction to Psychology (or)
SOC	2213	Principles of Sociology
SCOM	1203	Oral Communications
	XXX3	Social Science elective (Choose from ANTH, ECON, HIST, PSY, SOC)

**East Arkansas Community College  
Curriculum Revision**

Certificate of Proficiency in Diesel Technology (DC 0461; CIP 47.0605; 13 credit hours; Spring 2020)

Deleted Courses

DST	1014	Introduction to Fuel Systems
DST	2124	Advanced Diesel Engine Diagnosis and Repair

Added Courses

DST	1012	Brakes and ABS
DST	1023	Service Maintenance

Technical Certificate in Diesel Technology (DC 0462; CIP 47.0605; 32 credit hours; Spring 2020)

Deleted Courses

MCH	2083	Hydraulics and Pneumatics
MCH	2043	Mechanical Devices
RET	1103	Fuels and Lubricants

Added Courses

DST	1012	Brakes and ABS
DTS	1023	Service Maintenance
MTH	1083	Technical Mathematics
DST	1102	Trailer Suspension and Brakes
DST	2113	Heavy Duty Transmissions

**Curriculum Revision & Existing Program Offered by Distance Technology**

Technical Certificate in Criminal Justice (DC 4440; CIP 43.0107; 33 credit hours; 65% online; Spring 2020)

Deleted Course

MTH	1083	Technical Math (or) higher
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Added Course

MTH	1093	Math Apps II (or)
MTH	1113	College Algebra

Added Elective Courses

CJS	2093	Using Technology in Criminal Justice
CJS	2103	Ethics in the Justice Professions

**Existing Program Offered by Distance Technology**

Certificate of Proficiency in Internet Technology/Web Page Design (DC 0326; CIP 11.0801; 100% online; Spring 2020)

Certificate of General Studies in General Studies (DC 0910; CIP 24.0101; 35 credit hours; 100% online; Spring 2020)

Technical Certificate in Internet Technology/Web Page Design (DC 0170; CIP 11.0801; 100% online; Spring 2020)

Technical Certificate in Health Professions (DC 2710; CIP 51.0000; 100% online; Spring 2020)

Technical Certificate in Office Technology (DC 4410; CIP 52.0408; 30 credit hours; 100% online; Spring 2020)

Associate of Arts in General Education (DC 0050; CIP 24.0102; 60 credit hours; 100% online; Spring 2020)

Associate of Science in Liberal Arts & Sciences (DC 1090; CIP 24.0101; 60 credit hours; 50% online; Spring 2020)

Associate of Science in Criminal Justice (DC 0393; CIP 43.0104; 60 credit hours; 85% online; Spring 2020)

Associate of Applied Science in Criminal Justice (DC 0390; CIP 43.0107; 60 credit hours; 75% online; Spring 2020)

Associate of Applied Science in Management (DC 0300; CIP 52.0201; 60 credit hours; 65% online; Spring 2020)

Associate of Applied Science in Administrative Office Technology (DC 0820; CIP 52.0401; 70% online; Spring 2020)

Associate of Science in Education (DC 3540; CIP 13.1206; 60 credit hours; 100% online; Spring 2020)

Associate of Applied Science in Medical Assisting Technology (DC 1120; CIP 51.0801; 100% online; Spring 2020)

Associate of Science in Business (DC 0308; CIP 52.0101; 100% online; Spring 2020)

**Delete Distance Technology Program Designation**

Certificate of Proficiency in Criminal Justice (DC 0383; CIP 43.0103; Spring 2020)



Certificate of Proficiency in Advanced Manufacturing Technology (DC 4719; CIP 15.0613; Spring 2020)

Technical Certificate in Advanced Manufacturing Technology (DC 5719; CIP 15.0613; Spring 2020)

Associate of Applied Science in Advanced Manufacturing Technology (DC 6719; CIP 15.0613; Spring 2020)

**Program Deletion**

Associate of Arts in Teaching in Teaching (DC 1005; CIP 13.1206; Spring 2020)

**Henderson State University**

**Name Change of Existing Program/Concentration/Option/Organizational Unit**

Department of Physics (Department Code 2020) changed to Department of Engineering & Physics (Spring 2020)

**New Option/Emphasis/Concentration/Minor**

Pre-Health Sciences Option in the Bachelor of Science in Biology (DC 2300; CIP 26.0101; Spring 2020)

**National Park College**

**Curriculum Revision**

Technical Certificate in Practical Nursing (DC 4660; CIP 51.3901; 41 credit hours; Summer 2020)

Changed Courses

PNP	1410	Fundamentals of Nursing
PNP	1214	Fundamentals of Nursing
PNP	1424	Nursing of Mothers and Children
PNP	1425	Nursing of Mothers and Children
PNP	1447	Medical Surgical Nursing
PNP	1473	Medical Surgical Nursing

Deleted Courses (Clinical courses are being embedded in the theory courses)

PNP	1364	Clinical & Clinical Research I
PNP	1457	Clinical & Clinical Research II

**Inactive Program**

Technical Certificate in Professional Medical Coding (DC 4745; CIP 51.0707; Summer 2020)

**Name Change, CIP Code Change and Curriculum Revision**

Associate of Science in Pre-Engineering (DC 3240; CIP 14.0102) changed to Associate of Science in STEM (CIP 24.0101; 60-72 credit hours; Spring 2020)

General Education Requirements – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX4	Life Science
	XXX4	Physical Science
	XXX3	Fine Arts
	XXX3	Humanities
	XXX3	History/Government
	XXX6	Social Studies

STEM Requirements – 25-37 credit hours

Choose from Biology, Chemistry, Computer Information Systems, Math, Physics, Engineering, Geology, or Earth Science

**Associate Degree for Transfer and Bachelor's Degree Completion**

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Science in Family & Consumer Sciences (Dietetics) (DC 2565; CIP 19.0101; Spring 2020) at Henderson State University

ASLAS – 61 credit hours

General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
BIOL	1114	General Biology/Lab
CHEM	1204	General Chemistry I/Lab

Dietetics Core – 26 credit hours

ALH	1203	Medical Terminology
ALH	203	Nutrition
BIOL	2224	Anatomy & Physiology I
BIOL	2244	Microbiology
CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems
ENG	1133	Technical Writing
MATH	1293	Introduction to Statistics
SOC	2113	Cultural Diversity

**HSU BS in Family & Consumer Sciences – 60 credit hours**

FCS	1081	FCS Seminar
CHM	1044	General Organic & Biochemistry
CHM	3313	Nutritional Biochemistry

EDUC	4854	Special Methods – FCS
FCS	1023	Foods
FCS	2053	Meal Management
FCS	3153	Family Relations
FCS	3393	Quantity Foodservice Management
FCS	3403	Experimental Food Science
FCS	3413	Community & Life Cycle Nutrition
FCS	3423	Advanced Nutrition
FCS	4183	(WI) Family Resource Management
FCS	4203	(WI) Consumer Education
FCS	4374	Child Development
FCS	4433	Nutritional Services Administration
FCS	4443	Medical Nutritional Therapy I
FCS	4453	Medical Nutritional Therapy II
FCS	4463	Senior Seminar in Dietetics
FCS	4491	Medical Nutritional Therapy II Clinical Practicum
PSY	4743	Counseling Theories and Techniques
HPR	XXX1	Life Fit or PE Activity

### **NPC/HSU Transfer Agreement**

#### Purpose

The purpose of this Agreement is to facilitate the transfer and degree completion of students earning the Associate of Science in Liberal Arts and Sciences at National Park College (NPC) to the Bachelor of Science in Family and Consumer Sciences (Dietetics) at Henderson State University (HSU). Through collaborative efforts, HSU and NPC desire to provide clarity regarding the degree requirements herein, thereby affording students the opportunity to earn a high-quality degree from both institutions in the most efficient manner possible.

#### Agreement

It is agreed that any student who has earned the Associate of Science in Liberal Arts & Sciences degree from NPC will be admitted to the Bachelor of Science in Family & Consumer Sciences (Dietetics) degree at HSU with full junior classification, subject to the provisions listed below.

#### Admission Requirements

- The student must complete the requirements necessary for general admission to HSU.
- The student will have earned the Associate of Science in Liberal Arts & Sciences at NPC with at least a 2.75 cumulative grade point average, on or after the Effective Date of this Agreement.
- Degree program admission requirements for students who transfer pursuant to this Agreement will be determined in the same manner as if their initial enrollment had been at HSU.

#### Transfer of Credits

- Course requirements for this Agreement are displayed in the 2+2 Degree Plan Checklist listed above.
- A transfer student who has not completed all of the courses specified within the Associate of Science in Liberal Arts & Sciences degree plan at NPC before entering HSU, must work with an academic advisor to ensure timely completion of degree program requirements.
- Remedial course grades will not be computed in the cumulative GPA for purposes of admission to HSU.

- Calculation of overall GPA for purposes of graduation and awarding of honors is left to the discretion of HSU.

Implementation and Review

- The Chief Academic Officers at each institution will implement the terms of this Agreement, including incorporation of any mutually agreed upon changes into subsequent revisions of this Agreement, assuring compliance with system policy, procedures, and guidelines.
- This Agreement will be reviewed on an annual basis; both HSU and NPC agree to notify one another in a timely manner of any curriculum changes that would significantly impact the nature of this Agreement.
- HSU and NPC will work together cooperatively, in the best interest of affected students, to resolve any issues related to the transfer of courses should changes to either degree program occur while the Agreement is in effect.
- Students will be subject to the terms and conditions of this Agreement in accordance with their academic year of entry at NPC. A student may opt for a subsequent revision of this Agreement, but must meet all of the requirements specified therein.
- HSU and NPC will make every effort to inform students of this Agreement. This may include, but is not limited to, inclusion within each institution’s website, published catalog, recruitment publications, media announcements, social media engagement, and in-person information sessions.

Miscellaneous

- This Agreement is effective upon executing and shall remain in effect even if persons, positions, and/or titles change.
- This Agreement indicated below will be automatically renewed until terminated by either party. Either party may terminate this Agreement with or without cause. If either party wishes to terminate this Agreement, they must do so in writing 90 days in advance of the requested termination date.
- In the event that the Agreement is terminated, no new students will be admitted to the program; however, all students who have already been admitted to HSU in accordance with the terms of this Agreement, will be allowed to complete their approved course of study under the terms contained therein.
- This Agreement shall become effective at the time that the Arkansas Division of Higher Education has been notified and approval has been granted.

Associate of Science in STEM (CIP 24.0101) to the Bachelor of Science in Engineering (BSEngr) in Engineering (DC 3790; CIP 14.0101; Spring 2020) at Southern Arkansas University

AS in STEM – 62 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
MATH	2214	Calculus I
	XXX6	Fine Arts/Humanities
	XXX3	History
	XXX3	Social Science
	XXX8	Lab Sciences

Directed Electives – 32 credit hours

CHEM	2204	General Chemistry II/Lab
CIS	1033	Computer Science I

CIS	1031	Computer Science I Lab
MATH	2224	Calculus II
MATH	2254	Calculus III
MATH	2284	Differential Equations
PHYS	2124	University Physics II/Lab
EGR	1122	Introduction to Engineering
EGR	11143	Engineering Graphics
EGR	2113	Engineering Materials

**SAU Bachelor of Science in Engineering in Engineering – 60 credit hours**

ENGR	1021	Introduction to Engineering Lab
ENGR	2143	Statics
ENGR	2163	Dynamics
ENGR	2033	Electrical Circuits I
ENGR	3003	Fluid Mechanics
ENGR	3013	Thermodynamics
ENGR	3023	Heat Transfer
ENGR	3211	Thermal Fluid Science Lab
ENGR	3043	Mechanics of Materials
ENGR	3073	Engineering Economics
ENGR	3083	Numerical Methods in Engineering
ENGR	3101	Solid Mechanics Lab
ENGR	3143	Manufacturing Processes
ENGR	3163	Computer Aided Engineering Analysis
ENGR	4013	Machine Design
ENGR	4023	Senior Design Project I
ENGR	4123	Senior Design Project II
ENGR	4033	Instrumentation and Control Systems
ENGR	4153	Heating, Ventilation, and Air Conditioning
ENGR	4701	Work Experience Learning I
ENGR	4992	Engineering Proficiency
ENGL	3023	Technical Writing
	3XX3/	
	4XX4	Upper Level Physics or Engineering Electives

Associate of Science in STEM (CIP 24.0101) to the Bachelor of Science in Physics, Engineering (Options in Chemical Engineering or Mechanical Engineering) (DC 3340; CIP 40.0899; Spring 2020) at Southern Arkansas University

**AS in STEM – 62 credit hours**

ENG	1113	English Composition I
ENG	1123	English Composition II
MATH	2214	Calculus I
	XXX6	Fine Arts/Humanities
	XXX3	History
	XXX3	Social Science
	XXX8	Lab Sciences

**Directed Electives – 32 credit hours**

CHEM	2204	General Chemistry II/Lab
CIS	1033	Computer Science I

CIS	1031	Computer Science I Lab
MATH	2224	Calculus II
MATH	2254	Calculus III
MATH	2284	Differential Equations
PHYS	2124	University Physics II/Lab
EGR	1122	Introduction to Engineering
EGR	11143	Engineering Graphics
EGR	2113	Engineering Materials

**SAU Bachelor of Science in Physics, Engineering (Option in Mechanical Engineering) – 58 credit hours**

ENGR	1021	Introduction to Engineering Lab
ENGR	2143	Statics
ENGR	2163	Dynamics
ENGR	2033	Electrical Circuits I
ENGR	3003	Fluid Mechanics
ENGR	3013	Thermodynamics
ENGR	3023	Heat Transfer
ENGR	3043	Mechanics of Materials
ENGR	3073	Engineering Economics
ENGR	3083	Numerical Methods in Engineering
ENGR	3101	Solid Mechanics Lab
ENGR	3111	Thermal Fluid Science Lab
ENGR	3143	Manufacturing Processes
ENGR	3163	Computer Aided Engineering Analysis
ENGR	4013	Machine Design
ENGR	4023	Senior Design Project I
	3XX3/	
	4XX4	14 credit hours of Upper Level Physics or Engineering Electives

**SAU Bachelor of Science in Physics, Engineering (Option in Chemical Engineering) – 58 credit hours**

CHEM	3003	Organic Chemistry
CHEM	3001	Organic Chemistry Lab
ENGR	1021	Introduction to Engineering Lab
ENGR	2053	Chemical Engineering Fundamentals
ENGR	2143	Statics
ENGR	3003	Fluid Mechanics
ENGR	3013	Thermodynamics
ENGR	3063	Mass Transfer
ENGR	3023	Heat Transfer
ENGR	3073	Engineering Economics
ENGR	3083	Numerical Methods in Engineering
ENGR	3163	Computer Aided Engineering Analysis
ENGR	3111	Thermal Fluid Science Lab
ENGR	3352	Chemical Engineering Lab
ENGR	4023	Senior Design Project I
ENGR	4033	Instrumentation and Control Systems
ENGR	4043	Chemical Engineering Reactor Design

ENGR	4703	Work Experience Learning I
ENGL	3023	Technical Writing
	3XX3/ 4XX4	Upper Level Physics or Engineering Electives

## **NPC/SAU Transfer Agreement**

### Purpose

The purpose of this Agreement is to facilitate the transfer and degree completion of students earning the Associate of Science in STEM at National Park College (NPC) to the Bachelor of Science in Physics, Engineering (Options in Mechanical Engineering or Chemical Engineering) or the Bachelor of Science in Engineering in Engineering at Southern Arkansas University (SAU). Through collaborative efforts, SAU and NPC desire to provide clarity regarding the degree requirements herein, thereby affording students the opportunity to earn a high-quality degree from both institutions in the most efficient manner possible.

### Agreement

It is agreed that any student who has earned the Associate of Science in STEM degree at NPC will be admitted to the Bachelor of Science in Physics, Engineering (Options in Mechanical Engineering or Chemical Engineering) or the Bachelor of Science in Engineering in Engineering at SAU with full junior classification, subject to the provisions listed below.

### Admission Requirements

- The student must complete the requirements necessary for general admission to SAU.
- The student will have earned the Associate of Science in STEM at NPC with at least a 2.0 cumulative grade point average in General Education courses, and at least a 3.0 cumulative grade point average in Chemistry, Engineering, Physics, and Mathematics courses, on or after the effective date of this Agreement.
- Degree program admission requirements for students who transfer pursuant to this Agreement will be determined in the same manner as if their initial enrollment had been at SAU.

### Transfer of Credits

- Course requirements for this Agreement are displayed in the 2+2 Degree Plan Checklist listed above.
- A transfer student who has not completed all of the courses specified within the Associate of Science in STEM degree plan at NPC before entering SAU, must work with an academic advisor to ensure timely completion of degree program requirements.
- Remedial course grades will not be computed in the cumulative GPA for purposes of admission to SAU.
- Calculation of overall GPA for purposes of graduation and awarding of honors is left to the discretion of SAU.

### Implementation and Review

- The Chief Academic Officers at each institution will implement the terms of this Agreement, including incorporation of any mutually agreed upon changes into subsequent revisions of this Agreement, assuring compliance with system policy, procedures, and guidelines.
- This Agreement will be reviewed on an annual basis; both SAU and NPC agree to notify one another in a timely manner of any curriculum changes that would significantly impact the nature of this Agreement.

- SAU and NPC will work together cooperatively, in the best interest of affected students, to resolve any issues related to the transfer of courses should changes to either degree program occur while the Agreement is in effect.
- Students will be subject to the terms and conditions of this Agreement in accordance with their academic year of entry at NPC. A student may opt for a subsequent revision of this Agreement, but must meet all of the requirements specified therein.
- SAU and NPC will make every effort to inform students of this Agreement. This may include, but is not limited to, inclusion within each institution's website, published catalog, recruitment publications, media announcements, social media engagement, and in-person information sessions.

#### Miscellaneous

- This Agreement is effective upon executing and shall remain in effect even if persons, positions, and/or titles change.
- This Agreement may be terminated by either party with at least 90 calendar days written notice.
- In the event that the Agreement is terminated, no new students will be admitted to the program; however, all students who have already been admitted to SAU in accordance with the terms of this Agreement, will be allowed to complete their approved course of study under the terms contained therein.
- This Agreement shall become effective at the time that the Arkansas Division of Higher Education has been notified and approval has been granted.

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Advertising at Harding University (Spring 2020)

#### General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
	XXX8	Lab Sciences

#### Directed Electives – 25 credit hours

Select two courses from the following:

ANTH	1113	General Anthropology
ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology
BUS	2343	Advertising
PHOT	2223	Digital Photography
CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems
	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course



MUS	1451	National Park Singers I (or)
PE	XXX1	Any 1-hour PE course
<b>HU BA in Advertising – 68 credit hours</b>		
BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
	XXX2	Bible Elective (upper-level BNEW or BOLD)
COMM	3200	Communication Theory
COMM	4120	Communication Law
COMM	4150	Communication Research Methods
COMM	4550	Communication Ethics and Scripture
COMM	1400	Radio Practicum
COMM	1410	TV Practicum
COMM	1930	Introduction to Public Relations
COMM	2530	Video Production
COMM	2540	Internet Communication (or)
COMM	3100	Writing for the Web (or)
MKTG	3490	Electronic Marketing
COMM	2950	Internship Preparation
COMM	3030	Print Advertising
COMM	3040	Broadcast Advertising
COMM	3130	Advertising Practicum
COMM	3350	Multimedia Storytelling
COMM	3590	Typography and Graphic Arts (or)
ART	2200	Computer Graphic Design
COMM	3670 –	
	3672	Internship in Communication (1 – 6 credit hours)
COMM	4130	Advertising Campaigns
COMM	4510	Senior Seminar
MKTG	2400	Principles of Marketing
Select two courses from the following:		
MKTG	3310	Consumer Behavior
MKTG	3470	Promotional Strategies
PRS	3360	Principles of Sales

Remaining Bible/Electives (4 – 9 credit hours)

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Communication Studies at Harding University (Spring 2020)

General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
	XXX8	Lab Sciences

**Directed Electives – 25 credit hours**

Select two courses from the following:

ANTH	1113	General Anthropology
ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology

PHOT	2223	Digital Photography
SOC	2113	Cultural Diversity
CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems
	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course
MUS	1451	National Park Singers I (or)
PE	XXX1	Any 1-hour PE course

**HU BA in Communication Studies – 68 credit hours**

BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
	XXX2	Bible Elective (upper-level BNEW or BOLD)
COMM	3200	Communication Theory
COMM	4120	Communication Law
COMM	4150	Communication Research Methods
COMM	4550	Communication Ethics and Scripture
COMM	2690	Public Speaking
COMM	3610	Nonverbal and Cross Cultural Communication
COMM	3620	Small Group and Organizational Communication
COMM	3630	Argumentation and Persuasion
COMM	3650	Interpersonal Communication
COMM	2100	Vocal Performance
COMM	4510	Senior Seminar
COMM	XXX9	COMM Electives (at least 6 hours must be upp-level)

Choose 3 credit hours from the following:

COMM	3180	Linguistics
CSD	2900	Phonetics
ENG	4220	Nature and History of Language

Select two courses from the following, each of these courses may be repeated from credit:

COMM	1400	Radio Practicum
COMM	1410	TV Practicum
COMM	1510	Debate Practicum
COMM	1710	Forensics Practicum
COMM	3700	Advanced Intercollegiate Debating
THEA	1311	Theatre Lab

9-18 Minor (should choose a Bible minor or minor that includes at least 3 hours of NPC credit)

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Film at Harding University (Spring 2020)

General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
	XXX8	Lab Sciences

Directed Electives – 25 credit hours

Select two courses from the following:

ANTH	1113	General Anthropology
ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology

ENG	2393	Creative Writing
PHOT	2223	Digital Photography
CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems
	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course
MUS	1451	National Park Singers I (or)
PE	XXX1	Any 1-hour PE course

**HU BA in Film – 68 credit hours**

BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
	XXX2	Bible Elective (upper-level BNEW or BOLD)
COMM	3200	Communication Theory
COMM	4120	Communication Law
COMM	4150	Communication Research Methods
COMM	4550	Communication Ethics and Scripture
COMM	1960	Introduction to Film
COMM	2000	Media Software Tools
COMM	2160	Film History
COMM	2350	Audio Production and Recording
COMM	2530	Video Production
COMM	2950	Internship Preparation
COMM	3060	Post-Production for Film and Television
COMM	4140	Film Production
COMM	3670/	
	3672	Internship in Communication (1-6 credit hours)
COMM	4060	Directing the Film
COMM	4510	Senior Seminar

ENG	3140	Script Writing for Television and Film
ENG	3550	Advanced Screenwriting for Film
ENG	3900	Film as Literature
	XXX9	Electives
	XXX2/	
	XXX7	Remaining Electives

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Integrated Marketing Communication at Harding University (Spring 2020)

General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
	XXX8	Lab Sciences

Directed Electives – 25 credit hours

Select two courses from the following:

ANTH	1113	General Anthropology
ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology
BUS	2343	Advertising
PHOT	1143	Video Production (or)
PHOT	2223	Digital Photography
CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems
	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course
MUS	1451	National Park Singers I (or)
PE	XXX1	Any 1-hour PE course

**HU BA in Integrated Marketing Communication – 72 credit hours**

BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
	XXX2	Bible Elective (upper-level BNEW or BOLD)
COMM	3200	Communication Theory
COMM	4120	Communication Law
COMM	4150	Communication Research Methods
COMM	4550	Communication Ethics and Scripture
ACCT	2050	Financial Accounting
COMM	1400	Radio Practicum (or)
COMM	1410	TV Practicum
COMM	1950	Introduction to Integrated Marketing Communication

COMM	2000	Media Software Tools
COMM	3230	Writing for Mass Media (or)
ENG	3100	Business and Professional Writing
COMM	2950	Internship Preparation
COMM	3590	Typography and Graphic Art (or)
ART	2200	Computer Graphic Design

Choose one course from the following:

COMM	3610	Nonverbal and Cross-Cultural Communication
COMM	3620	Small Group and Organizational Communication
COMM	3630	Argumentation and Persuasion
COMM	3650	Interpersonal Communication

COMM	3670	Internship in Communication
COMM	4230	Integrated Marketing Communication Capstone
COMM	4510	Senior Seminar
IS	2400	Data Management
IS	2500	Management Information Systems (or)
IS	3700	Web Concepts
IS	3150	Principles of Data Analysis and Visualization
MKTG	2400	Principles of Marketing
MGMT	3680	Management and Organizational Behavior (or)
ENTR	3650	Entrepreneurial Management
MKTG	3310	Consumer Behavior
MKTG	3490	Electronic Marketing
PRS	3360	Principles of Sales

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Media Production at Harding University (Spring 2020)

General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
	XXX8	Lab Sciences

Directed Electives – 25 credit hours

Select two courses from the following:

ANTH	1113	General Anthropology
ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology
BUS	2343	Advertising
PHOT	1143	Video Production
CIS	1023	Introduction to Computing (or)

CIS	2013	Information Systems
	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course
MUS	1451	National Park Singers I (or)
PE	XXX1	Any 1-hour PE course

**HU BA in Media Production – 68 credit hours**

BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
	XXX2	Bible Elective (upper-level BNEW or BOLD)
COMM	3200	Communication Theory
COMM	4120	Communication Law
COMM	4150	Communication Research Methods
COMM	4550	Communication Ethics and Scripture
COMM	1400	Radio Practicum
COMM	1410	TV Practicum
COMM	2000	Media Software Tools
COMM	2350	Audio Production and Recording

Choose one course from the following:

COMM	2540	Internet Communication
COMM	2640	Web Media
COMM	3100	Writing for the Web

COMM	2950	Internship Preparation
COMM	3670/	
	3672	Internship in Communication
COMM	3710	Radio Production and Performance
COMM	4510	Senior Seminar
	XX18	Select 18 credit hours, including 12 upper-level hours from COMM, ENG, THEA, ART, MUSIC or other departments with approval from advisor
		Remaining Elective 5 – 10 credit hours

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Multimedia Journalism at Harding University (Spring 2020)

General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
	XXX8	Lab Sciences

Directed Electives – 25 credit hours

Select two courses from the following:

ANTH	1113	General Anthropology
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ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology

PHOT	1143	Video Production (or)
PHOT	2223	Digital Photography
CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems
	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course
MUS	1451	National Park Singers I (or)
PE	XXX1	Any 1-hour PE course

**HU BA in Multimedia Journalism – 68 credit hours**

BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
	XXX2	Bible Elective (upper-level BNEW or BOLD)
COMM	3200	Communication Theory
COMM	4120	Communication Law
COMM	4150	Communication Research Methods
COMM	4550	Communication Ethics and Scripture
COMM	1920	Introduction to Journalism
COMM	1400	Radio Practicum
COMM	1410	TV Practicum
COMM	2000	Media Software Tools
COMM	2300	Broadcast News Writing
COMM	2310	Print News Writing
COMM	2400	News Performance Practicum
COMM	2420	Newspaper Practicum
COMM	2430	Yearbook Practicum
COMM	2950	Communication Internship Preparation
COMM	3010	Public Affairs Reporting
COMM	3350	Multimedia Storytelling
COMM	3670	Internship in Communication
COMM	4230	Integrated Marketing Communication Capstone
COMM	4510	Senior Seminar
		Electives (5 – upper level; 2-7 credit hours)

Choose one of the following concentrations:

Broadcast Concentration – 15 credit hours

COMM	1910	Introduction to Broadcasting
COMM	3710	Radio Production and Performance
COMM	3800	Broadcast Reporting
COMM	4080	Advanced Broadcast Reporting
	XXX3	Choose 3 upper-level credit hours from COMM

New-Editorial Concentration – 15 credit hours

COMM	3020	Cody Editing
COMM	3150	Feature Writing
COMM	3590	Typography and Graphic Arts

ENG 2810 Advanced Composition  
 XXX3 Choose 3 upper-level credit hours from COMM

Photojournalism Concentration – 12 credit hours

ART 3200 Photography for Visual Artists  
 ART 3600 History of Photography  
 COMM 4050 Advanced Photography  
 XXX3 Choose 3 upper-level credit hours from COMM

Sports Journalism Concentration – 15 credit hours

COMM 3160 Sports Writing and Reporting  
 COMM 3860 Sports Broadcasting  
 KINS 3200 Sports from a Global Perspective  
 KINS 4220 Legal and Ethical Issues in Sport and Recreation  
 XXX3 Choose 3 upper-level credit hours from COMM

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Public Relations at Harding University (Spring 2020)

General Education – 35 credit hours

ENG 1113 English Composition I  
 ENG 1123 English Composition II  
 SPCH 1103 Fundamentals of Public Speaking  
 MATH 1123 College Algebra (or)  
 MATH 1213 Quantitative Literacy  
 XXX6 Fine Arts/Humanities  
 XXX6 History/Government  
 PSYC 1103 General Psychology  
 XXX8 Lab Sciences

Directed Electives – 25 credit hours

Select two courses from the following:

ANTH 1113 General Anthropology  
 ECON 2203 Macroeconomics  
 POLS 1113 American National Government  
 SOC 1103 Introduction to Sociology

BUS 2343 Advertising  
 PHOT 2223 Digital Photography  
 CIS 1023 Introduction to Computing (or)  
 CIS 2013 Information Systems  
 XXX6 Foreign Language  
 PE 1113 Life Fitness Concepts  
 PE XXX1 Any 1-hour PE course  
 MUS 1451 National Park Singers I (or)  
 PE XXX1 Any 1-hour PE course

**HU BA in Public Relations – 68 credit hours**

BOLD 3020 Old Testament Story and Vision  
 BNEW 3020 New Testament Story and Vision  
 XXX2 Bible Elective (upper-level BNEW or BOLD)  
 COMM 3200 Communication Theory  
 COMM 4120 Communication Law



- COMM 4150 Communication Research Methods
- COMM 4550 Communication Ethics and Scripture
- COMM 1400 Radio Practicum (or)
- COMM 1410 TV Practicum
- COMM 1930 Introduction to Public Relations
- COMM 2000 Media Software Tools
- COMM 2300 Broadcast News Writing
- COMM 2310 Print News Writing
- COMM 2420 Newspaper Practicum
- COMM 2430 Yearbook Practicum

Choose one course from the following:

- COMM 2540 Internet Communication
- COMM 3100 Writing for the Web
- MKTG 3490 Electronic Marketing

- COMM 2950 Internship Preparation
- COMM 3020 Copy Editing
- COMM 3350 Multimedia Storytelling
- COMM 3590 Typography and Graphic Arts

Choose one course from the following:

- COMM 3610 Nonverbal and Cross-Cultural Communication
- COMM 3620 Small Group and Organizational Communication
- COMM 3630 Argumentation and Persuasion
- COMM 3650 Interpersonal Communication

- COMM 3670/3672 Internship in Communication (1 to 6 credit hours)
- COMM 3830 Public Relations Tactics
- COMM 3940 Public Relations Case Studies
- COMM 4360 Public Relations Campaigns
- COMM 4510 Senior Seminar
- MKTG 2400 Principles of Marketing
- Electives (1 - 6 credit hours)

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Theatre at Harding University (Spring 2020)

General Education – 35 credit hours

- ENG 1113 English Composition I
- ENG 1123 English Composition II
- SPCH 1103 Fundamentals of Public Speaking
- MATH 1123 College Algebra (or)
- MATH 1213 Quantitative Literacy
- XXX6 Fine Arts/Humanities
- XXX6 History/Government
- PSYC 1103 General Psychology
- XXX8 Lab Sciences

Directed Electives – 25 credit hours

Select two courses from the following:

ANTH	1113	General Anthropology
ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology

SOC	2113	Cultural Diversity
ART	1593	Art Appreciation (or)
MUS	1213	Music Appreciation
CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems
	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course
MUS	1451	National Park Singers I (or)
PE	XXX1	Any 1-hour PE course

**HU BA in Theatre – 68 credit hours**

BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
	XXX2	Bible Elective (upper-level BNEW or BOLD)
THEA	1500	Theatre Forum
THEA	1610	Technical Theatre
THEA	1900	Acting I
THEA	2890	Design I
THEA	3010	Play Directing I
THEA	3060	World Drama
THEA	3140	Theatre History I
THEA	3180	Theatre History II
THEA	3800	Play Directing II
THEA	4510	Senior Showcase

Choose four credit hours from the following:

THEA	1701L	PROD – State Carpentry
THEA	1711L	PROD – Lighting and Electrics
THEA	1721L	PROD – Sewing I
THEA	1731L	PROD – Makeup
THEA	2701L	PROD – Stage Carpentry II
THEA	2711L	PROD – Audio Technology
THEA	2721L	PROD – Sewing II
THEA	2741L	PROD – Scenic Artistry
THEA	3071L	PROD – Rigging and Welding
THEA	3711L	PROD – Lighting Console Programming
THEA	3721L	PROD – Costume Pattern Making
THEA	3751L	PROD – Properties Fabrication
THEA	4701L	PROD – Furniture Construction
THEA	4711L	PROD – Projections and Media in Theatre
THEA	4721L	PROD – Costume Crafting and Millinery

Choose three credit hours from the following:

THEA	3250	Makeup Design
THEA	3260	Scene Design
THEA	3270	Costume Design
THEA	3280	Lighting Design

Choose nine credit hours from the following:

COMM	2100	Vocal Performance
THEA	2100	Children's Theatre
THEA	3090	Acting II
THEA	3120	Acting Styles
THEA	3210	Musical Theatre Performance
THEA	3240	Drafting/CAD for the Theatre
THEA	2800	Stage Management

THEA	3300	Student in Theatre Arts (or)
THEA	3670	Internship in Theatre

Minor in English or Bible recommended to stay within 128 credit hours  
 Remaining Bible/Electives depending on minor (2 to 3 credit hours)

Associate of Science in Liberal Arts & Sciences (DC 3970; CIP 24.0101) to the Bachelor of Arts in Bible and Ministry at Harding University (Spring 2020)

General Education – 35 credit hours

ENG	1113	English Composition I
ENG	1123	English Composition II
SPCH	1103	Fundamentals of Public Speaking
MATH	1123	College Algebra (or)
MATH	1213	Quantitative Literacy
	XXX6	Fine Arts/Humanities
	XXX6	History/Government
PSYC	1103	General Psychology
	XXX8	Lab Sciences

Directed Electives – 25 credit hours

Select two courses from the following:

ANTH	1113	General Anthropology
ECON	2203	Macroeconomics
POLS	1113	American National Government
SOC	1103	Introduction to Sociology

Select one course from the following:

HIST	2253	World Civilization to 1500
HIST	2263	World Civilization since 1500
PSYC	2013	Developmental Psychology
PSYC	2163	Abnormal Psychology
SOC	2113	Cultural Diversity
SOC	2203	Social Problems

CIS	1023	Introduction to Computing (or)
CIS	2013	Information Systems

	XXX6	Foreign Language
PE	1113	Life Fitness Concepts
PE	XXX1	Any 1-hour PE course
<b>HU BA in Bible and Ministry – 68 credit hours</b>		
BOLD	3020	Old Testament Story and Vision
BNEW	3020	New Testament Story and Vision
BMIS	3000	The World Christian
BFAM	300	Christian Teaching
BHIS	3060	History of Renewal Movements
BIB	2020	Hermeneutics
BIB	4010	Critical Issues in the Old Testament and New Testament
BIB	4020	Biblical Theology
BMIN	2080	Foundations for Ministry
BMIN	3010	Christian Counseling Credit
BMIN	3050	Introduction to Preaching
BMIN	4050	Ministry Internship
BNEW	3000	New Testament Seminar in Text/Genre
BOLD	3000	Old Testament Seminar in Text/Genre
GRK	1010	Elementary Greek (or)
HEB	1010	Elementary Hebrew
GRK	1020	Elementary Greek (or)
HEB	1020	Elementary Hebrew
GRK	2010	Intermediate Readings (or)
HEB	2010	Intermediate Hebrew
BMIN	3090	Congregational Ministry
BMIN	4000	Capstone in Christian Ministry
BRES	2700	Research and Writing
	XXX5	Bible Electives (upper-level BNEW or BOLD)
	XXX3	Bible Electives (any College of Bible and Ministry courses)
	XXX2	Electives

### **NPC/HU Transfer Agreement**

#### Purpose

The purpose of this Agreement is to facilitate the admission and transfer of eligible National Park College (NPC) students into approved baccalaureate degree programs at Harding (HU), as specified above. Both parties agree to offer students a seamless degree completion option to improve the economic status and employment opportunities available to citizens with a baccalaureate degree in the state of Arkansas and the nation.

#### Agreement

Both NPC and HU fulfill the standards required for accreditation by the Higher Learning Commission and intend to continue meeting these criteria.

It is agreed that any student who has earned an Associate of Science in Liberal Arts and Sciences degree from NPC will be eligible to transfer to HU for an approved baccalaureate degree program with full junior classification, subject to the provisions listed below.

#### Admission Requirements

1. HU will maintain exclusive responsibility for admission.
2. Students must meet all criteria required for undergraduate admission to HU.

3. Student must hold an Associate of Science in Liberal Arts and Sciences degree from NPC with a 2.0 cumulative grade point average, on or after the effective date of this Agreement.
4. Students must meet all degree-specific criteria to be admitted to a degree program that requires admission.

#### Transfer of Credits

1. Degree programs will be added as addenda to this parent agreement, as mutually agreed upon by the respective Chief Academic Officer at HU and at NPC.
2. Specific course requirements for each approved degree program will be reviewed and agreed upon by the Deans under whom the specific degree resides.
3. HU will accept grades of "D" for transfer; however, if the course description requires a grade of "C" or better, the student may be required to repeat that specific course.
4. A transfer student has not completed all of the courses specified within the Associate of Science in Liberal Arts and Sciences degree plan at NPC before entering HU, must work with an academic advisor to ensure timely completion of degree program requirements.
5. Remedial course grades will not be computed in the cumulative GPA for purposes of admission to HU.
6. Calculation of overall GPA for purposes of graduation and awarding of honors is left to the discretion of HU.
7. Students who have graduated with an Associate of Science in Liberal Arts and Sciences degree plan at NPC prior to transferring to HU may satisfy HU's Liberal Arts requirements if the following courses have been completed:
  - Bible (textual) – 8 hours (taken at HU)
  - Students certifying to teach must still meet all Arkansas certification requirements. In some instances, upper-level courses may substitute for lower-level courses for transfer students who did not graduate with an associate's degree.

#### Implementation

Degree and program requirements (catalog rights) for students who transfer to HU under this agreement will be determined by the date of their initial enrollment at NPC unless it has been more than a year since last enrolled at NPC. HU publishes catalog and curriculum requirements on the HU web site by June of each year. Students may graduate under the catalog in force when they first enroll at HU, or any subsequent catalog, subject to the approval of the appropriate HU department head and dean. HU reserves the right to make effective immediately any change in graduation requirements for students whose studies have not advanced beyond the level at which the change becomes operative.

HU and NPC will work cooperatively to make interested students aware of the opportunity provided by this Agreement. NPC will provide HU with directory information on students enrolled in an Associate of Science in Liberal Arts & Sciences degree program at NPC to enable HU to promote degree programs.

HU and NPC shall agree that no person on the grounds of race, color, national origin, sex, disability, age, veteran status, or creed be excluded from participation under the terms of this Agreement.

#### Amendment

This Agreement may be amended upon mutual written agreement of the parties.

Terms of Agreement

This Agreement will be effective from the final date of execution of this Agreement indicated below and will be automatically renewed until terminated by either party. Either party may terminate this Agreement with or without cause. If either party wishes to terminate this Agreement, they must do so in writing one year in advance of the requested termination date. The parties agree that any NPC students enrolled at HU at the time of termination of this Agreement shall be permitted to complete their degree under the terms of this Agreement.

**North Arkansas College****Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program**

Associate of Science in Agriculture (DC 1090; CIP 01.0000) reconfigured to create the Associate of Applied Science in Turf Management (CIP 01.0607; 60 credit hours; Spring 2020)

Semester 1 – 16 credit hours

ENGL	1013	English Composition I
AGRI	1204	Introduction to Plant Science
BA	1103	Business Math (or higher math)
AGRI	2303	Introduction to Turf Management
CIS	1103	Introduction to Information Technology

Semester 2 – 16 credit hours

ENGL	1023	English Composition II (or)
ENGL	1033	Technical Report Writing
AGRI	2014	Pest Management
AGRI	1114	Principles of Horticulture
BA	1213	Financial Math

Semester 3 – 16 credit hours

SPCH	2303	Public Speaking
CHEM	1214	Fundamentals of Chemistry
AGRI	2003	Introduction to Weed Science
FL	1303	Beginning Spanish I
	XXX3	<i>Small Engine Basics</i>

Semester 4 – 16 credit hours

AGRI	2204	Soil Science
MM	2123	Inventory Management
PE	XXX1	Elective
ECON	2313	Principles of Macroeconomics
AGRI	XXX2	<i>Sports Turf Irrigation &amp; Drainage (part of internship)</i>
AGRI	XXX2	<i>Sports Turf Operations &amp; Management (part of internship)</i>

*New courses***NorthWest Arkansas Community College****Name Change of Existing Program/Concentration/Option/Organizational Unit**

Technical Certificate in Networking (DC 2110; CIP 11.0101) changed to Technical Certificate in Networking & Cyber Security (Spring 2020)

**Existing Program Offered by Distance Technology**

Associate of Applied Science in Health Information Management (DC 3670; CIP 51.0707; 100% online; Spring 2020)

**Ozarka College**

**Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program**

Technical Certificate in Diesel Service Technology (DC 4467; CIP 47.0605) reconfigured to create the Certificate of Proficiency in Diesel Service Technology (CIP 47.0605; 10 credit hours; Spring 2020)

*DST 1105 Diesel Engines*  
*DST 1505 Diesel Engine Performance*

*New courses*

**Curriculum Revision**

Technical Certificate in Diesel Service Technology (DC 4467; CIP 47.0605; 30 credit hours; Fall 2020)

Required Courses – 16 credit hours

ENGL 1013 English Composition I  
 BTMA 1033 Math for Business Technology (or)  
 MATH 1103 Math with Business Applications  
*DST 1105 Diesel Engines*  
*DST 1505 Diesel Engine Performance*

Choose 14 credit hours from the following:

AST 1215 Electrical Systems  
 AST 1305 Suspension and Steering  
 AST 2205 Automotive Heating & Cooling  
 AST 2105 Brake Systems  
 AST 2505 Automotive Transmissions and Transaxles  
 AST 2415 Manual Drivetrain & Axles  
 AST 2504 Automotive Service Tech Lab

*New courses*

**South Arkansas Community College**

**Curriculum Revision**

Certificate of General Studies in General Studies (DC 0910; CIP 24.0101; 31 credit hours; 87% online; Spring 2020)

Deleted Course

XXX3 Fine Arts Choice

**Southeast Arkansas College**

**New Certificate/Degree Program**

Technical Certificate in Construction Management (CIP 52.0901; 29 credit hours; Fall 2020)

1<sup>st</sup> Semester – 15 credit hours

ENGL 1213 Writing for the Workplace  
 MATH 1233 Technical Mathematics  
 BUSI 1033 Introduction to Business  
 ELEC 1153 Principles of Technology  
 CNST XXX3 *Introduction to Construction*

2<sup>nd</sup> Semester – 14 credit hours

CNST	XXX3	Surveying and Elevations
MECH	1813	Blueprint Reading and Measurements
DRAFT	1124	Introduction to Computer Aided Design
DRAFT	2314	Architectural Drawing and Design

*New courses*

**Program Deletion**

Certificate of Proficiency in Medical Assisting Technology (DC 0222; CIP 51.2603; Spring 2020)

Technical Certificate in Entrepreneurship (DC 2520; CIP 52.0701; Spring 2020)

Technical Certificate in Electromechanical Maintenance (DC 4630; CIP 47.0105; Spring 2020)

Technical Certificate in Office Administration (DC 4280; CIP 52.0401; Spring 2020)

Associate of Applied Science in Emergency Administration & Management (DC 3490; CIP 43.9999; Spring 2020)

Associate of Applied Science in Industrial & Mechanical Technology (DC 0570; CIP 47.0303; Spring 2020)

**University of Arkansas, Fayetteville**

**CIP Code Change**

Doctor of Philosophy in Environmental Dynamics (DC 7500; CIP 40.0699) changed to (CIP 03.0104; Spring 2020)

**Establishment of New Academic Unit**

Department of Strategy, Entrepreneurship and Venture Innovation (Department Code; Spring 2020)

**Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program**

Master of Science in Microelectronics, Photonics (DC 6345; CIP 40.1002) reconfigured to create the Master of Science in Materials Science (CIP 40.1001; 33 credit hours; Spring 2020) with Concentrations in Biological Materials & Devices; Energy Materials & Devices; Mechanical & Structural Materials; Microelectronic-Photonic Materials & Devices; Nanoscale materials & Devices; Materials Modeling and the Master of Science in Materials Engineering (CIP 14.1801; 33 credit hours; Spring 2020)

**Master of Science in Materials Science – 33 credit hours**

Academic Path

MEEG	5343	Computational Materials Science
MEEG	591V	Special Topics (Introduction to Manufacturing)
MSEN	5312	Materials Characterization
MSEN	5313	Fundamentals of Materials Science
MSEN	5383	Research Commercialization and Product Development
MSEN	5811/	



MSEN	5911/	
MSEN	6811/	
MSEN	6911	Operations Management Seminar Series
	XXX9	Technical Electives from Concentration List
MSEN	600V	Research Thesis
<u>Professional Path</u>		
MEEG	5343	Computational Materials Science
MEEG	591V	Special Topics (Introduction to Manufacturing)
MSEN	5312	Materials Characterization
MSEN	5313	Fundamentals of Materials Science
MSEN	5383	Research Commercialization and Product Development
MSEN	5811/	
MSEN	5911/	
MSEN	6811/	
MSEN	6911	Operations Management Seminar Series
	XXX9	Technical Electives from Concentration List
MSEN	5513	2 Applied External Research Efforts or
MSEN	600V	Research Thesis
<u>Non-Thesis Path</u>		
MEEG	5343	Computational Materials Science
MEEG	591V	Special Topics (Introduction to Manufacturing)
MSEN	5312	Materials Characterization
MSEN	5313	Fundamentals of Materials Science
MSEN	5383	Research Commercialization and Product Development
MSEN	5811/	
MSEN	5911/	
MSEN	6811/	
MSEN	6911	Operations Management Seminar Series
	XXX9	Technical Electives from Concentration List
MSEN	5513	Applied External Research
	XXX3	Approved Elective

**Master of Science in Materials Engineering – 33 credit hours**

Academic Path

MEEG	591V	Special Topics (Introduction to Manufacturing)
MSEN	5322	Materials Characterization
MSEN	5313	Fundamentals of Materials Science
MSEN	5383	Research Commercialization and Product Development
MSEN	5811/	
MSEN	5911/	
MSEN	6811/	
MSEN	6911	Operations Management Seminar Series
MSEN	6323	Materials Engineering Design
	XXX9	Technical Electives from Concentration List
MSEN	600V	Research Thesis

Professional Path

MEEG	591V	Special Topics (Introduction to Manufacturing)
MSEN	5322	Materials Characterization

MSEN	5313	Fundamentals of Materials Science
MSEN	5383	Research Commercialization and Product Development
MSEN	5811/	
MSEN	5911/	
MSEN	6811/	
MSEN	6911	Operations Management Seminar Series
MSEN	6323	Materials Engineering Design
	XXX9	Technical Electives from Concentration List
MSEN	600V	Research Thesis (Optional) (or)
	XXX6	Professional path thesis research must include direct collaboration with an external technical organization.

Non-Thesis Path

MEEG	591V	Special Topics (Introduction to Manufacturing)
MSEN	5322	Materials Characterization
MSEN	5313	Fundamentals of Materials Science
MSEN	5383	Research Commercialization and Product Development
MSEN	5811/	
MSEN	5911/	
MSEN	6811/	
MSEN	6911	Operations Management Seminar Series
MSEN	6323	Materials Engineering Design
	XXX9	Technical Electives from Concentration List
	XXX6	Approved Elective

Doctor of Philosophy in Microelectronics-Photonics (DC 7335; CIP 40.1002) reconfigured to create the Doctor of Philosophy in Materials Science & Engineering (CIP 14.1801; 60 credit hours; Spring 2020)

Candidates for the PhD program are expected:

1. to have completed a MS in either engineering or science;
2. to have proficiency in core curriculum of the MS in Materials Engineering or MS in Materials Science from the University of Arkansas;
3. to take the Materials Science & Engineering written PhD candidacy exam in the first spring semester after MS graduation;
4. Candidates requesting admission with a MS degree from another institution or from another discipline will be required to take the Materials Science & Engineering written PhD candidacy exam within four semesters after MS graduation and after having completed MSEN 5383 – Research Commercialization & Product Development.
5. Students must complete a minimum of 27 hours of graduate coursework beyond the MS degree requirements.

**Program Deletion**

Master of Science in Microelectronics, Photonics (DC 6345; CIP 40.1002; Fall 2020)

Doctor of Philosophy in Microelectronics-Photonics (DC 7335; CIP 40.1002; Fall 2020)

### University of Arkansas Little Rock Curriculum Revision

Associate of Science in Computer Programming (DC 0980; CIP 11.0201; 60 credit hours; Spring 2020)

#### Deleted Courses

CPSC	1175	Introduction to Computer Science Laboratory
CPSC	2382	Introduction to Computer Systems and Assembly Language

#### Added Courses

CPSC	1375	Programming I
CPSC	2376	Programming II
CPSC	2482	Computer Organization
MATH	2310	Discrete Mathematics

Bachelor of Science in Computer Science (DC 2410; CIP 11.0101; 120 credit hours; Spring 2020)

#### Deleted Courses

CPSC	1175	Introduction to Computer Science Laboratory
CPSC	2382	Introduction to Computer Systems and Assembly Language
IFSC	2200	Ethics in the Profession
CPSC	3482	Computer Organization I

#### Added Courses

CPSC	2482	Computer Organization
CPSC	3384	Computer Networks
CPSC	4383	Artificial Intelligence
CPSC	4370	Theory of Computation
CPSC	4387	Distributed Computing

### University of Arkansas at Pine Bluff

#### **New Option/Emphasis/Concentration/Minor**

Nanoscience Option in the Bachelor of Science in Chemistry/Physics (DC 2350; CIP 40.0501; Spring 2020)

Nanoscience Core – 22 credit hours

NANO	3310	Introduction to Nanoscience I
NANO	3320	Introduction to Nanoscience II
NANO	3120	Introduction to Nanoscience Lab
NANO	4310	Physical Principles of Nanoscience
NANO	4312	Chemical/Biochemical Principles of Nanoscience
NANO	4313	Introduction to Material Science
NANO	4315	Nanoscale Optics and Spectroscopy
NANO	4210	Nano Research
NANO	4110	Nano Seminar

Nanoscience Elective Courses (Choose 3 credit hours from the following):

NANO	4314	Computational Nanoscience
NANO	4316	Micro/Nano Electronic Devices and Characterization
PHYS	5345	Lasers/Optics and Applications
CHEM	4310	Inorganic Chemistry
CHEM	5312	Advanced Biochemistry

**University of Arkansas for Medical Sciences**

**Existing Program Offered at Off-Campus Location and by Distance Technology**

Bachelor of Science in Diagnostic Medical Sonography (DC 1375; CIP 51.0910; 120 credit hours; 100% online; Fall 2021; offered at NW Regional Campus, 1125 N. College Avenue, Fayetteville, AR)

**University of Arkansas Community College Hope-Texarkana**

**Reorganization of Existing Organizational Units**

Division of Arts and Humanities (Department Code 2670) reorganized to create the Division of Arts, Humanities & Education (Spring 2020)

Divisions of Business, Technology & Education (Department Code 2530) and Division of Technical & Industrial Professions (Department Code 2410) reorganized to create the Division of Business, Trade & Industry (Spring 2020)

Division of Math and Sciences (Department Code 2750) reorganized to create the Division of Math & Social Science (Spring 2020)

**Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor or Organizational Unit**

Department of Business & Industry Training & Continuing Education (Department Code 2610) (Spring 2020)

## **INSTITUTIONAL CERTIFICATION ADVISORY COMMITTEE**

### **Recertifications**

#### Baptist Health College Little Rock, Little Rock, Arkansas

Associate of Applied Science in Histotechnology

Associate of Applied Science in Surgical Technology

#### Carrington College, Sacramento, California

Certificate of Achievement in Medical Administrative Assistant

Certificate of Achievement in Medical Billing and Coding

Associate of Applied Science in Medical Administrative Assistant Degree Completion

Associate of Applied Science in Medical Billing and Coding Degree Completion

Associate of Applied Science in Health Studies Degree Completion

#### The Chicago School of Professional Psychology, Los Angeles, California

Doctor of Philosophy in Business Psychology

Doctor of Philosophy in International Psychology

Doctor of Philosophy in Organizational Leadership

#### Likewise College, Searcy, Arkansas

Associate of Arts in Entrepreneurship

Associate of Arts in Humanities

#### Northcentral University, La Jolla, California

Doctor of Education with Specializations in Global Training and Development, Leadership in Higher Education, Organizational Leadership, Sport and Athletic Management (Non-Licensure)

Doctor of Philosophy in Education with Specializations in Global Training and Development, Leadership in Higher Education, Organizational Leadership, Sport and Athletic Management (Non-Licensure)

#### Pepperdine University, Malibu, California

Master of Business Administration

#### Strayer University, Washington, D.C.

Campus in Little Rock

Bachelor of Science in Accounting

Bachelor of Science in Information Systems

Master of Public Administration

Master of Science in Accounting

Master of Science in Health Services Administration

#### Vincennes University, Vincennes, Indiana

Campus in Van Buren

Associate of Science in General Studies

Webster University, St. Louis, Missouri  
 Campus in Little Rock  
 Master of Business Administration  
 Master of Arts in Health Administration  
 Master of Arts in Human Resource Management  
 Master of Arts in Management and Leadership  
 Master of Science in Cybersecurity

**Institutional Changes**

Ashford University, San Diego, California  
 Tuition for various programs changed from \$635/\$705 to \$665/\$740

Jefferson Regional Medical Center School of Nursing, Pine Bluff, Arkansas  
 Tuition for program changed from \$13,435 to \$13,634

**Letter of Exemption from Certification – New –Church-Related Training**

Boston Mountain Baptist Bible College, Alma, Arkansas

Certificate of Bible	Certificate of Ministry
Certificate of Religious Education	Certificate of Theology
Associate of Bible	Associate of Ministry
Associate of Religious Education	Associate of Theology
Graduate of Bible	Graduate of Ministry
Graduate of Religious Education	Graduate of Theology
Bachelor of Bible	Bachelor of Ministry
Bachelor of Religious Education	Bachelor of Theology
Master of Bible	Master of Ministry
Master of Religious Education	Master of Theology
Doctor of Bible	Doctor of Ministry
Doctor of Religious Education	Doctor of Theology

**Letter of Exemption from Certification – Renewal –Church-Related Training**

Anchor Theological Seminary & Bible Institute, McAllen, Texas  
 Offering programs in Paragould, Arkansas and Texarkana, Arkansas

Associate in Bible Studies	Bachelor of Biblical Studies
Bachelor of Religious Education	Bachelor of Theology
Master of Biblical Studies	Master of Religious Education
Master of Theology	Doctor of Theology
Doctor of Christian Philosophy	

Ouachita Hills College, Amity, Arkansas

Associate of Christian Business Management	Associate of Personal Evangelism
Associate of Christian Life Science	Bachelor of Theology
Bachelor of Christian Business Management	Bachelor of Biblical Studies
Bachelor of Elementary Christian Education	

Bachelor of Secondary Christian Education  
 Bachelor of Christian Human Resource Management

Virginia Beach Theological Seminary, Virginia Beach, Virginia

Offering a program by distance technology  
 Master of Biblical Studies

**Program Changes/Additions**

Jefferson Regional Medical Center School of Nursing, Pine Bluff, Arkansas

Changes to Associate of Applied Science in Nursing

- N101 Foundations of Nursing changed to
- N100 Foundations of Nursing Practice
- N201 Medical Surgical Nursing and
- N202 Mental Health Nursing changed to
- N104 Adult Health I and N106 Pharmacology I
- N203 Maternal Newborn Nursing changed to
- N200 Maternal/Child Nursing Care
- N204 Nursing of Children changed to
- N202 Transition to Professional Nursing Practice
- N301 Critical Care/Pharmacology changed to
- N204 Adult Health II
- N302 Leadership/Transitions Changed to
- N206 Pharmacology II

Course Added:

- N208 NCLEX Prep

Saybrook University, Pasadena, California

Biofeedback and Neurofeedback Certificate

- APH 5622 Basic Training and Education in Biofeedback
- APH 5627 Intermediate Biofeedback OR
- APH 5101 Psychophysiological Recording, Assessment, and Interventions
- APH 5595 Advanced Biofeedback Practicum OR
- APH 5571 Heart Rate Variability Biofeedback
- APH 5271 EEG Biofeedback: Assessment and Intervention
- APH 5251 Neuropsychophysiology
- APH 5561 Quantitative Electroencephalogram as an Assessment Tool OR
- APH 5281 Advanced EEG Biofeedback: Theoretical and Critical Considerations

Clinical and Applied Hypnosis Certificate

- APH 5594 Advanced Hypnosis Practicum
- APH 5620 Basic Training and Education in Hypnosis
- APH 5625 Intermediate Training and Education in Hypnosis
- MBM 5511 Graduate Colloquium

Complex Trauma and Healing Process Certificate

- PSY 3171 Perspectives and Foundations of Traumatic Stress
- PSY 3172 Trauma: Mind, Body, and Spiritual Dynamics

PSY	3177	Traumatic Stress within Cultures and Self
PSY	8950	Certificate Integrative Seminar
PSY	3178	The Psychology of Trauma in Working with First Responders
PSY	3179	Traumatic Experiences in Relationships
TSC	7115	Refugee Trauma and Resiliency

## Creativity Studies Certificate

CS	4500	Dimensions of Creativity
CS	4510	Perspectives in Creativity
CS	8151	Practicum/Project
CS	8950	Integrative Paper/Seminar
CS	3010	Arts-Based Inquiry
CS	4520	Art and Healing
CS	6606	Introduction to Expressive Arts
CS	7067	Organizational Creativity
CSIH	3160	Personal Mythology and Dreamwork
CS	4525	Poetry and Holistic Health

## Foundations of Existential-Humanistic Practice Certificate

EHP	2040	Existential Psychotherapies
EHP	6150	Existential Psychotherapies II
EHP	2047	Existential Psychotherapies III
EHTP	2045	Existential-Humanistic Therapy: Experiential I
EHTP	2046	Existential-Humanistic Therapy: Experiential II

## Integrative and Functional Nutrition Certificate

IFN	5520	Nutritional Science
IFN	5670	Foundations of Integrative and Functional Nutrition
IFN	5688	Advanced Nutritional Biochemistry- Macronutrients
IFN	5689	Advanced Nutritional Biochemistry-Micronutrients
IFN	5681	Systems Biology I
IFN	5611	Therapeutic Diets and Menu Planning
IFN	5673	Integrative Approaches to the Digestive System
IFN	5676	Dietary Supplements and Herbal Medicine
IFN	5677	Integrative and Functional Nutrition: Therapeutics
IFN	5672	Systems Biology II
IFN	5694	Nutrition-Focused Physical Exam
IFN	5900	Integrative Approaches to Chronic Disease
IFN	5705	Psychobiology of Eating
IFN	5661	Nutritional Foundations of Mental Health
IFN	5663	Sports and Exercise Nutrition

## Integrative Wellness Coaching Certificate

COA	5628	Evidence-Based Coaching
COA	5632	Intermediate Coaching
COA	5593	Advanced Coaching Practicum



Mind-Body Medicine Certificate

MBM	5710	Mind-Body Therapies and Practices
APH	5640	Scientific Approaches to the Mind-Body Connection
MBM	5524	Contemporary Neuroscience-Psychology and the Brain
MBM	5510	Imagery for Health
MBM	5655	Mindfulness, Meditation and Health
MBM	5616	Movement Modalities for Wellness
MBM	5635	Spirituality and Health

Multiculturalism and Social Justice Certificate

PSY	6010	The Psychology of Multiculturalism in North America
PSY	6570/	
TSC	6570	Race, Class, and Gender in American Society

Choose three:

CSIH	4590	Psychology, Religion, and Spirituality in their Cultural Contexts
CSIH	3220	The African Diaspora: African American Cultural History and Psychology
TSC	6520	Gender and Society
TSC	6620	Psychology of Disability, Rehabilitation, and Empowerment

Stress Management Education Certificate

APH	5051	Fundamentals of Psychophysiology
APH	5201	Principles and Theories of Stress Management
COA	5628	Evidenced-Based Coaching
APH	5701	Field Experience

Choose one:

APH	5451	Optimal Functioning in the Sports, Educational, and Business Environments
MBM	5510	Imagery for Health
APH	5620	Basic Training and Education in Hypnosis
APH	5622	Basic Training and Education in Biofeedback
IFN	5661	Nutritional Foundations of Mental Health
MBM	5655	Mindfulness, Meditation and Health

## LETTERS OF INTENT

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The following notifications were received through January 1, 2020.

Arkansas Northeastern College

Certificate of Proficiency in Medication Assistant

Arkansas State University – Beebe

Associate of Applied Science in Nursing

Arkansas State University – Jonesboro

New Off Campus Center – A-State University Center @ Arkansas State University –  
Three Rivers, Malvern, AR

New Off Campus Center – A-State University Center @ Arkansas State University-  
Newport, Newport, AR

Southeast Arkansas College

Associate of Applied Science in Clinical Laboratory Technology

University of Arkansas, Fayetteville

Master of Applied Business Analytics

Master of Professional Accounting

Master of Science in Environmental Dynamics

Master of Science in Finance

Master of Science in Operations Analytics

Master of Science in Supply Chain Management

Master of Arts in Art Education with Concentrations in (1) Schools and (2) Community  
and Museums

University of Arkansas at Monticello

Master of Arts in English

Master of Fine Arts in Debate and Communication

University of Arkansas Community College at Batesville

Certificate of Proficiency in Masonry

Certificate of Proficiency in Carpentry

Certificate of Proficiency in Drywall Installation & Finishing

Technical Certificate in Construction Technology

University of Arkansas Community College at Morrilton

Certificate of Proficiency in Diesel Technology

Technical Certificate in Diesel Technology

Associate of Applied Science in Diesel Technology

**INSTITUTIONAL CERTIFICATION ADVISORY COMMITTEE**

Adler University, Chicago, Illinois

Initial Certification – Distance Technology  
Master of Arts in Clinical Mental Health Counseling

Ashford University, San Diego, California

Initial Certification – Distance Technology  
Master of Arts in Counseling

Berklee College of Music, Boston, Massachusetts

Initial Certification – Distance Technology  
Bachelor of Professional Studies in Electronic Music Production and Sound Design  
Bachelor of Professional Studies in Guitar  
Bachelor of Professional Studies in Interdisciplinary Music Studies  
Bachelor of Professional Studies in Music Business  
Bachelor of Professional Studies in Music Composition for Film, TV, and Games  
Bachelor of Professional Studies in Music Production  
Bachelor of Professional Studies in Songwriting

Blue Cliff College, Alexandria, Louisiana

Campus in Fayetteville  
Initial Certification – Distance Technology  
Diploma in Massage Therapy

Boston University, Boston, Massachusetts

Initial Certification – Distance Technology  
Courses:

CASLC 111	First Semester Chinese
CASLC 112	Second Semester Chinese
CASLJ 385	Intensive Kanji
CASLS 111	First Semester Spanish
CASLS 112	Second Semester Chinese
COMFT 554	Special Topics
GMSBT 104	Medical Terminology 1
GMSBT 106	Medical Terminology 2
GMSBT 440	Genetics, Ethics, and the Law
GMSBT 442	Issues in Assisted Reproduction
QSTSM 101	Introduction to Management
SARPT 634	Diagnostic Procedures for Rehab Professionals
METML 632	History of Wine
METML 636	Culture and Cuisine: Italy
EC 101	Introduction to Microeconomics
MA 113	Elementary Statistics
PS 101	General Psychology
SHAHF 771	Revenue Management Strategies

Certificate of Advanced Graduate Study in Music Education  
Graduate Certificate in Applied Business Analytics

Graduate Certificate in Corporate Finance  
Graduate Certificate in Cybercrime Investigation and Security  
Graduate Certificate in Data Analytics  
Graduate Certificate in Enterprise Risk Management and Compliance  
Graduate Certificate in Financial Management  
Graduate Certificate in Financial Markets and Institutions  
Graduate Certificate in Financial Services Compliance  
Graduate Certificate in Fundraising Management  
Graduate Certificate in International Business Law  
Graduate Certificate in International Finance  
Graduate Certificate in Investment Analysis  
Graduate Certificate in Supply Chain Management  
Graduate Certificate in Visual and Digital Health Communication  
Executive Master of Laws in International Business Law  
Master of Education in Curriculum and Teaching  
Master of Education in Higher Education Administration: Educational Leadership and Policy Studies  
Master of Science in Applied Business Analytics  
Master of Science in Enterprise Risk Management  
Master of Science in Global Marketing Management  
Master of Science in Health Care Emergency Management  
Master of Science in Insurance Management  
Master of Science in Project Management  
Master of Science in Software Development

California Baptist University, Riverside, California

Initial Certification – Distance Technology  
Bachelor of Arts in Business Administration  
Bachelor of Arts in English  
Bachelor of Arts in Graphic Design and Digital Media  
Bachelor of Arts in Liberal Studies  
Bachelor of Arts in Organizational Leadership  
Bachelor of Arts in Psychology  
Bachelor of Arts in Public Administration  
Bachelor of Arts in Public Relations  
Bachelor of Arts in Sociology  
Bachelor of Arts in Sport, Recreation and Fitness Management  
Bachelor of Science in Accounting  
Bachelor of Science in Computer Information Technology  
Bachelor of Science in Criminal Justice  
Bachelor of Science in Kinesiology  
Bachelor of Science in Marketing  
Bachelor of Science in Public Health  
Master of Arts in Communication  
Master of Arts in Leadership  
Master of Arts in Public Relations  
Master of Business Administration, Specializations in Accounting and General Management

Master of Public Administration  
Master of Public Health  
Master of Science in Accounting  
Master of Science in Kinesiology  
Doctor of Business Administration  
Doctor of Public Administration

California State University-Chico, Chico, California

Initial Certification – Distance Technology  
Bachelor of Arts in Liberal Studies  
Bachelor of Arts in Social Science  
Bachelor of Arts in Sociology  
RN to Bachelor of Science in Nursing  
Career and Life Planning Certification Program  
Master of Science in Agricultural Education  
Master of Science in Nursing

Central Christian College of Kansas, McPherson, Kansas

Initial Certification – Distance Technology  
Associate of Arts in Aviation  
Bachelor of Aviation

The Chicago School of Professional Psychology, Los Angeles, California

Initial Certification – Distance Technology  
Bachelor of Science in Nursing  
Master of Arts in Clinical Mental Health Counseling  
Applied Forensic Psychology Certificate  
Applied Industrial/Organizational Psychology Certificate  
Child and Adolescent Psychology Certificate  
Consumer Psychology Certificate  
Leadership for Healthcare Professionals Certificate  
Organizational Effectiveness Certificate  
Workplace Diversity Certificate  
Behavior Analyst Post-Master's Respecialization Certificate  
Doctor of Education in Educational Psychology and Technology

Clarks Summit University, Clarks Summit, Pennsylvania

Initial Certification – Distance Technology  
Associate of Arts  
Bachelor of Arts  
Bachelor of Science  
Bachelor of Science in Counseling  
Master of Arts  
Master of Arts in Literature  
Master of Education

Community Care College, Tulsa, Oklahoma

Initial Certification – Distance Technology

Associate of Applied Science in Medical Assistant (Hybrid)

Drury University, Springfield, Missouri

Initial Certification – Conway Campus

Bachelor of Science in Organizational Communication and Development

Everest University, Tampa, Florida

Initial Certification – Distance Technology

Associate of Science in Medical Insurance Billing and Coding

Bachelor of Science in Applied Management

Bachelor of Science in Paralegal

Los Angeles Film School, Hollywood, California

Initial Certification – Distance Technology

Associate of Science in Music Production

Bachelor of Science in Animation

Bachelor of Science in Digital Filmmaking

Bachelor of Science in Entertainment Business

Bachelor of Science in Graphic Design

Bachelor of Science in Music Production

Bachelor of Science in Writing for Film and Television

Northcentral University, La Jolla, California

Initial Certification – Distance Technology

Post-Baccalaureate Certificate in Marriage and Family Therapy, Systemic Treatment of Addictions

Post-Baccalaureate Certificate in Marriage and Family Therapy, Systemic Sex Therapy

Post-Baccalaureate Certificate in Education, social, Emotional Learning

Post-Masters Certificate in Psychology, Industrial/Organizational Psychology

Post-Masters Certificate in Education, Social, Emotional Learning

Recertification – Distance Technology

Pepperdine University, Malibu, California

Initial Certification – Distance Technology

Master of Science in Applied Analytics

Rasmussen College, Bloomington, Minnesota

Recertification – Distance Technology

Certificate of Medical Billing and Coding

Certificate of Pharmacy Technician

Associate of Science in Paralegal

Bachelor of Science in Accounting

Bachelor of Science in Business Management

Bachelor of Science in Early Childhood Education

Bachelor of Science in Graphic Design

Bachelor of Science in Health Information Management

Bachelor of Science in Human Services

Master of Science in Human Resources

Remington College, Knoxville, Tennessee

Initial Certification – Distance Technology

Diploma in Medical Assisting

Associate of Applied Science in Digital Graphic Art

San Diego State University, San Diego, California

Initial Certification – Distance Technology

Civil Site Work Construction Workforce Partnership Certificate

Construction Estimating Workforce Partnership Certificate

Construction Practices Workforce Partnership Certificate

Construction Project Management Certificate

Construction Supervision Certificate

Bachelor of Science in Business Administration

Master of Arts in Educational Leadership

Master of Public Administration

Master of Science in Meeting and Event Management

Master of Science in Regulatory Affairs

Saybrook University, Pasadena, California

Initial Certification – Distance Technology

Master of Arts in Counseling

Master of Science in Integrative and Functional Nutrition

Master of Science in Mind-Body Medicine

Doctor of Philosophy in Applied Psychophysiology

Doctor of Philosophy in Managing Organizational Systems

Doctor of Philosophy in Mind-Body Medicine

Doctor of Philosophy in Psychology

Doctor of Philosophy in Transformative Social Change

South University, Savannah, Georgia

Initial Certification – Distance Technology

Bachelor of Science in Information Technology to Master of Science in Information Systems

Bachelor of Science in Public Relations

Graduate Certificate in Human Resource Management

Graduate Certificate in Information Systems

Master of Science in Health Informatics

TEACH-NOW Graduate School of Education, Washington, D.C.

Initial Certification – Distance Technology

Teacher Preparation Certificate Program for Teacher Licensure: English for Speakers of Other Languages

Teacher Preparation Certificate Program for Teacher Licensure: Foreign Languages

Teacher Preparation Certificate Program for Teacher Licensure: Biology/Life Science

Teacher Preparation Certificate Program for Teacher Licensure: Chemistry

Teacher Preparation Certificate Program for Teacher Licensure: Computer Science

Teacher Preparation Certificate Program for Teacher Licensure: English Language Arts

Teacher Preparation Certificate Program for Teacher Licensure: Mathematics-Secondary

Teacher Preparation Certificate Program for Teacher Licensure: Physical Science

Teacher Preparation Certificate Program for Teacher Licensure: Social Studies-Secondary

Trident University International, Cypress, California

Initial Certification – Distance Technology  
Associate of Science in Professional Studies

University of California Berkeley, Berkeley, California

Initial Certification – Distance Technology  
Master of Information and Data Science

University of Saint Augustine for Health Sciences, San Marcos, California

Initial Certification – Distance Technology  
Master of Occupational Therapy  
Doctor of Education  
Doctor of Health Science  
Doctor of Occupational Therapy

University of Southern California, Los Angeles, California

Initial Certification – Distance Technology  
Graduate Certificate in Business Law  
Graduate Certificate in Compliance  
Graduate Certificate in Entertainment Law and Industry  
Graduate Certificate in Financial Compliance  
Graduate Certificate in Health Care Compliance  
Graduate Certificate in Human Resources Law and Compliance  
Executive Master of Urban Planning  
Master of Communications Management  
Master in Long Term Care Administration  
Master of Science in Food Industry Leadership  
Master of Science in Geriatric Dentistry  
Master of Science in Human Resource Management  
Recertification – Distance Technology  
Master of Arts in Teaching  
Doctor of Social Work  
Doctor of Education in Organizational Change and Leadership

Webster University, St. Louis, Missouri

Initial Certification – Little Rock Metro Campus  
Graduate Certificate in Cybersecurity – Threat Detection  
Master of Arts in Education and Innovation